

Effect of Organizational Innovation (Product Innovation, Process Innovation, and Administrative Innovation) On Organizational Learning

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Abstract

One of the mainstays of the UAE imaginative and prescient is converting the UAE into focused Knowledge monetary machine (development, creativeness, and money related administrations). In this way, to reach at that cause of authoritative presentation, hierarchical improvement is a reason force for arriving at that goal. Albeit numerous investigations have inspected the connection among development and execution in several countries and settings, however to the outstanding data on the scientist nobody has contemplates the effect of authoritative improvement on the hierarchical presentation close to Dubai ports worldwide inside the UAE this is the number one goal of the prevailing examination. A via and by means of way of directed ballot being conveyed by using the analyst may be utilized to accumulate statistics from respondents indoors DP World within the UAE. Irregular trying out approach changed into received to pick the representatives who makes use of outstanding taxpayer supported businesses. Just 403 out of seven-hundred respondents have been achieved a reaction pace of 57.57%, it is considered as a more effective examine reaction price, while 372 had been investigated in the wake of expelling missing records, exceptions, and suspicious reactions. PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling-Variance Based) have become applied to survey the exploration version by using the usage of the product SmartPLS 3.0. The proposed look into model clarified 38% of the hierarchical advancement (OI). Authoritative improvement had a excellent direct impact at the OL inner DP international inside the United Arab Emirates (UAE). The after effects of the triumphing studies can possibly deliver further studies into development of establishments strategies.

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I. Presentation

The non-economic execution of the enterprise that includes studying and improvement may be appeared as a subject of development for the affiliation. This is for the maximum issue due to the reason that the presentation of a business enterprise is taken into consideration as a joined end result of manner development, managerial improvement, and object development. The presentation has a fundamental reliance on adequate authoritative improvement, with reference to making and executing viable and critical thoughts.

H.H. Sheik Mohammed container Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, propelled the UAE Vision 2021, at the give up of a Cabinet meeting in 2010 (Vision 2021, 2010). One of the essential locations of this imaginative and prescient is to alternate the UAE into an aggressive information financial gadget (in which the emphasis is on inventiveness, improvement, and cash related offerings). It is apparent that the UAE is trying to expose right into a prime innovation attention relying on the development method of the fourth Industrial Revolution (W. Al-Ali, Ameen, Isaac, Khalifa, and Hamoud, 2019; Alkhatari, Asma S; Abuelhassan,

Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Ameen, Almari, and Isaac, 2019). In this way, authoritative improvement is considered as a using pressure for conducting the objective of hierarchical execution.

Despite the reality that few research works have tested the connection amongst execution and improvement (Albuquerque et al., 2019; Burrus, Graham, and Jones, 2018; Choi, Moon, and Ko, 2013; Ding, Choi, and Aoyama, 2018; Vladimirov and Williams, 2018; Alameri, Isaac, Ameenc, and Bhaumik, 2019; Albreiki, Ameen, and Bhaumik, 2019; Albreki, Ameen, and Bhaumik, 2019; Alkatheeri et al., 2019; Ameen et al., 2019; Haddad et al., 2020) in numerous nations settings, nevertheless no person has dissected the impact of hierarchical improvement on the authoritative execution from the component of view of Dubai ports.

Different worldwide markers have made a reasonable picture that assist in expertise the scenario of nation diploma as consistent with a diffusion of measures which might be perceived internationally (Waleed Al-Ali, Ameen, Issac, Nusari, and Ibrahim Alrajawi, 2018; Al-Obthani, Ameen, Nusari, and Alrajawy, 2018; AlShamsi, Ameen, Isaac, Al-Shibami, and Sayed Khalifa, 2018; Haddad, Ameen, and Mukred, 2018; B. A. Al-Gamrh and Al-Dhamari, 2016; B. Al-Gamrh, Ku Ismail, and Al-Dhamari, 2018; Al-Obthani and Ameen, 2019a, 2019b).

The crucial purpose of this examination is to break down the impact of hierarchical improvement on authoritative getting to know. Three desires have along the ones traces been characterised as wishes be—1) to dissect the effect of manner improvement on hierarchical studying, 2) to discover the effect of object development on authoritative getting to know, and 3) to realise the impact of regulatory improvement on authoritative mastering nearly about DP World inside the UAE.

a. 2. Writing Review

2.1 Organizational Innovation (OI)

As proposed by Amabile (1983), improvement isn't always same to inventiveness. Development is the number one issue that characterizes the age of recent thoughts. Advancement activates the advent and usage of recent thoughts, gadgets, and strategies (Trott, 2005). Thus, inventiveness can be taken into consideration as a phase of improvement (West and Farr, 1990).

The workplace for maximum establishments is tempestuous with short adjustments in monetary situations and growing market vulnerabilities, development in data innovation, abbreviated object life cycles and developing project (Dinopoulos and Syropoulos, 2007; Madrid-Guijarro, Garcia, and Auken, 2009). In this way, improvement is a critical angle for the sustenance and improvement of establishments below such antagonistic conditions (Bohlmann, Spanjol, Qualls, and Rosa, 2012). In most present day-day establishments, receiving innovation is not truly uses ICT to top off positive systems and records but as an opportunity it is moreover an equipment that plays out the approach of distinguishing proof, collecting, exam, estimation, association, information and correspondence of the facts utilized by the board to devise (Ameen and Ahmad, 2011, 2013b, 2014; Ameen et al., 2019). It is applied in assessing and controlling inner an association and to guarantee becoming use and duty for his or her assets (Ameen and Ahmad, 2011, 2012, 2013a). Organisations admire advancement to be a urgent variable for their endurance (Govindarajan and Trimble, 2005). In addition, as indicated with the useful resource of the views on Cooper (2011), the aspiring objectives of institutions can be performed pretty with the useful resource of the techniques for improvement. This is one of the mystery guns for wearing out financial improvement and maintainability within the

twenty first century (Atalay, Anafarta, and others, 2011; Gumusluoglu and Ilsev, 2009).

Despite the reality that development has assumed a noteworthy task in continuing the development of the administrations vicinity definitely because the assembling component, the point of interest of improvement examines has essentially been on assembling, whilst simply multiple studies have investigated the job of improvement inside the administrations department, explicitly inside the monetary section (de Vries, 2006; Droege, Hildebrand, and Forcada, 2009). As indicated with the aid of the use of Barras (1990), budgetary administrations have professional sizable development. Despite what might be anticipated, the administrations element have some specific highlights that are not ordinary for the traits of the objects (products) fabricating segment. As expressed thru Zeithaml, Berry, and Parasuraman (1993), the extra a part of the looks into dissect four particular attributes: heterogeneity, indistinguishability, elusiveness, and perishability.

Various examinations have researched the relationship amongst development and execution. For instance, inside the exam did by using Otero-Neira, Lindman, and Fernandez (2009), a few proof become discovered that indicated that there's a high-quality effect of development on commercial enterprise execution. Open account expects to empower increasing economic improvement and to stop destitution, anyhow, the debasement, lessens earnings and it increments unlawful open consumption. An ever increasing wide form of international locations have targeted at the usage of ICT in its bodily video games to red meat up its trade way with straightforwardness as a critical element of properly cash related governance (Ameen and Ahmad, 2011, 2013a, 2017; Baharuden, Isaac, and Ameen, 2019). The results explicitly established that particular execution ranges are recognized with the development of numerous sorts of development.

In addition, within the investigation led with the resource of Albuquerque et al. (2019) in Brazil, the effects confirmed that endeavours set up improvement will probable set off results, and people outcomes would probable infer advanced hierarchical studying execution. Coming up next are the proposals made based totally at the above speculations:

H1: Product development undoubtedly influences authoritative learning.

H2: Process development surely impacts authoritative mastering.

H3: Administrative improvement undoubtedly impacts authoritative learning.

2.2 Organizational Learning (OL)

Hierarchical Learning is characterized as the technique relying on which representatives are instructed and organized, which empowers them to select up and acquire records and aptitudes, and on this manner gives them an competitive element in the business organisation sectors (Hannabarger, Buchman, and Economy, 2011). As indicated with the aid of Kaplan and Norton (1996), taking in and improvement originate from three leader belongings: individuals, hierarchical strategies, and frameworks. This factor of view includes the elusive drivers of future development and fulfilment, for instance, human capital, management, information capital, talents, getting geared up, frameworks and databases, authoritative culture, and hierarchical capital (Khozein, 2012).

This thing of view focuses on how making geared up of employees is accomplished, how information is stuck, and the way it is applied to stay competitive inside the market. (Hannabarger et al., 2011; Kaplan and Norton, 1996) noticed that improvement and taking in originate from 3 fundamental belongings: frameworks, people and hierarchical strategies. This thing of view covers the indefinable drivers of drawing near achievement like HR, facts capital, hierarchical capital, proficiencies, making ready, lifestyle of

the affiliation, the executives, databases and frameworks (Khozein, 2012).

II. Research Method

3.1 Overview of the Proposed Conceptual Framework

This study proposes a research model based on balance scorecard which include aspect growth and learning (Abu-Qouod, 2006) and organizational innovation postulated in the literature which examined the relationship between organizational innovation (product, process, and administrative) and organizational learning. Based on the above, the research model for this study is depicted in Figure 1.

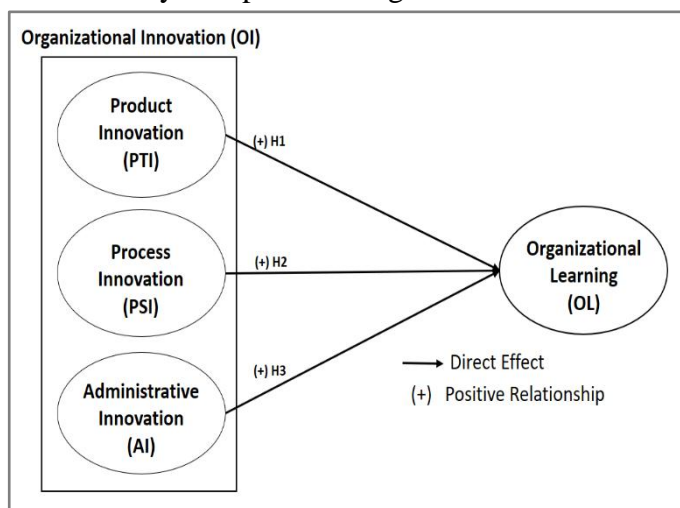


Figure 1: The conceptual framework

3.2. Development of Instrument and Data collection

The respondents are representatives from DP World within the UAE. A by using the use of and by means of the use of controlled poll being disseminated by using the expert may be applied to acquire statistics from respondents inner the example populaces in the gift examination. Arbitrary attempting out

method was embraced to pick out out the employees who make use of eager taxpayer pushed corporations. Just 403 out of seven hundred respondents were performed a reaction pace of 57. Fifty seven%, which is taken into consideration as a extra effective overview response fee, at the identical time as 372 were broke down in the wake of expelling missing information, anomalies, and suspicious reactions. PLS (Partial Least Squares) SEM-VB (Structural Equation Modeling-Variance Based) have become applied to evaluate the exploration model with the aid of manner of the usage of the product SmartPLS 3.0.

III. Information Analysis and Results

PLS (Partial Least Squares) SEM-VB (Structural Equation Modeling-Variance Based) became applied to survey the exam model with the resource of the use of the product SmartPLS three.0 (Ringle, Wende, and Becker, 2015). Breaking down Data as the second one superior age multivariate statistics examination method this is SEM gives a synchronous research which prompts more and more precise evaluations (Osama Isaac, Abdullah, Ramayah, Mutahar, and Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, and Mutahar, 2018).

4.1 Measurement Model Assessment

The person Cronbach's alpha, the composite unwavering high-quality (CR), The ordinary trade separated (AVE), and the element loadings exceeded the proposed without a doubt worth (Kline, 2010; Hair, Black, Babin, and Anderson, 2010) as mentioned in Table 1.

Table 1: Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Product Innovation (PTI)	PTI1	0.945	3.99	1.01	0.939	0.961	0.891
	PTI2	0.938					
	PTI3	0.948					
Process Innovation (PSI)	PSI1	0.944	3.78	1.02	0.940	0.962	0.893
	PSI2	0.938					
	PSI3	0.953					
Administrative Innovation (AI)	AI1	0.825	3.73	1.05	0.847	0.897	0.686
	AI2	Deleted					
	AI3	0.807					
	AI4	0.820					
	AI5	0.860					
Organizational Learning (OL)	OL1	0.897	3.72	1.10	0.890	0.924	0.753
	OL2	0.899					
	OL3	0.858					
	OL4	Deleted					
	OL5	0.816					

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

Key: PTI: Product Innovation; PSI: Process Innovation; AI: Administrative Innovation; OL: Organizational Learning.

How a great deal the articles apprehend among thoughts or degree various builds is exhibited by way of discriminant legitimacy. Fornell-Larcker become applied to look at the estimation version's discriminant validity. Table 2 indicates the consequences for discriminant legitimacy with the aid of making use of the Fornell-Larcker condition.

It was located that the AVEs' rectangular root on the diagonals (showed in placing) is more than the connections among builds (concerning line just as segment esteems), recommending a stable dating among the ideas and their unique markers in assessment with special ideas within the version (Fornell and Larcker, 1981; Chin, 1998). As in line with Hair et al. (2017), this indicates superb discriminant legitimacy. Besides, exogenous develops have a connection of below zero. Eighty five (Awang, 2014). Subsequently, all develops had their discriminant legitimacy happy acceptably.

Table 2: Fornell-Larcker criterion

	AI	OL	PSI	PTI
AI	0.828			
OL	0.541	0.868		
PSI	0.659	0.528	0.945	
PTI	0.601	0.553	0.692	0.944

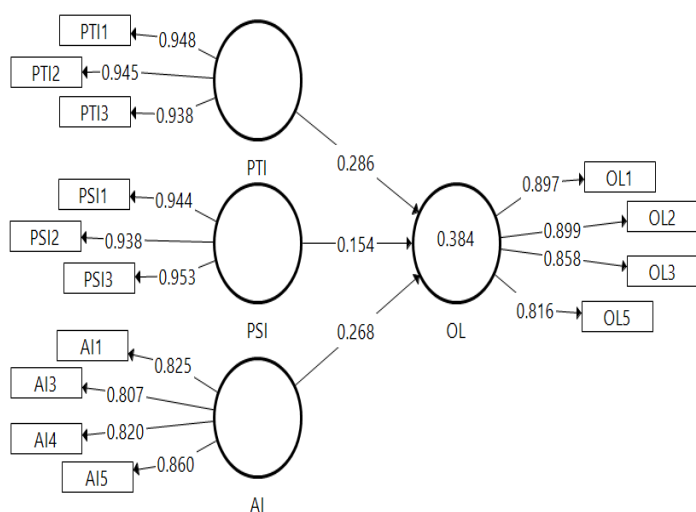
Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: PTI: Product Innovation; PSI: Process Innovation; AI: Administrative Innovation; OL: Organizational Learning.

4.2 Structural Model Assessment

The auxiliary model can be tried by figuring beta (β), R^2 , and the relating t-values by means of a bootstrapping methodology with a

resample of 5,000 (Hair, Hult, Ringle, and Sarstedt, 2017).



Key: PTI: Product Innovation; PSI: Process Innovation; AI: Administrative Innovation; OL: Organizational Learning

Figure 2: PLS algorithm results

Figure 2 and Table 3 depict the structural model assessment, showing the

Table 3: Result of Direct Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²
H1	PTI→OL	0.286	0.081	3.528	0.000	Supported	0.38
H2	PSI→OL	0.154	0.086	1.782	0.038	Supported	
H3	AI→OL	0.268	0.070	3.850	0.000	Supported	

Key: PTI: Product Innovation; PSI: Process Innovation; AI: Administrative Innovation; OL: Organizational Learning

IV. Discussion

The main objective of the study is to investigate the effect of organizational innovation on organizational learning within DP world in the UAE. This study discusses its findings based on the three main objectives mentioned earlier. The first objective was to examine the effect of organizational innovation (product) on organizational learning, thus, H1 was formulated and examined. The results indicated that organizational innovation (product) has a significant and positive impact on organizational

results of the hypothesis tests. Product innovation, process innovation, and administrative innovation positively influence organizational learning. Hence, H1, H2 and H3 are accepted with ($t_{(3.528)} > t_{(1.96)}$ p < 0.001), ($t_{(1.782)} > t_{(1.96)}$ p < 0.05) and ($t_{(3.850)} > t_{(1.96)}$ p < 0.001) respectively. Product innovation, process innovation, and administrative innovation explains thirty-eight percent of the variance in organizational learning. The values of R² have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).

learning. Thus H1 is supported with ($t_{(3.528)} > t_{(1.96)}$ p < 0.001). The findings imply that The more DP world develop new product and services, introduce and diversify product to suit customer needs and try applying a new idea/technology at DP world organization. The more The organization seeks to see what is new in the business world and apply it to their work, growth and education focuses on the department's ability to adapt to changing circumstances, The Organization is trying to facilitate the use of new technology to take advantage of its services, The Organization based foundations of scientific research to solve problems faced by the

Organization, The Organization focuses on human resource development and performance. This suggests that DP world may want to pay attention to their organizational innovation in term of product, process, and administrative to improve their learning of the organization. The more innovative the organization is the better and higher learning performance of organization will be. Thus, H1 was achieved. The second objective of this study is to examine the impact of organizational innovation (process) on organizational learning. Accordingly, H2 was formulated and tested in the structural model assessment. Results testing this Hypothesis indicated that there is a positive direct impact on the organization learning with ($t = 2.15, p < 0.05$), thus, H2 is supported. The findings imply that The more DP world focus more on the process innovation, As new technology is adapted for improving the work processes (computers, wireless networking, etc.), trying new methods for improving processes (paperless environment, online learning, etc.), and the quicker to respond to the changing needs of its customer. The more The organization seeks to see what is new in the business world and apply it to their work, growth and education focuses on the department's ability to adapt to changing circumstances, The Organization is trying to facilitate the use of new technology to take advantage of its services, The Organization based foundations of scientific research to solve problems faced by the Organization, The Organization focuses on human resource development and performance. This suggests that DP world may want to pay attention to their organizational innovation in term of product, process, and administrative to improve their learning of the organization. The more innovative the organization is the better and higher learning performance of organization will be. Thus, H2 was achieved. Finally, H3 was tested and results

showed that organizational innovation (administrative) have a direct positive impact on the organizational learning with ($t = 2.15, p < 0.001$). The findings imply that The more DP world focus more on the administrative innovation, As Administrative support is always there for employees, the employees' compensation system is linked to performance, the organization has a new and improved performance evaluation system. Open communication environment, employees are hired on their creativity. The more The organization seeks to see what is new in the business world and apply it to their work, growth and education focuses on the department's ability to adapt to changing circumstances, The Organization is trying to facilitate the use of new technology to take advantage of its services, The Organization based foundations of scientific research to solve problems faced by the Organization, The Organization focuses on human resource development and performance. This suggests that DP world may want to pay attention to their organizational innovation in term of product, process, and administrative to improve their learning of the organization. The more innovative the organization is the better and higher learning performance of organization will be. Thus, H3 was achieved

V. Limitation and Future Work

This research is limited to a few considerations. Firstly, it only focused on staff in DP world companies, which implies a need for more studies in other organisations. This research is considered as among a few in the field, for it brings light to the effects of product innovation, process innovation, and administrative innovation on organisational performance within the DP world. The research accords with cross-sectional data that may constrain inferences regarding causality among predictor and criterion variables.

Moreover, the research only focuses on three dimensions of corporate innovation practice, mainly the influence of product, process and administrative innovations on organisational performance in DP world, from which future researchers might yet implement further innovation schemes and dimensions.

The findings may pave the way for more research regarding the level of organisational performance within the UAE and other Arab states. It is recommended for more research to be conducted in organizational innovation (product, process, and administrative) on organisational performance other public sector organisations, within the UAE and in developing states overall. Further studies would need to utilise large sample sizes from different public sector organisations. Moreover, the survey is distributed as a cross-section, so further studies might employ a longitudinal research approach via repetition of this research at regular intervals, to gain further understanding.

Furthermore, the study may offer more opportunities for other researchers working in this field, and hence several proposals for future study are offered. Among such would be the need for further examination of the association between organizational innovation and organisational

learning, as well as the examination of all moderating effects of leadership in such associations. There may be a requirement for carrying out wider studies that include staffs from other governmental as well as private institutions.

VI. Conclusion

This research attempted to expand the knowledge in the area of organizational innovation and organizational performance in the United Arab of Emirates. By examining the effect of the valuable and intangibles resources to the performance of the organizations in the UAE. It is essential to mention that even though key economic milestones have been achieved in the Emirate, there remain key areas of improvement in the UAE Economic Structure (Kassem, 2015). This study added valuable knowledge to the area of the public sector as well as academic research. In regards, the findings of this study can provide policymakers with important insights on how to make a more successful approach with regard to strategy and management within DP world and similar authorities, and how to encourage senior management to create an environment in which employee performance is enhanced in terms of learning & growth.

Appendix Appendix A

Instrument for variables

Variable	Measure	Source
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.	(Hussain, 2015)(Al-Amri, Hassan, Isaac, & Masoud, 2018)
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.	(Hussain, 2015)(Al-Amri et al., 2018)
Administrative Innovation (AI)	AI1: In our organization, Administrative support is always there for employees. AI2: In our organization, employees are hired on their creativity.	(Hussain, 2015)(Al-Amri et al., 2018)

Organizational Learning (OL)	<p>AI3: Our organization has a new and improved performance evaluation system.</p> <p>AI4: In our organization, we believe in the open communication environment.</p> <p>AI5: In our organization, the employees' compensation system is linked to performance.</p> <p>OL1: The organization seeks to see what is new in the business world and apply it to their work.</p> <p>OL2: Besides growth and education focuses on the department's ability to adapt to changing circumstances.</p> <p>OL3: The Organization is trying to facilitate the use of new technology to take advantage of its services.</p> <p>OL4: The Organization based foundations of scientific research to solve problems faced by the Organization.</p> <p>OL5: The Organization focuses on human resource development and performance.</p>	(Isaac, Masoud, Samad, & Abdullah, 2016)
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