

The Moderation Effect of Technology Usage on the Relationship between Organizational Innovation and Organizational Learning

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Abstract

Intrigue and research on hierarchical improvement and authoritative execution has remarkably extended a number of the administrations and scholastics. Also, the thoughtfulness regarding the importance of the innovation use as an impetus/inhibitor so one can toughen or hose the exhibition of association. The precept motivation in the back of this examination is to have a look at the impact of authoritative development on the hierarchical mastering with the manipulate effect of innovation usage among them establishments inner DP world in the UAE. A with the useful resource of and with the useful resource of controlled ballot being circulated via way of the analyst might be utilized to build up facts from respondents inner DP global in the UAE. Abnormal inspecting technique was embraced to pick out the representatives who make use of savvy taxpayer supported agencies. Truly 403 out of 7-hundred respondents were done a reaction pace of 57.57%, that is taken into consideration as a greater notable take a look at response price, whilst 372 had been investigated inside the wake of evacuating lacking information, exceptions, and suspicious reactions. PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling-Variance primarily based) modified into applied to assess the exploration model with the aid of the usage of the product SmartPLS three.0. The proposed observe model clarified 41% of the authoritative development (OI). Hierarchical improvement had a high-quality direct effect on the OL internal DP global within the United Arab Emirates (UAE). Moreover, there is a directing impact of innovation use among OI and OL. The after effects of the prevailing exam can probably supply further bits of statistics into improvement of association's strategies.

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I. Presentation

Intrigue and studies on hierarchical development and authoritative execution has eminently expanded most of the administrations and scholastics (Ogunade, 2011). Additionally, the thoughtfulness regarding the importance of the innovation use as an impetus/inhibitor so as to help or hose the presentation of association (McShane and Van Glinow, 2015).

As constant with the global Competitiveness document (2018b), one of the maximum unstable additives for running collectively in UAE is the terrible capability to decorate, at the prevent of the day the UAE finds an problem in time period of hierarchical

execution that is identified with lacking capability to boost. Except, this is each different name to take into account the impact of hierarchical development on the authoritative execution almost about Dubai ports international within the UAE. Diverse global recommendations have made an cheaper image that assist in information the situation of country diploma as indicated via a spread of measures which might be perceived internationally. (Waleed Al-Ali, Ameen, Issac, Nusari, and Ibrhim Alrajawi, 2018; Al-Obthani, Ameen, Nusari, and Alrajawy, 2018; AlShamsi, Ameen, Isaac, Al-Shibami, and Sayed Khalifa, 2018; Haddad, Ameen, and Mukred, 2018).

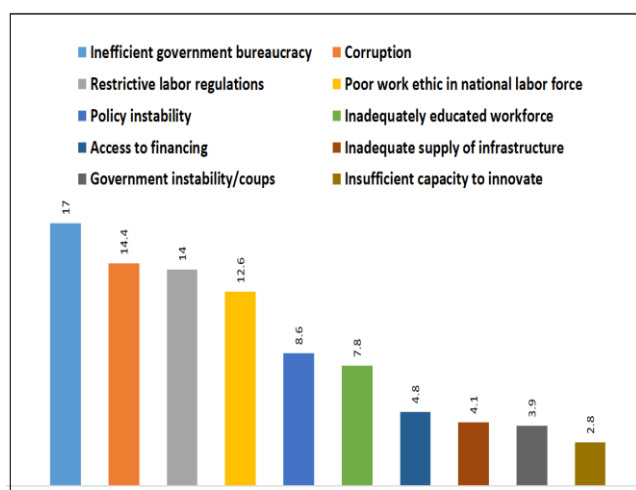


Figure 1: Most problematic factors for doing business in the UAE

Source: (Global Competitiveness Report, 2018)

Note: From the list of factors, respondents to the World Economic Forum's Executive Opinion Survey were asked to select the most problematic factors for doing business in their country

Moreover, Although the UAE is competing among the world countries to be in the first place in term of innovation, yet according to Global Innovation Index (2018), the UAE scores 36.1 out of 100 in term of innovation outputs and knowledge creation. Which calls for a study to examine the impact of innovation on the performance of the organizations? And this study will use Dubai ports world in the UAE as context for examining the above-mentioned factors as DP world in one of the biggest companies in the UAE that has operations around the world as well.

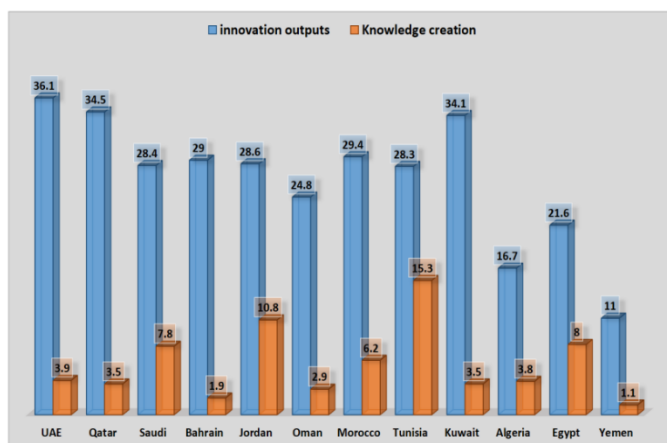


Figure 2: UAE compare to neighboring countries

regarding innovation outputs and Knowledge creation (Score 0–100)

Source: (Global Innovation Index, 2018)

There is a continuous impetus for the introduction and adoption of new technologies at an accelerating rate due to the swift rate of change in the organisational environment. Organisations now have a networked, flatter, and highly flexible structure due to these new technologies. The 21st century organisations inevitably make significant investments in IT so as to attain a competitive edge, whereby huge sums of money are spent on communication networks, computer hardware, computer software and databases, and specialised personnel (Kripanont, 2007). It is clear that the UAE is trying to become a leading technology centre based on the innovation strategy of the 4th Industrial Revolution(W. Al-Ali, Ameen, Isaac, Khalifa, & Hamoud, 2019;Alkhateri, Asma S; Abuelhassan, Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Ameen, Almari, & Isaac, 2019).As a result, information technology is not limited to the workplace, but has extensive application in public domains. Technology will provide us the tools that will make our lives more independent. The world can be imagined to be a place where everything will eventually become an application on the Internet (McNamee, 2011).

As a result of the above discussion, this research is investigating organizational innovation' greatest opportunity for the firms in the UAE to develop the organizational capability to be relevant to get the best of the innovation needed to do their respective tasks that boost the organizational learning and growth. Moreover, considering the role of technology usage as a moderating variable between organizational innovation and organizational performance.

II. Literature Review

2.1 Organizational Innovation (OI)

As proposed via Amabile (1983), improvement is not equal to imagination.

Development is the principle component that characterizes the age of latest thoughts. Development activates the introduction and execution of new thoughts, items, and tactics (Trott, 2005). Thus, inventiveness can be considered as a part of development (West and Farr, 1990).

The administrative center for most institutions is fierce with brief changes in monetary conditions and increasing market vulnerabilities, headway in statistics innovation, abbreviated object lifestyles cycles and growing assignment (Dinopoulos and Syropoulos, 2007; Madrid-Guijarro, Garcia, and Auken, 2009). Along these traces, advancement is a primary angle for the sustenance and development of associations beneath such damaging situations (Bohlmann, Spanjol, Qualls, and Rosa, 2012). Associations respect development to be an important variable for their endurance (Govindarajan and Trimble, 2005). In maximum modern-day institutions, receiving innovation isn't always just makes use of ICT to pinnacle off sure structures and data but as an alternative it is likewise an instrument that performs out the process of recognizable evidence, series, research, estimation, arrangement, translation and correspondence of the statistics used by the executives to plot (Ameen and Ahmad, 2011, 2013b, 2014; Ameen et al., 2019). It is utilized in assessing and controlling interior an affiliation and to assure fitting use and obligation for his or her resources (Ameen and Ahmad, 2011, 2012, 2013a). Besides, as indicated by means of the perspectives on Cooper (2011), the driven targets of institutions can be performed uniquely by means of the strategies for development. This is one of the distinct advantages for carrying out monetary improvement and supportability within the 21st century (Atalay, Anafarta, and others, 2011; Gumusluoglu and Ilsev, 2009).

Despite the truth that advancement has assumed a big task in assisting the improvement

of the administrations department just as the assembling region, the point of interest of development considers has mainly been on assembling, while just more than one studies have investigated the activity of improvement inside the administrations section, explicitly within the economic element (de Vries, 2006; Droege, Hildebrand, and Forcada, 2009). As indicated by using Barras (1990), financial administrations have experienced beneficant improvement. Despite what is probably anticipated, the administrations vicinity have a few distinctive highlights that aren't normal for the features of the gadgets (products) fabricating component. As expressed by means of Zeithaml, Berry, and Parasuraman (1993), most of the people of the investigates dissect 4 unmistakable attributes: heterogeneity, connection, elusiveness, and perishability.

Various examinations have researched the connection among advancement and execution. For example, inside the examination finished by way of Otero-Neira, Lindman, and Fernandez (2009), some evidence was determined that tested that there is a tremendous effect of improvement on enterprise execution. The outcomes explicitly proven that particular execution levels are diagnosed with the development of diverse varieties of improvement. Additionally, within the examination directed by way of Albuquerque et al. (2019) in Brazil, the effects tested that endeavors installed development will in all likelihood set off results, and those consequences may infer advanced hierarchical studying overall performance. Based at the over, a hypothesis is sooner or later proposed:

H1: Organizational innovation has a useful outcome on authoritative getting to know.

2.2 Technology Usage (TU)

Innovation use on this investigation characterised to what diploma the representatives commonly use PCs, office programming (Word, Excel, and so forth), the Internet for statistics

search, correspondence, conversation with other Internet clients, and e-getting to know (innovation upgraded mastering) (Nistor, Lerche, Weinberger, Ceobanu, and Heymann, 2014), and to what diploma the workers regularly use PC based IS to serve clients, to find out records about my undertakings, and to perform my obligation (Ifinedo, 2012). Public fund means to empower increasing monetary improvement and to quit destitution, however, the defilement, diminishes income and it increments illegal open intake. An ever growing wide variety of nations have concentrated on the utilization of ICT in its physical games to strengthen its alternate procedure with straightforwardness as an critical element of good cash associated governance (Ameen and Ahmad, 2011, 2013a, 2017; Baharuden, Isaac, and Ameen, 2019).

Like purchaser fulfillment, actual utilization is taken into consideration as one of the middle develops in the IS field, writing is brimming with examines in which actual use is utilized in various settings and applications in view that it is a definitive objective of any innovation or application. In an research about statistics frameworks in Mexico through Abrego-Almazán et al. (2017) discovered that utilization build have a positive vital association with authoritative consequences. Thus, Kim et al. (2015) presumed that use have noteworthy impact on near domestic execution of their research about flexible patron courting the board (M-CRM) in South Korea. In addition, in an investigation in Yemen about internet use, it was exposed that genuine utilization essentially influences each of execution impact and consumer success. While, Culibrk et al. (2016) affirmed the noteworthy effect that use have on Net blessings and on customer fulfillment too.

In the mastering subject, numerous examinations explored the process that use play in e-getting to know and learning framework adaption. In Portugal, Aparicio et al. (2017)

determined that usage essentially affected person impact. Moreover, (Wang et al., 2014) confirmed a comparable relationship in Taiwan considering mastering frameworks and its impact on learning execution. Furthermore, in the versatile financial placing Tam and Oliveira (2016) targeted a advantageous big connection amongst use and character execution. Also, an research in Malaysia uncovered that there may be big impact from real use toward each of purchaser achievement and execution sway (Norzaidi, 2008). In this way, the accompanying principle is proposed:

H2: Technology usage strengthen the useful outcome of Organizational Innovation on authoritative gaining knowledge of.

2.3 Organizational Learning (OL)

Hierarchical Learning alludes to how workers are prepared and taught, boom and seize information, and the way Organizational Learning is characterised as the procedure depending on which representatives are advised and organized, which empowers them to select up and benefit facts and skills, and in this way gives them an aggressive aspect within the business sectors (Hannabarger, Buchman, and Economy, 2011) (Al-Obthani and Ameen, 2019; Albreiki, Ameen, and Bhaumik, 2019; Albreiki, Ameen, and Bhaumik, 2019; Alghawi, Ameen, and Bhaumik, 2019; Alhefiti, Ameen, and Bhaumik, 2019b, 2019a; Alkatheeri et al., 2020; Ameen and Ahmad, 2011; Haddad et al., 2020). As in line with Kaplan and Norton (1996), taking in and improvement originate from 3 best resources: people, authoritative methods, and frameworks. This viewpoint consists of the immaterial drivers of future development and achievement, as an example, human capital, management, facts capital, abilities, making ready, frameworks and databases, hierarchical subculture, and authoritative capital (Khozein, 2012; B. A. Al-Gamrh and Al-Dhamari, 2016; B. Al-Gamrh, Ku Ismail, and Al-Dhamari, 2018). This factor of view makes a speciality of how preparing of

representatives is finished, how facts is caught, and the way it's miles utilized to live competitive inside the marketplace. (Hannabarger et al., 2011; Kaplan and Norton, 1996) saw that development and taking in originate from 3 number one resources: frameworks, people and hierarchical tactics(B. A. Al-Gamrh and Al-Dhamari, 2016; B. Al-Gamrh et al., 2018; Safipour Afshar, Pourheidari, Al-Gamrh, and Afshar Jahanshahi, 2019). This angle covers the excellent drivers of planned fulfillment like HR, statistics capital, hierarchical capital, proficiencies, preparing, culture of the association, the executives, databases and frameworks (Khozein, 2012).

III. ResearchMethod

3.1 Overview of the Proposed Conceptual Framework

In view of the earlier audited models and all of the observational examinations, the scientists proposed a model that would studies the relationship between the authoritative improvement (Product, Process, and Administrative) development and hierarchical getting to know. This model likewise included the innovation usage as a directing component. Figure 3 suggests this proposed research version.

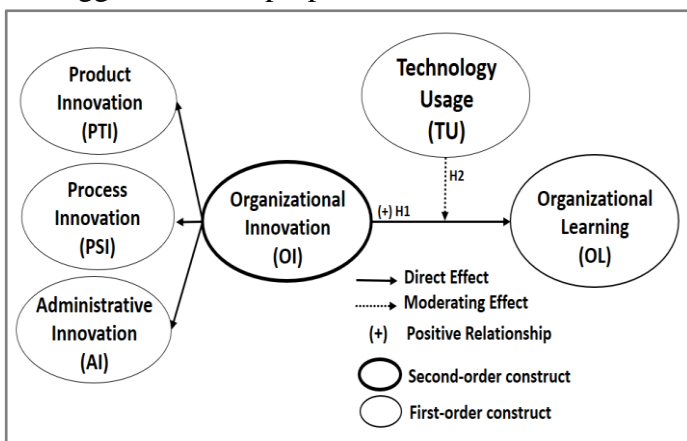


Figure 3: The conceptual framework

3.2. Development of Instrument and Data collection

The respondents are representatives from DP World in the UAE. A through and by means

of the use of managed survey being appropriated through the analyst is probably utilized to collect data from respondents inner the instance populaces in the gift exam. Irregular inspecting method was obtained to select the workers who makes use of keen taxpayer supported corporations. Simply 403 out of seven hundred respondents had been performed a response pace of fifty seven.Fifty seven%, this is considered as a extra beneficial evaluate reaction price, at the same time as 372 were broke down within the wake of expelling missing facts, exceptions, and suspicious reactions. PLS (Partial Least Squares) SEM-VB (Structural Equation Modeling-Variance Based) became implemented to survey the exploration model by means of the use of the product SmartPLS three.Zero.

IV. Information Analysis and Results

PLS (Partial Least Squares) SEM-VB (Structural Equation Modeling-Variance Based) modified into implemented to survey the exam version with the useful resource of the use of the product SmartPLS three.Zero (Ringle, Wende, and Becker, 2015). Examining Data as the second advanced age multivariate records studies tool that is SEM offers a concurrent examination which activates step by step unique opinions (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 splendid (CR), The everyday fluctuation extricated (AVE), and the detail loadingsexceeded the proposed well worth (Kline, 2010;Hair, Black, Babin, and Anderson, 2010)as delineated in Table 1.

Table 1: Measurement model assessments

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Product Innovation (PTI)	PTI1	0.950	3.99	1.01	0.939	0.961	0.891
	PTI2	0.946					
	PTI3	0.935					
Process Innovation (PSI)	PSI1	0.942	3.78	1.02	0.940	0.962	0.893
	PSI2	0.940					
	PSI3	0.952					
Administrative Innovation (AI)	AI1	0.853	3.73	1.05	0.847	0.896	0.683
	AI2	Deleted					
	AI3	0.837					
	AI4	0.784					
	AI5	0.831					
Technology Usage (TU)	TU1	0.935	3.19	1.17	0.976	0.980	0.875
	TU2	0.928					
	TU3	0.938					
	TU4	0.924					
	TU5	0.944					
	TU6	Deleted					
	TU7	0.946					
	TU8	0.933					
Organizational Learning (OL)	OL1	0.898	3.72	1.10	0.890	0.924	0.753
	OL2	0.898					
	OL3	0.857					
	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; TU: Technology Usage; OL: Organizational Learning.

How loads the articles recognize amongst ideas or diploma diverse develops is exhibited via discriminant legitimacy. Fornell-Larcker modified into carried out to interrupt down the estimation model's discriminant validity. Desk 2 indicates the effects for discriminant legitimacy via using the Fornell-Larcker circumstance. It changed into found

that the AVEs' square root on the diagonals (confirmed in setting) is more than the relationships amongst builds (pertaining to line just as phase esteems), supplying a stable courting a few of the thoughts and their separate markers in evaluation with unique ideas within the model (Fornell and Larcker, 1981; Chin, 1998). As in step with Hair et al. (2017), this demonstrates tremendous discriminant legitimacy. Moreover, exogenous develops have a relationship of below 0. Eighty five (Awang, 2014). In this way, all develops had their discriminant legitimacy happy sufficiently.

Table 2: Fornell-Larcker criterion

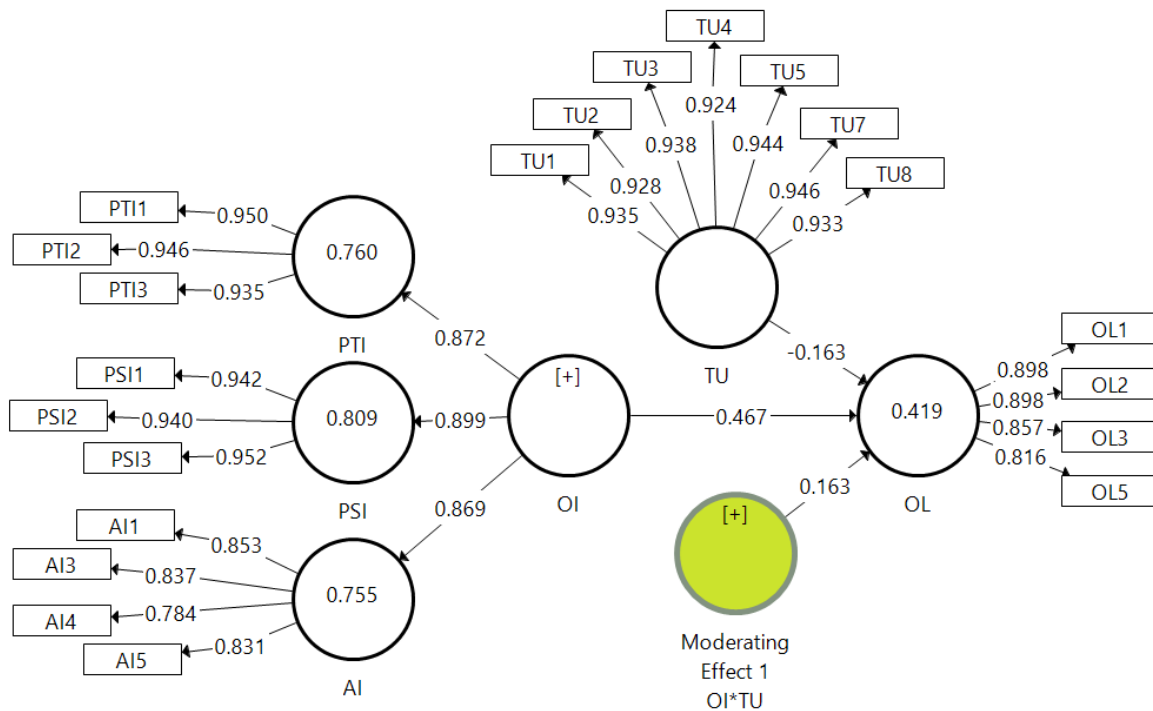
	AI	OL	PSI	PTI	TU
AI	0.827				
OL	0.540	0.868			
PSI	0.680	0.527	0.945		
PTI	0.613	0.552	0.691	0.944	
TU	0.234	0.346	0.309	0.382	0.935

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; TU: Technology Usage; OL: Organizational Learning.

4.2 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 (Hair, Hult, Ringle, & Sarstedt, 2017).



Key: OI: Organizational Innovation; PTI: Product Innovation; PSI: Process Innovation; AI: Administrative Innovation; TU: Technology Usage; OL: Organizational Learning

Figure 2: PLS algorithm results

4.2.1 Direct Effect Hypotheses

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Organizational innovation positively influences organizational learning. Hence, is accepted with ($t > t_{critical}$, $p < 0.001$). Organizational innovation explains

forty-one percent of the variance in organizational learning. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).

Table 3: Result of Direct Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²
H1	OI→OL	0.467	0.047	9.883	0.000	Supported	0.41

Key: OI: Organizational Innovation; OL: Organizational Learning

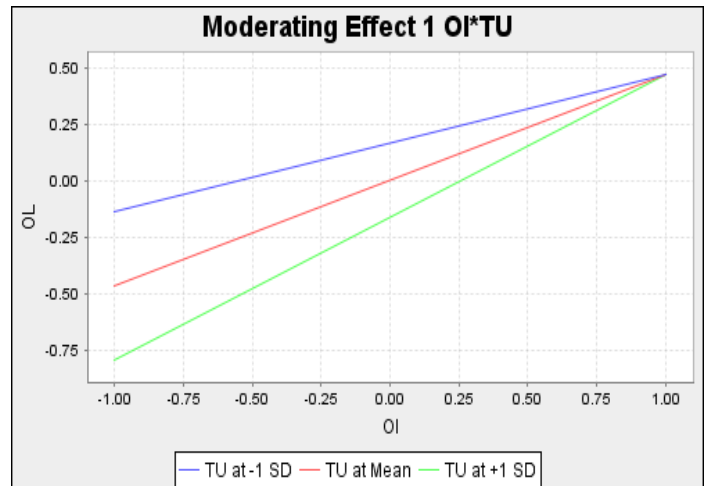
4.2.2 Moderating Effect Hypotheses

As shown in Figure 2 and Table 4, three sub-hypotheses were tested for the four main hypotheses namely: (1) Testing the causal effect of predictor on outcome. (2) Testing the causal effect of moderating on outcome. (3) Testing the causal effect of interaction (predictor*Moderating) on 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 as shown in Figure 3 and Table 4 find that technology usage moderates (strengthens) the positive impact of organizational innovation on organizational learning (□ □ □ □ □ □ □ □ □ □ t □ □ □ □ □ □ □ □ p <0.001), so, H2 is accepted.

Table 4: Result of Moderating Effect Hypotheses

	Std Beta	Std Error	t-value	t-value	Decision
H2.a: OI→OL	0.467	0.047	9.883	0.000	Supported
H2.b: TU→OL	0.163	0.045	3.592	0.000	
H2.c: OI*TU→OL	0.163	0.042	3.929	0.000	

Key: OI: Organizational Innovation; TU: Technology Usage; OL: Organizational Learning



Key: OI: Organizational Innovation; TU: Technology Usage; OL: Organizational Learning

Figure 3: Moderating effects result

V. Discussion

Based on the proposed model, this study improves the understanding of the role played by Organizational innovation in terms of product process and administrative on the organizational performance (learning and growth) in addition to the moderating effect of technology usage between the organizational innovation and the organizational learning within DP World in the United Arab Emirates, and highlights relevant implications and suggestions for management and policymakers. The discussions are further detailed in the following.

This hypothesis was supported with (□ □ □ □ □ □ □ □ □ □ t □ □ □ □ □ □ □ □ p <0.001) which indicates significant effect of product innovation on organizational learning. The findings imply that the more DP world develops new products and services, introduces and diversifies products 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

Moreover, the second hypothesis was tested to find the moderating effect of technology usage between organizational innovation and the organizational learning. Results shows that in this study, the results revealed that technology usage has a moderating effect (strengthen) in the relationship between organizational innovation and organizational performance among employees within DP world companies. Simply stated, The more employees use technology (i.e. internet, MS office, e-learning, IS applications), the stronger is the impact of organizational innovation on the performance of organization (Dartey-Baah, 2015; Heffernan, Harney, Cafferkey, & Dundon, 2016; Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2018). Thus, the fourth specific objective is achieved. Thus, H2 was achieved.

Overall, the hypotheses of the current study were achieved to add to the knowledge in term of organizational innovation, organizational learning and the technology usage in the context of the UAE.

VI. Implications

This study provides evidence from synthesised empirical research, theoretical

constructs, and concepts derived from various learning disciplines. It contributes to current understandings of organizational innovation, and organisational performances, as well as enable a further extension of research in this field. The research has also revalidated the applicability of this theory to government organisations and developing states. It certainly offers better insights for other researchers, which may be employed as reference material for further investigation.

This research is critical from both a scientific and practical standpoint, as a reference for other researchers in the field of public sector administration. It focuses on a specific public sector institution, the DP world companies, as well as other stakeholders with critical information and insight on current practices in organizational innovation in term of (product, process, and administrative) in DP world companies. The results are expected to enhance the application of such strategies by the department for delivering services properly. This research could enhance institutional efficiency, reduce waste, and lead to higher utilisation of idle potentials, which should in turn enable the policing organisation to offer more modern services at lower cost, thus using the available budget efficiently, whatever level it may be set to later. The research findings could well serve as a field reference in this area.

VII. Conclusion

This study aimed to investigate the effect of the OI and all its parameters (product, process, and administrative) on the organizational learning with the consideration role of technology usage as a moderator between the innovation and the learning of organization. The model proposed in the study offered a better understanding of the effect of the OI on the OL. The descriptive analysis results indicated a positive effect of the OI on OL. The researchers concluded that the DP World in UAE must pay a lot of

attention to the OI characteristics of the management, which could help improving the

OL. This study has presented perspectives of the practitioners and academicians.

Appendix
Appendix A Instrument for variables

Variable	Measure	Source
Product Innovation (PTI)	PTI1: Our organization always develop new product and services.	(Hussain, 2015)(Al-Amri, Hassan, Isaac, & Masoud, 2018)
	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.).	(Hussain, 2015)(Al-Amri et al., 2018)
	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.	
Administrative Innovation (AI)	AI1: In our organization, Administrative support is always there for employees.	(Hussain, 2015)(Al-Amri et al., 2018)
	AI2: In our organization, employees are hired on their creativity.	
	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, the employees' compensation system is linked to performance.	
Technology Usage (TU)	TU1: I regularly use computers.	(Nistor et al., 2014)(Ifinedo, 2012)
	TU2: I regularly use office software (Word, Excel, etc).	
	TU3: I regularly use the Internet for information search.	
	TU4: I regularly use the Internet for communication and interaction with other Internet users.	
	TU5: I regularly use e-learning (technology-enhanced learning).	
	TU6: I often use computer-based IS to serve clients	
	TU7: I frequently use computer-based IS to find information about my tasks	
	TU8: I very often use computer-based IS to do my job	
Organizational Learning (OL)	OL1: The organization seeks to see what is new in the business world and apply it to their work.	(Isaac, Masoud, Samad, & Abdullah, 2016)
	OL2: Besides growth and education focuses on the department's ability to adapt to changing circumstances.	
	OL3: The Organization is trying to facilitate the use of new technology to take advantage of its services.	
	OL4: The Organization based foundations of scientific research to solve problems faced by the Organization.	
	OL5: The Organization focuses on human resource development and performance.	

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