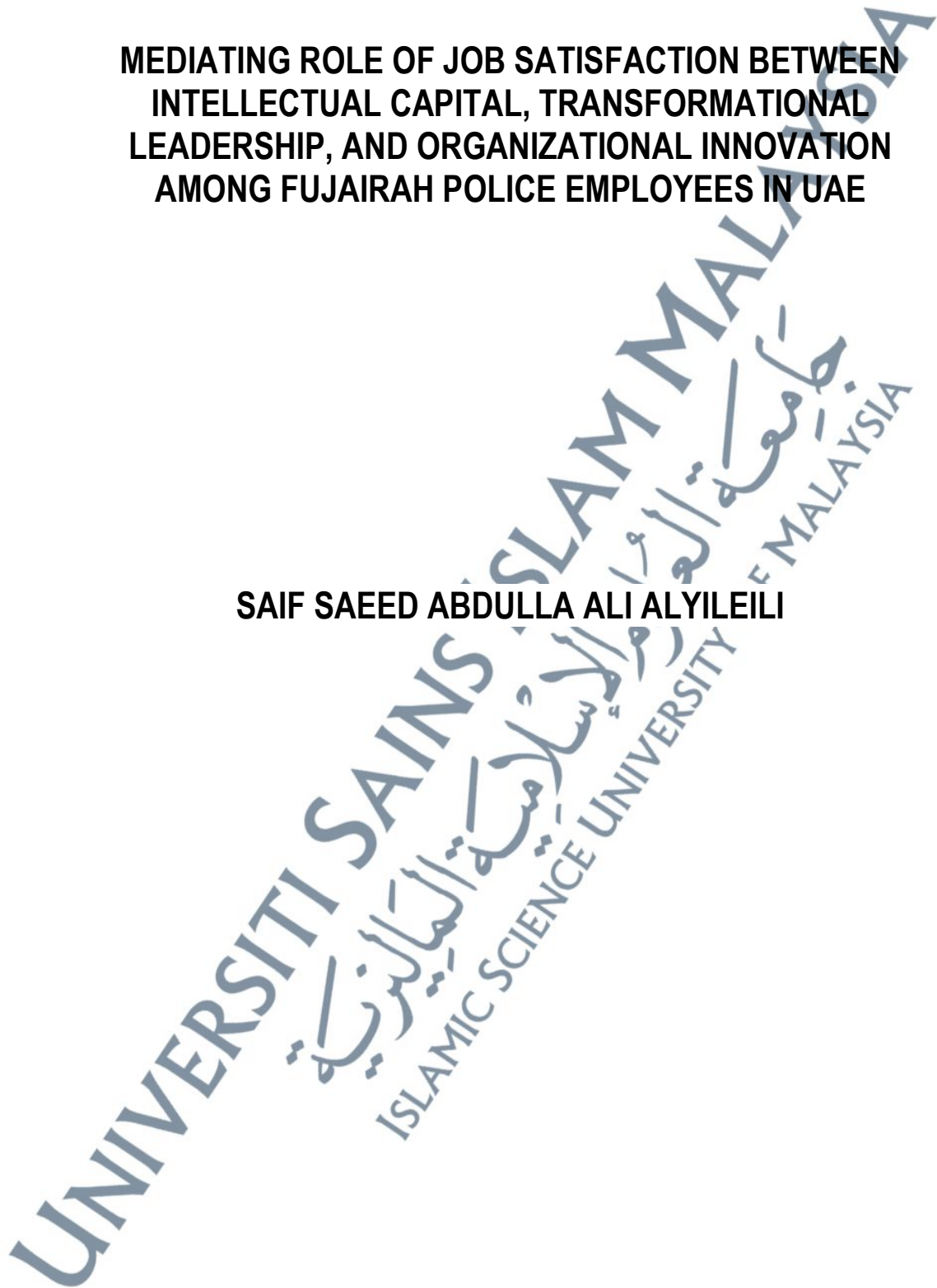


**MEDIATING ROLE OF JOB SATISFACTION BETWEEN  
INTELLECTUAL CAPITAL, TRANSFORMATIONAL  
LEADERSHIP, AND ORGANIZATIONAL INNOVATION  
AMONG FUJAIRAH POLICE EMPLOYEES IN UAE**

**SAIF SAEED ABDULLA ALI ALYILEILI**



**UNIVERSITI SAINS ISLAM MALAYSIA**

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Thesis submitted in partial fulfilment for the degree of  
DOCTOR OF PHILOSOPHY IN  
HUMAN RESOURCE MANAGEMENT

UNIVERSITI SAINS ISLAM MALAYSIA

April 2024

## AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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## ABSTRAK

Kajian ini bertujuan untuk menunjukkan peranan pengantara kepuasan kerja antara modal intelek, kepimpinan transformasi, dan inovasi organisasi dengan menggunakan teori resapan inovasi untuk membimbing kajian. Pengkaji menggunakan pendekatan analisis deskriptif untuk mencapai objektif kajian dan menguji hipotesisnya dengan menggunakan borang soal selidik yang direka khas sebagai alat utama untuk mengumpul data dan maklumat. Populasi kajian terdiri dari pekerja, pakar berpengalaman dan berkecayaan dari segi saintifik, yang diperolehi melalui penggunaan sampel rawak bersistematik dan sampel rawak berstrata seramai 348 responden dari Jabatan Polis Fujairah di Emiriah Arab Bersatu. Kaedah analisis statistik lanjutan untuk pemodelan persamaan struktur (SEM) SMART PLS 3.0 digunakan untuk menunjukkan laluan perhubungan, dan tafsiran antara pembolehubah luaran, dalaman dan pengantara, dan jumlah pengaruh model piawai dan struktur. Keputusan statistik menunjukkan bahawa 64% daripada varian pembolehubah bersandar (inovasi organisasi) telah dijelaskan dan semua hipotesis telah disokong, termasuk kesan positif dan kepentingan statistik modal eksekutif dan kepimpinan transformasi sebagai pembolehubah bebas terhadap inovasi organisasi. Terdapat kesan tidak langsung bagi setiap pembolehubah tidak bersandar pada pembolehubah bersandar melalui kepuasan kerja. Hasil kajian menyerlahkan kepentingan menarik individu yang berkecayaan dan bekerja untuk meningkatkan kemahiran mereka secara berterusan di samping memberi tumpuan kepada kepuasan mereka. Oleh itu, adalah disyorkan untuk menjalankan kajian masa depan yang menggunakan model yang dicadangkan di institusi-institusi kerajaan yang lain di seluruh Emiriah Arab Bersatu untuk mengesahkan keputusan ini dan memperkayakan literatur semasa tentang inovasi organisasi, pembangunannya dan aplikasinya di negara ini.

## ABSTRACT

This study aimed to demonstrate the mediating role of job satisfaction between intellectual capital, transformational leadership, and organizational innovation by adopting the diffusion theory of innovation. The researcher adopted the descriptive analytical approach to achieve the objectives of the study and test its hypotheses by using a specially designed questionnaire as the main tool for collecting data and information. The study population was determined by the human cadres of workers, specialists, experienced and scientifically qualified, through the use of a systematic random sample and a stratified random sample of 348 respondents from the Fujairah Police department in the United Arab Emirates. Advanced statistical method of analysis for structural equation modeling (SEM) SMART PLS 3.0 was used to show the path of relationships, and their interpretation between the external, internal, and mediating variables, and the amount of influence in the standard and structural model. The statistical result showed that 64% of the variance of the dependent variable (organizational innovation) was explained and all hypotheses were supported, which include the positive effect and statistical significance of executive capital and transformational leadership as an independent variable on organizational innovation. There was an indirect effect for each of the independent variables on the dependent variable through job satisfaction. The results highlighted the importance of attracting qualified individuals and working on continuous improvement of their skills in addition to focusing on their satisfaction. Accordingly, it is recommended to conduct future studies that apply the proposed model in other government institutions throughout the United Arab Emirates in order to verify these results and enrich the current literature on organizational innovation, its development and its application in the country.

## الملخص

هدفت هذه الدراسة لبيان الدور الوسيط للرضا الوظيفي بين رأس المال الفكري، والقيادة التحويلية، والابتكار التنظيمي عبر تبني نظرية الانتشار للابتكار لتوجيه الدراسة. اعتمد الباحث المنهج الوصفي التحليلي لتحقيق أهداف الدراسة واختبار فرضياتها باستخدام استبيان مصمم خصيصاً كأداة رئيسية لجمع البيانات والمعلومات. تم تحديد مجتمع الدراسة من قبل الكوادر البشرية من العاملين والمتخصصين وذوي الخبرة والمؤهلين علمياً، من خلال استخدام عينة عشوائية منهجية وعينة عشوائية طبقية قوامها ٣٤٨ مستجيباً في شرطة الفجيرة بدولة الإمارات العربية المتحدة. واستخدمت الأساليب الإحصائية المتقدمة للتحليل لمذجة المعادلات الهيكلية (SEM) تم استخدام SMART PLS 3.0 لإظهار مسار العلاقات، ونفسيرها بين المتغيرات الخارجية والداخلية والوسيط، ومقدار التأثير في النموذج القياسي والبنائي. وأظهرت النتيجة الإحصائية أنه تم شرح ٦٤٪ من تباين المتغير التابع (الابتكار التنظيمي) ودعم جميع الفرضيات والتي تتضمن التأثير الإيجابي والدلالة الإحصائية لرأس المال التنفيذي والقيادات التحويلية كمتغير مستقل على الابتكار التنظيمي، وكان هناك تأثير غير مباشر لكل من المتغيرات المستقلة على المعتمد من خلال الرضا الوظيفي. وسلطت النتائج الضوء على الدور المهم لجذب الأفراد المؤهلين والعمل على استمرار تحسين مهاراتهم بالإضافة إلى التركيز على رضاهم. وعلى ذلك يوصى بإجراء الدراسات المستقبلية التي تطبق النموذج المقترح في مؤسسات حكومية أخرى في جميع أنحاء دولة الإمارات العربية المتحدة من أجل التحقق من هذه النتائج وإثراء الأدبيات الحالية حول الابتكار التنظيمي وتطويره وتطبيقه في الدولة.

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## LIST OF ABBREVIATION

AED	UAE Dirham
UAE	United Arab Emirates
CMP	Complexity
EU	European Union
R <sup>2</sup>	Coefficient of Determination
Q <sup>2</sup>	Predictive Relevance
HTMT	Heterotrait-Monotrait – Ratio
SRMR	Standardised Root Mean Square Residual
SEM	Structural Equation Modelling
PLS	Partial Least Squares
VAF	Variance Accounted For
VIF	Variance Inflation Factor
AVE	Average Variance Extracted
GCC	Gulf Cooperation Council
JS	Job Satisfaction
IC	Intellectual Capital
TL	Transformational Leadership
OI	Organizational Innovation
FP	Fujairah Police