

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter discusses and concludes the research findings and offers an interpretation of the study results that may have implications for future research concerning the mediating role of job satisfaction between intellectual capital, transformational leadership, and organizational innovation among Fujairah police employees in UAE. This concluding chapter also addresses some of the significant contributions of this present study and examine their specific implications. It will then go on to offer a discussion of limitations, as well as possible areas for future research before concluding the current research.

5.2 SUMMARY OF FINDINGS

The current study was carried out using a survey involving 348 employees of Fujairah Police department in UAE with a response rate of 76.4 %. Almost 260 (74.7%) respondents are male while the rest 88 (25.3%) are female participants. Regarding age groups of the sample, 47.4% of them are between 30 - 39 years old, 40.8% (142 respondents) are between 20 and 29 , 7.5% are between 40 and 49 years old and another 4.3% of total respondents are above 50 years old. As for the education profile of the respondents, 8.6% of respondents have a diploma. In addition, 29% of respondents are undergraduate degree holders, 11.8 % have a postgraduate degree, while 50.6% have

secondary school education. From the survey, the vast majority of respondents are married which represent 89.7%, whilst 8.9% of the respondents are single, 1.4% of the respondents are divorced and another 1.1 % are widowed.

The findings showed the validation of proposed model that is based on the resource dependence theory and resource based view. The proposed model contains a second order constructs of intellectual capital (human capital, relational capital, and structural capital), transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) as independent variables, job satisfaction as a mediating variable, and organizational innovation as a dependent variable.

The findings also show that intellectual capital and transformational leadership have a positive effect on job satisfaction. Furthermore, intellectual capital, transformational leadership and job satisfaction, have a positive impact on organizational innovation among Fujairah police employees in UAE.

In addition, job satisfaction mediates the relationship between intellectual capital and transformational leadership on one side and organizational innovation on the other.

5.3 DISCUSSION

This part aims to discuss the findings by revisiting research objectives and addressing the research questions as outlined in chapter 1, section 1.4 and section 1.5.

The general objective of this study is to investigate the mediating role of job satisfaction between intellectual capital, transformational leadership, and organizational innovation

among Fujairah police employees in UAE. The research questions are the foundation for generating the associated hypotheses as demonstrated in Chapter two. While hypotheses testing is predominantly aimed at ascertaining if every hypothesis can be supported or otherwise, the subsequent review of the research specific objectives will focus on taking a closer but broader look at the relationships between the five constructs as posed by the individual research questions. All major findings will be singled out and discussed.

Responding to the research questions is to unravel the key issues or salient points that can be drawn from the results of the estimation of the hypothesized model. These findings constitute the main contributions of the present study. The findings are based on the validated measurement model, and the assessment of the research hypotheses is based on the estimation of the hypothesized model. Table 5.1 gives a summary of the findings of the present study in relation to its objectives, research questions, and the generated hypotheses. Specific and detailed discussions on each of the findings in line with theoretical perspectives and empirical works of the previous investigation are illustrated next.

Table 5.1: Summary of specific objectives, research questions, hypotheses, and results

No	Objectives	Research Questions	H	Hypotheses	Results
1	RO1: To examine the effect of intellectual capital on organizational innovation among	RQ1: What is the effect of intellectual capital on organizational innovation among Fujairah Police	H1	Intellectual Capital → Organizational Innovation	Supported

No	Objectives	Research Questions	H	Hypotheses	Results
	Fujairah Police Employees.	Employees in UAE?			
2	RO2: To examine the effect of transformational leadership on organizational innovation among Fujairah Police Employees.	RQ2: What is the effect of transformational leadership on organizational innovation among Fujairah Police Employees in UAE?	H2	Transformational Leadership → Organizational Innovation	Supported
3	RO3: To examine the effect of intellectual capital on job satisfaction among Fujairah Police Employees in UAE.	RQ3: What is the effect of intellectual capital on job satisfaction among Fujairah Police Employees in UAE?	H3	Intellectual Capital → Job Satisfaction	Supported
4	RO4: To examine the effect of transformational leadership on job satisfaction among Fujairah Police Employees in UAE.	RQ4: What is the effect of transformational leadership on job satisfaction among Fujairah Police Employees in UAE?	H4	Transformational Leadership → Job Satisfaction	Supported
5	RO5: To examine the effect of job satisfaction on organizational	RQ5: What is the effect of job satisfaction on organizational	H5	Job Satisfaction → Organizational Innovation	Supported

No	Objectives	Research Questions	H	Hypotheses	Results
	innovation among Fujairah Police Employees in UAE.	innovation among Fujairah Police Employees in UAE?			
6	RO6: To investigate the mediation effect of job satisfaction on the relationship between intellectual capital and organizational innovation among Fujairah Police Employees in UAE.	RQ6: What is the mediation effect of job satisfaction on the relationship between intellectual capital and organizational innovation among Fujairah Police Employees in UAE?	H6	Job satisfaction mediates the relationship between intellectual capital and organizational innovation.	Supported
7	RO7: To investigate the mediation effect of job satisfaction on the relationship between transformational leadership and organizational innovation among Fujairah Police Employees in UAE.	RQ7: What is the mediation effect of job satisfaction on the relationship between transformational leadership and organizational innovation among Fujairah Police Employees in UAE?	H7	Job satisfaction mediates the relationship between transformational leadership and organizational innovation.	Supported

5.3.1 Findings Relating to Specific Objective 1

The first objective of this study is to examine the effect of intellectual capital on the Organizational innovation among Fujairah police employees in UAE, intellectual capital encompasses human capital, relational capital, and structural capital. One

question and one hypothesis were generated to achieve this objective. Statistical analysis using SMART PLS-SEM has been done to test H1 that suggested a significant relationship between intellectual capital and organizational innovation.

Human capital as highlighted in numerous contexts is reported to have significant influence on organizational outcomes including organizational innovation. Past studies have revealed that the compensation is connected directly to the human abilities (C. C. Huang & Huang, 2020; Kianto et al., 2017). This notion has been tested in many forms of empirical studies which significantly indicated positive relationship between human capital and abilities to the innovation and competitive advantage (Ali et al., 2021; Fonseca et al., 2019).

Thus, this finding is consistent with the past studies and literature that investigated the effect of intellectual capital on the innovation of organizations.

Moreover, Xu & Wei (2023), emphasized on the importance of the knowledge transferred by the human capital to the benefit of the organizations in the UAE. This study emphasized the importance of human capital which in terms of knowledge, skills and competency has been highlighted in the literature as a powerful intellectual resources to the organization. In conclusion, the result in the first objective is accurate in the context of the public sector in the UAE specifically Fujairah police department.

This objective provided an important opportunity to advance the understanding of the effect of relational capital to the innovation of the organizations. Literature has highlighted the importance of the relations and networking in organizations, despite the differences in the human capital themselves. Researchers have stressed that relational

support is necessary for high performance (innovation), and disconnecting in social structure will negatively affect the performance (Ramírez-Solis et al., 2022).

Based on the current findings, this study confirms the importance of relational capital among employees in the UAE to the innovation of their organizations. This result matched with Kohtamäki et al. (2021), who believed that the workers' productivity is influenced by their networking in the organization. Thus, the communication and teamwork between the employees in the UAE is an important matter as their skills and knowledge, every one of the employees contribute to the innovation of their organizations by their knowledge and by communicating in their work field.

Furthermore, with regard to structural capital dimension, it means that it is imperative for Fujairah police department to develop structural capital to reinforce organizational innovation as mentioned by Kamukama & Sulait (2017), that firms ought to address structural capital appropriately. This contains codified knowledge and experience to be transferred into practices for new products, processes and managerial concepts or innovation success. Innovations require structural capital to provide services more effectively and efficiently (Carmona-Lavado et al., 2010). By developing effective processes, fast response to change, and knowledge management, Fujairah police department can create a high level of innovation.

In conclusion, this result is justified as it has been suggested in the literature that intellectual capital is critical for the comprehension of organizational innovation among employees at Fujairah police department in UAE. Thus, specific objective one of this study is achieved.

5.3.2 Findings Relating to Specific Objective 2

The second objective of this study is to examine the effect of transformational leadership on organizational innovation, among Fujairah police employees in UAE. This objective has one hypothesis that need to be tested: Transformational leadership has a positive effect on organizational innovation among Fujairah Police Employees in UAE.

Transformational leadership comprises four components namely, idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Idealized influence was found to positively affect organization innovation among employees within Fujairah police department in the UAE, this is supported by previous studies (J. X. Chen et al., 2019; Singh et al., 2020). It is explained by the fact that the more leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, display a sense of power, share their values and beliefs, consider the moral and ethical consequence of decisions, emphasize on having a collective sense of mission. The more the organization adapt new technology in work process, quickly respond to changes, develop new process and services, provide administrative support for employees, implement improved performance evaluation system, provide open communication environment, consider creativity when hiring employees, and provide participative working environment.

Furthermore, inspirational motivation was found to positively affect organization innovation. It is explained by the fact that the more leaders spread the sense of optimism of the future, being more enthusiastic about what need to be accomplished, lay out a vision of the future, and express confidence the goals will be achieved. The

more the organization adapt new technology in work process, quickly respond to changes, develop new process and services, provide administrative support for employees, implement improved performance evaluation system, provide open communication environment, consider creativity when hiring employees, and provide participative working environment.

As for intellectual stimulation role in enhancing innovation in organizations, it is supported by previous studies (Dodd, Guerin, Delaney, & Dodd, 2017; Hande, Mohammed, & Komattil, 2015; Higgins, Carroll, & Sharek, 2016) and can be explained by the fact that more leaders tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, and suggest new ways of completing assignments. The more the organization adapt new technology in work process, quickly respond to changes, develop new process and services, provide administrative support for employees, implement improved performance evaluation system, provide open communication environment, consider creativity when hiring employees, and provide participative working environment.

Lastly, in transformational leadership is individual consideration which is supported by previous studies (Kyrgidou & Petridou, 2014; Lacy, Arnott, & Lowitt, 2013; Pantano, 2016; Piaw & Pei, 2017). It is explained by the fact that the more leaders treat others as individuals rather as just a group member, recognize the different needs and abilities of individuals, and help others to develop their skills. The more Fujairah police department adapt new technology in work process, quickly respond to changes, develop new process and services, provide administrative support for employees, implement improved performance evaluation system, provide open communication

environment, consider creativity when hiring employees, and provide participative working environment.

In conclusion, this result is justified as suggested in the literature; transformational leadership is critical for the comprehension of organization innovation among employees within Fujairah police department in the United Arab Emirates. Thus, specific objective two of this study is achieved.

5.3.3 Findings Relating to Specific Objective 3

The third objective of this study is to examine the effects of intellectual capital on the job satisfaction among employees within Fujairah police department in the UAE. This objective has one hypothesis that need to be tested as follows: Intellectual capital has a positive effect on job satisfaction among Fujairah Police Employees in UAE.

Intellectual capital was found to positively affect job satisfaction among Fujairah Police Employees in UAE. This impact is supported by previous studies (C. C. Huang & Huang, 2020), and is explained by the idea that the more the employees at Fujirah police department are well trained with suitable education, understand that doing this job well is a reward in itself, have mutual respect with their superiors and fellow citizens at large, realize the relationships among authority and responsibility, operate an efficient organization process, share their knowledge with each other, and conveniently access organization information. The more they get recognized, feel close to others at work, feel secured about the job, feel their skills and talents are being utilized, and generally feel good about their job.

In conclusion, this result is justified, as it has been suggested in the literature on job satisfaction; intellectual capital is critical for the comprehension of job satisfaction among employees within Fujairah police department in the United Arab Emirates. Thus, specific objective three of this study is achieved.

5.3.4 Findings Relating to Specific Objective 4

The fourth objective of this study is to examine the effects of transformational leadership on the job satisfaction among employees within Fujairah police department in the UAE. This objective has one hypothesis that need to be tested as follows: transformational leadership has a positive effect on job satisfaction among Fujairah Police Employees in UAE.

Transformational leadership was found to positively affect job satisfaction among Fujairah Police Employees in UAE. This impact is supported by previous studies (Luo et al., 2019; Monje Amor et al., 2020; Sheehan et al., 2020), and is explained by the idea that the more police department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather as just a group member, recognize the different needs, abilities of individuals, and help others to develop their skills. The more the employees feel being recognized, feel close to others at work, feel secured about the job, feel their skills and talents are being utilized, and generally feel good about their job.

In conclusion, this result is justified, as it has been suggested in the literature on job satisfaction; transformational leadership is critical for the comprehension of job satisfaction among employees within Fujairah police department in the United Arab Emirates. Thus, specific objective four of this study is achieved.

5.3.5 Findings Relating to Specific Objective 5

The fifth objective of this study is to examine the effects of job satisfaction on organizational innovation among employees within Fujairah police department in the UAE. This objective has one hypothesis that need to be tested as follows: job satisfaction has a positive effect on organizational innovation among Fujairah Police Employees in UAE.

Job satisfaction was found to positively affect organizational innovation among Fujairah Police Employees in UAE. It plays as a trigger that sparks innovation and is supported by previous studies (Grolleau et al., 2022; Miao et al., 2023), and can be explained by the idea that the more the employees feel being recognized, feel close to others at work, feel secured about the job, feel their skills and talents are being utilized, and generally feel good about their job. The more the employees accept demands that go beyond existing services, experiment with new approaches and technological methods, frequently refine the provision of existing services, regularly implement small adaptations to existing services, and introduce improved but existing services for the public.

In conclusion, this result is justified, as it has been suggested in the literature; job satisfaction is critical for the development of organizational innovation among

employees within Fujairah police department in the United Arab Emirates. Thus, specific objective five of this study is achieved.

5.3.6 Findings Relating to Specific Objective 6

The sixth objective of this study is to determine whether job satisfaction mediates the relationship between intellectual capital and organizational innovation among employees within Fujairah police department in the UAE. This objective has one hypothesis that need to be tested as follows: Intellectual capital has a positive indirect effect on organizational innovation through job satisfaction among Fujairah Police Employees in UAE.

In the present study, intellectual capital is found to have an indirect effect on organizational innovation via job satisfaction among employees within Fujairah police department in the United Arab Emirates, which confirms the mediation role that job satisfaction has in this context (Nikpour, 2019). This result can be stated as the more the employees at Fujirah police department are well trained with suitable education, understand that doing this job well is a reward in itself, have mutual respect with their superiors and fellow citizens at large, realize the relationships among authority and responsibility, operate an efficient organization process, share their knowledge with each other, and conveniently access organization information. The more the employees accept demands that go beyond existing services, experiment with new approaches and technological methods, frequently refine the provision of existing services, regularly implement small adaptations to existing services, and introduce improved but existing services for the public. Given that employees feel being recognized, feel close to others

at work, feel secured about the job, feel their skills and talents are being utilized, and generally feel good about their job.

Overall, the sixth specific objective is achieved. The findings indicate that job satisfaction plays the mediating role between intellectual capital and organizational innovation.

5.3.7 Findings Relating to Specific Objective 7

The seventh objective of this study is to determine whether job satisfaction mediates the relationship between transformational leadership and organizational innovation among employees within Fujairah police department in the UAE. This objective has one hypothesis that need to be tested as follows: transformational leadership has a positive indirect effect on organizational innovation through job satisfaction among Fujairah Police Employees in UAE.

In the present study, transformational leadership is found to have an indirect effect on organizational innovation via job satisfaction among employees within Fujairah police department in the United Arab Emirates, which confirms the mediation role that job satisfaction has in this context (Al-edenat, 2018). This result can be stated as the more police department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather as just a group member, recognize the different needs, abilities of individuals, and help others to develop their skills. The more the employees accept demands that go beyond

existing services, experiment with new approaches and technological methods, frequently refine the provision of existing services, regularly implement small adaptations to existing services, and introduce improved but existing services for the public. Given that employees feel being recognized, feel close to others at work, feel secured about the job, feel their skills and talents are being utilized, and generally feel good about their job.

Overall, the seventh specific objective is achieved. The findings indicate that job satisfaction plays the mediating role between transformational leadership and organizational innovation.

5.4 CONTRIBUTIONS AND IMPLICATIONS

This section highlights the contribution and implications of this study to the field of the academic research in expanding the knowledge of the relationships examined in this study, the in-depth meanings of the results will explain the contributions which are of interest to practitioners and academics alike. This section outlines several contributions that have emerged subsequent to the hypotheses testing.

5.4.1 Academic Contributions

In the context of public organizations in UAE, this study is among the first researches to investigate the direct relationships between the actors of intellectual capital (human capital, relational capital, and structural capital) and the different types of innovations (radical and incremental innovation). Furthermore, it has investigated the mediation effect of job satisfaction between the intellectual capital players and

transformational leadership on one side and organizational innovation on the other. Hence, it contributes to the field of existing literature.

Previous studies have tested the relationships of human capital to collect knowledge about employees' skills, education, and training, relational capital to study knowledge produced from the relationship between firms and customers, as well as structural capital to study knowledge related to organizational culture, knowledge management, internal processes and top management. In order to enrich this area, the current research is considered a natural extension of the previous studies of intellectual capital as it contributes to the theory by adding to the components of intellectual capital another component named relational capital. It has further tested these interactions in a knowledge-based context which is the public sector. The research findings have demonstrated that positive cooperative interactions explained 64% of the variety in organizational innovation and mediating effect of job satisfaction could create a suitable atmosphere to achieve an organization innovation.

Investigating the interactions between innovation types made interesting contributions to innovation research literature. With the exception of Gunday, Ulusoy, Kilic, & Alpkan (2011) who examined these types in the Turkish manufacturing industry, and Elsetouhi (2014) who tested these types in the service sector in Egypt, there was a lack of studies that tested the relationships between radical and incremental innovation in the public sector. Hence, this study benefits innovation researchers by providing an inclusive understanding of these relationships in the public sector.

Furthermore, the contribution of this study is the comprehensive intellectual capital- transformational leadership-organizational innovation analysis based on empirical data. This research contributes to both intellectual capital and innovation

literature. Firstly, most previous studies have investigated the direct relationship between three components of intellectual capital and innovation in terms of product, process, and administrative innovations, which suggests that these studies focused only on the intellectual capital direct effect on product innovation in the manufacturing sector. In context, this research tested not only direct effects but, also, indirect effects of human, relational and structural capital on organizational innovations through the mediating variable (job satisfaction) in the public sector represented by Fujairah police department in the UAE. This research has presented a rich and detailed account of the antecedents of the different types of innovations in the public sector.

The concept of intellectual capital is a newly emerging concept, and until now, it is not fully understood by most organizations in the UAE or the Arab world. This study represents a major foundation in elevating this concept within the Emirates public sector. Therefore, this study has provided a comprehensive illustration of how the role of internal knowledge relates to individuals, groups, formal organization and external knowledge such as the relationship with customers in supporting innovations.

5.4.2 Implications for Practitioners

With respect to implications for practitioners, this study has provided many benefits for the Fujairah police department and public sector in general to view intellectual capital and transformational leadership as a catalyst for the different types of innovations. This study has resulted in several recommendations. The Fujairah police department should maintain and promote relationship connections amongst their employees and its clients to support innovation and to raise the cohesion of informal Organizations. Next, they should provide resources for informal groupings to encourage

group members to generate new ideas, and to spread trust amongst the group members by strengthening the interactions within the social network to facilitate co-operation and knowledge transfer. These are key requirements for innovation. Moreover, Fujairah police department should manage a knowledge source of valuable acquired knowledge to generate new ideas, to improve processes and organizational routines and adopt a developmental culture. It is paramount for Fujairah police department to recruit and retain employees who have good skills, a high education level and the competence to generate and apply new ideas. Particularly, Fujairah police department should build long-term relationships with members of the public by focusing on the services that they provide to them, understanding their needs, maintaining their satisfaction and designing training programmes for its employees when the police department wants to introduce a new process. Finally, Fujairah police department top management should emphasize all types of innovations since these are closely interrelated and dependent on each other and should therefore, be developed simultaneously. Indeed, top management intending to introduce new services or change existing ones should take advantage of the considerable changes in both technological and administrative processes.

5.5 LIMITATIONS OF THE RESEARCH

There are some limitations to this study, first of all, utilizing a cross-sectional design with questionnaires. Future research strategy that may overcome this limitation is one that involves longitudinal studies in which flow of knowledge and performance can be followed over time. In addition, using objective measures, archival data for some variables, such as organizational innovation, may give results that are more objective. In addition, changes in intellectual capital throughout the innovation

process need to be observed. Therefore, future studies can develop a longitudinal study to find intellectual capital differences in the innovation process of the organization.

Secondly, it has only tested the research model in the Fujairah police department and consequently other researchers could validate the model in other public sectors in the UAE, as well as different Arab countries.

In addition, this study focused in the public sector and did not cover the private sector. Furthermore, this study examined intellectual capital (human capital, relational capital and structural capital) which appear as the important resources to the innovation of organizations in the United Arab Emirates.

5.6 RECOMMENDATIONS FOR FUTURE RESEARCH

Corresponding with the limitation of this study, this study recommends to expand the research to other states in the UAE that is not covered in this study. Since each and every state may has different cultural characteristics that may affect the study. Furthermore, this study did not cover private sector, and it is well known that private sector may be affected by different managerial practices than public sectors, hence it need to be explored.

Future studies may try to examine other mediators such as knowledge management in the relationship between intellectual capital and the different types of innovation, to increase our understanding of how intellectual capital affects innovations.

Finally, the United Arab Emirates in specific and middle east in general are still behind the west in term of the research and data base, thus, further research based in middle east is recommended.

5.7 CONCLUSION REMARK

This research attempted to expand the knowledge in the area of intellectual capital, transformational leadership and organizational innovation in the United Arab of Emirates. By examining the effect of the valuable and intangibles resources on 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 mediating effect of job satisfaction in the public organizations, specifically Fujairah police department in the UAE. In regards, this effort highlighted the findings that are related to the identified objectives, as well as research contribution to different parties. Finally, limitations and future research are also discussed in this chapter. Despite various constraints to the study, the results have been encouraging, as it has managed to throw some lights on a new perspective.