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The Development of Innovation Capabilities. A Review Paper about the Challenges and Future Research Trend in the UAE High Education

Tariq Humaid Almaskari[1], Effendi Mohamad[2] and Siti Norbaya Yahaya[3]
[1]*Institute of Technology Management and Entrepreneurship*
Universiti Teknikal Malaysia Melaka
Email: t.almaskari@hotmail.com
[2]*Fakulti Kejuruteraan Pembuatan*
Universiti Teknikal Malaysia Melaka
Email: effendi@utem.edu.my
[3]*Faculty of Technology Management and Technopreneurship*
Universiti Teknikal Malaysia Melaka
Email: sitinorbaya@utem.edu.my

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Abstract

High education plays a core role in the development of both human and institutions through providing the needed skills that fill up the market gap and bridging the theory gap through practicing these skills. Yet, the universities in all world, especially in developing countries are facing massive challenges that limit their capabilities to be innovative. For example, in the UAE, a one of developing countries with high ranking in education developing faces several internal challenges of internal competencies. They also face a massive competition from other universities in the leading countries. To overcome these challenges, transformational leadership has been recognized to play an effective role in innovation development through encouraging internal players to be more innovative. Thus, this paper discusses the potential of innovation development in the high education institutions in the UAE. The finding of this paper suggests that the UAE government can mitigate the external and internal challenges that impede the innovation development through adopting strong leadership. Thus, providing a holistic model in how to innovate universities through behavioural leadership is recommended which is the key objective of ongoing research.

Introduction

Recently in the corporate world, changes can be quickly seen, and the countries educational sector that is making progress by following innovative approaches functionality in sector that can be considered to be contributing to its development and sustainability (Timmer et al., 2015). Employees' innovation is seen as the practice of consuming and processing new knowledge or operational

knowledge to obtain the latest procedures, facilities and knowledge (Teixeira, Oliveira, & Curado, 2018). Innovative capabilities can be realized as significant aspect of organizational success and improvement (Gomes & Wojahn, 2017). Similarly, innovation can be expressed as a major advantage of the organization (Autio et al., 2014). Specifically, these organizational skills generate new knowledge and implement appropriate knowledge and creative concepts to effectively capture market value. In addition, the skills used in the organization to help improve and change its conventional skills. The significance of innovation within organizations has been shown on several studies during the past years. The purpose of this study is to explore the innovation in the UAE, specifically, the influence of innovation on improving the employees' performance within institution. Innovative potential indicate the creative abilities and skills of individuals (Aziati, Tasmin, Bee Jia, & Abdullah, 2014). Innovative potential can never be realized as innovative behaviour if an institution's functional climate does not enhance innovation (Blok & Lemmens, 2015).

In recent era, the fast growth of modification occurs in corporate world (Paquette & Messier, 2010), corporates are progressively moving with innovative approaches and it can be consider as contributing an important part in their development and sustainability (Ferrante, Constantinescu & Jackson, 2014). Innovation refers to a practise of consuming and handling new gained knowledge or operating standing knowledge as to attain latest procedures, facilities, and knowledge (Poor & Lebady, 2017). Innovation can be measured as a crucial facet for the success and development of an organization. Similarly, innovation can be expressed as the basic strenght of an organization (Liu et al., 2014), specifically, the skill of an organization to generate new knowledge and execute appropriate knowledge and concepts of creativity to attain market value effectively (Leutner, et al., 2014). Furthermore, the study of Wonglimpiyarat (2017) mentions that the skills used in an organization improve and change standing technologies. Numerous businesses pursue innovation capability in particular way to attain valuable outcome, expand their earnings and attain greater execution (Christensen, Bartman & Bever, 2016). Numerous studies have showed the relationship among employees' innovation and discovered that innovation is an essential aspect within organization's achievement (Sok et al., 2013).

In the universities, institutions are tackling quick technological and social variations. Innovative culture shows a vital role within the essential changes in universities (Scheffran et al., 2012). Research has indicated that innovative culture can be used to understand innovative concepts in educational sector (Zhu, 2015). Innovative culture can enable effective distribution of materials for learning, improve accommodating independently modes of learning from different place, and can assistance to make absorbing different contents from different communities helpful in using interaction channels to rich the organization culture towards technology (Zhu, 2015). Educational sector particularly in UAE towards employees' innovation as the depth of the development and success (Rezk et al., 2016). Science and technology around the globe facing the speedy growth, and rivalry for talent is the major challenge, the establishments in UAE are creating countless endeavours to employ and encourage innovation in employees of universities (Aziz, 2015).

The universities in the United Arab Emirates are under continuous determination to look for different strategies, which help them to achieve a competitive advantage (Alghalban, 2017). There are various factors, which have helped these organizations to be efficient in the stable environments that are management control, standardized routines and division of labour (Johnso & Szamosi, 2018; Salim & Sulaiman, 2011). However, as the competitive strategies have become obsolete, organizations have been compelled by the changes in the business environments to search for new strategies which can be applied for a competitive edge (Johnso & Szamosi, 2018). Some of the significant central environment forces, which were faced by the contemporary organizations, are the developments in the communication and information technology and economic globalization which is also known as the integration of the markets and operations in borderless economic space (Alghalban, 2017; Griffin & Moorhead, 2007). In spite of the past research that behavior of leadership is a significant forecaster of employee's innovation, very rare studies has been discovered broadly the impression

of leadership behaviors for innovation (Oeij et al., 2017; Gupta & Singh 2014). The considerable past few years' research has concentrated mostly on quantitative analysis current leadership theories and used instruments by past researchers (Frisch & Huppenbauer, 2014; Qu, Janssen & Shi 2015). Yet, research links of behaverial leadership, employees' innovation has tracked by inappropriate conclusions which strength be the outcome of slight studies in discovering the leadership behaviors connected to employees' innovation that impact these relationships (Hao, He & Long, 2018; Herrmann & Felfe 2013). According to Erkutlu & Chafra (2015) here is not one only way that leaders do to raise spirits of employee's innovation, phenomenon (innovation) is a multi-factor complex, which needs additional examination, likewise Ramos et al. (2016) discussed further broad research is desired to improved understanding the scenario of leadership behaviors towards innovation of employees. Yukl (2012) also underlined several studies necessity to discover how behaviors of leadership touches employees' innovation within the organization.

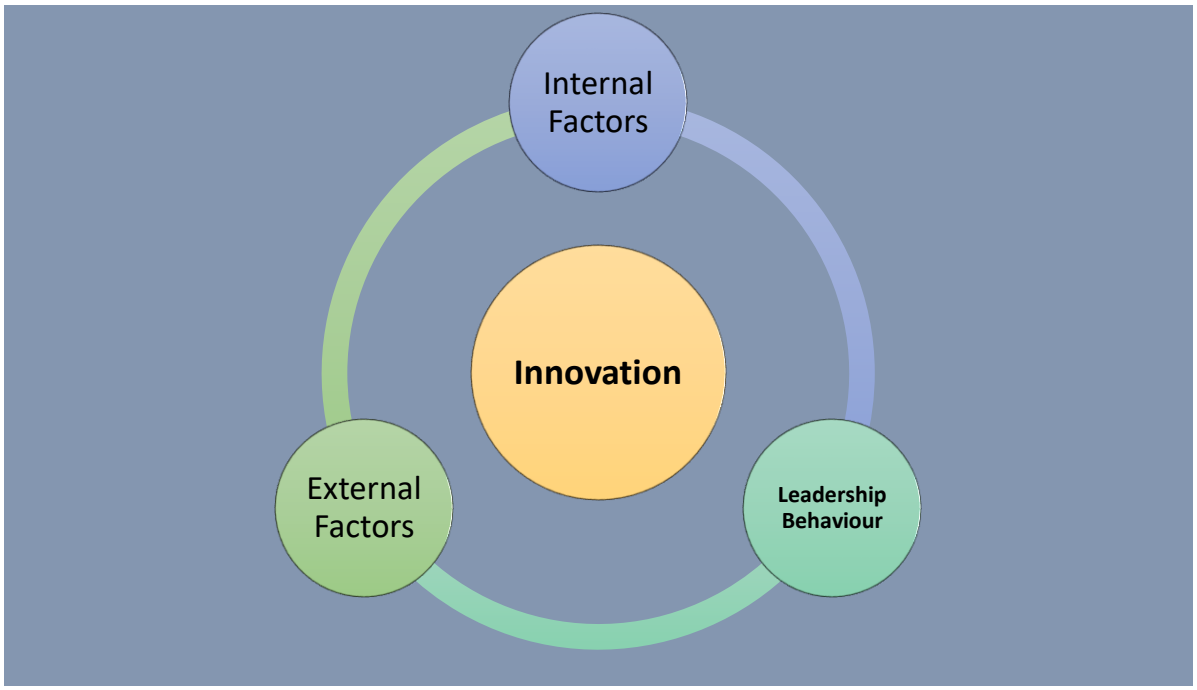

Figure 1: Key drivers for Innovation Development

Innovation Development in the UAE SMEs

Numerous researchers reflect that the consideration of innovation is an important element within an organization (Yahaya & Ebrahim, 2016; Moriano et al., 2014; Mulki, Caemmerer & Heggde, 2015; Colbert, Barrick & Bradley, 2014). Innovation culture can produce impact on employee's innovation capabilities within an education institution (Lasakova, Bajzíkova & Dedze, 2017; Blouin et al., 2009). Also, the employees' innovative capability can create new opportunities and technological enhancement as well as improved changes in technology managing through based on knowledge (Mittal & Dhar, 2015). While, to identify the effect of innovation for enhancing the performance of employees it requires a set of studies to analyse systematically in the context of government owned (Ordanini, Parasuraman & Rubera, 2014). Hence, a number of previous studies confirmed that there are essential factors to create a right leadership conducive to innovation; including material and moral support, giving opportunities, accepting risks, the importance of encouragement and continuous motivation (Baruah & Paulus, 2019; Brewer, 2015; Bedell & Mumford, 2007; Hülsheger, Anderson & Salgado, 2009). United Arab Emirates, like several other countries, stand facing the challenge of structuring and satisfying an educated population. Specific challenges are caused by the

necessity to educate an aggregate ratio of the population to advanced levels in tidiness to backing the progress of a modern-day skills and knowledge economy, as different to an economy constructed on services and products (Hülsheger, Anderson & Salgado, 2009). UAE higher education faces a challenging combination of employees' capabilities and knowledge drivers that interrelate to produce a problem obstructing and make difficulties in innovation in the models used to educate adults.

UAE economy has based on oil with solid controls of government activities through key economic decision making (Delgado, 2016). Around the globe UAE holds about 20% or more than that reserves of petroleum, consider as the biggest oil exporter and perform as a leading part in OPEC (Safari et al., 2018). The export earnings of UAE roughly 80% of budget revenues and 45% of GDP through petroleum sector (UAE CIA Fact Book, 2010). UAE is ranked 54th among the world finest economies. However, employees' innovation efficiency of UAE, innovation outputs is ranked low; 126th in the world (Manning, 2018). Therefore heavy investments over the past years invested by UAE in improving inputs of their employees' innovation, to ensure that these investments needs care to lead to genuine employees' innovative outputs (Andersson & Formica, 2018). Dobni and Klassen (2015) specifies the main function of management is aimed to manage innovation in a determination to extent the eventual aims for forceful job participation and the commitment to organizations. Hung & Huang (2014) suggested that the complete institution environment consists of innovation culture which can affect the credibility of institution. Several studies found in literature that examined the leadership behavior of the executives in organization under the content of theoretical and operational models (Yahaya & Ebrahim, 2016; Muenjohn & McMurray, 2014), but there are few evidence found in literature investigating the conceivable impacts of leadership behavior on the innovation of employees in organization (Rauniyar, Ding & Rauniyar, 2017), thus it is also lack of literature for organizations in UAE.

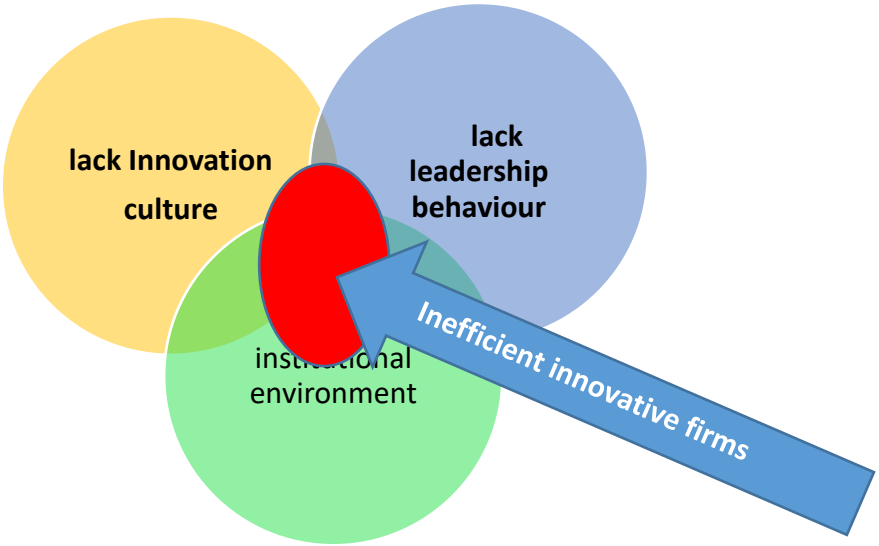

Figure 2: Lecture Gaps

Future Research Demand

In the literature found a gap towards discovering qualities of behaviors of leadership related for employee's innovation performance. While leadership are considered as most important factors in work environment of organization, past research into the combination of different behaviors of leadership and employee's innovative performance has been found very limited (Amabile, 2019). The relationship among leadership behaviors and employee's innovation, studied consumed moreover only theory based standpoint (Janssen & Van Yeperen 2004; Li, Zhao & Begley, 2015; Wang, Tsai & Tsai 2014; Boies, Fiest & Gill 2015). Numerous models came out from different studies that have been observed as interpreters of employee's innovation were initially established for

different outcomes of organization, like effectiveness and performance (Jaiswal & Dhar, 2015; Gupta & Singh 2015). Recent research frequently reports general leadership features and its behaviors in its place of examining those styles of leadership connected to employee's innovation, and miscarries to clear completely the relations among leadership behaviors and innovation. After reviewing the literature this study pursues to go above previous conducted research and react to this main counted gap in the literature by using a quantitative research design to discover how leadership behaviors effects employee's innovation in an organization. One of the major contributions of this study will be its development of a complete concept of leadership behaviors enhancing employee's innovation.

In long-term plan for organization, technological and cultural diversity is one of the tools used to encourage development of employee (Choi et al., 2016). Past studies in literature recommend that features of leadership behaviors serve as antecedents to employee technological and cultural diversity in organizations (Yahaya & Ebrahim, 2016). Transformational and transactional leaders are convincing and capable among employees to instill positive perceptions for organization (Deichmann & Stam, 2015).

The appeal characteristic is concerned about to be an element of technological and cultural diversity (Zhang & Gheibi, 2015). Past studies suggested that appealing leaders can strengthen technological and cultural diversity of employee leads by proposing vision and a sense of innovation towrads creativity (Handini & Sanggarwati, 2017; To et al., 2015). Moreover, leaders encourage employees to participate in the innovative work process (Weng et al., 2015), which will encourage employees to continuously develop skills of creativity (Dong et al., 2017). Employees' technological and cultural diversity is thus strengthened. Few studies identifying the importantance for leaders to adopt such style of leadership to strengthen employees technological and cultural diversity which leads towards innovative work behavior (Masa'deh et al., 2016). This study will contribute in identification of mediating effect of the employee technological and cultural diversity between leadership behaviors and innovation.

According to the literature, contribution of employee's skills and knowledge is vital for the success of organization (Dong, Bartol & Zhang, 2017). Such concepts like the capability to empower, initiate and encourage are measured as most useful necessities to promote efficiency of organization and their services for customers (Slåtten, Svensson & Sværi 2011; Dong et al, 2015). Examining the part of theoretical based leadership behaviors models whereas overseeing important organizational characteristics may not have ability to gratify the demands of existing complex settings of work. It is thoughtful now that moving ahead from past classifications and implementing a new method to considerate how to conceptualize leadership that improves employee's innovative will give as a result in a shape of more accurate model of leadership behaviors (Gupta & Singh 2013; Slater, Mohr & Sengupta, 2014).

In the same way, the transformational and transactional model adopted for leadership which has been a popular style to observe the impact of leadership qualities towards creativity, but does not take in laissez faire leadership potentials that newly have been create to be imperious for organizational and also employee's innovativeness such as empowering, build up a good team, in coaching, giving, and providing resources (Slater, Mohr & Sengupta, 2014; Jaiswal & Dhar, 2015; Gupta & Singh 2015). According to Atalay, Anafarta and Sarvan (2014) those leadership behaviors found to be powerful on performance and efficiency may also inspire innovativeness. Therefore, this study measured a further complete approach, to clarify more deeply the leadership mandatory for employee's innovation in the organization. By taking an investigative approach, it pursues to realize further accurately those styles of leadership conductive to promising employee's innovation.

Conclusion

Leadership has an imperative role in the success of an organisation and new approaches are evolved in literature. Despite of this significant attention, a few studies explored empirically, it due to issues related to measurement. However, authentic leadership in some studies tends to examine its relationship with various outcomes like job performance, employees innovation, voice behaviour and work engagement work happens and job satidfaction. Yet, few studies

investigated how leadership influence innovation capabilities. This study encouraged to address this gap by examining leadership potentials that are likely to affect employee's innovation in this study. These studies are unsure about which leadership behaviour are more appropriately impacts the creativity of employees. Especially, the association of leadership with employee creativity in UAE context has not been explored yet empirically.

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