

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**EXAMINING THE IMPACT OF ORGANIZATIONAL  
CREATIVITY AND ORGANIZATIONAL INNOVATION ON  
ORGANIZATIONAL PERFORMANCE IN THE UAE MINISTRY  
OF INTERIOR: THE MEDIATING ROLE OF FINANCIAL  
GOVERNANCE**



**MARIAM MOHAMMED HASSAN AL HAMMADI**

**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
2024**

**EXAMINING THE IMPACT OF ORGANIZATIONAL  
CREATIVITY AND ORGANIZATIONAL INNOVATION ON  
ORGANIZATIONAL PERFORMANCE IN THE UAE MINISTRY  
OF INTERIOR: THE MEDIATING ROLE OF FINANCIAL  
GOVERNANCE**

**MARIAM MOHAMMED HASSAN AL HAMMADI (905205)**



**UUM**  
Universiti Utara Malaysia

**A thesis submitted to the Ghazalie Shafie Graduate School of Government in  
fulfilment of the requirement for the Doctor of Philosophy  
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa  
(College of Law, Government and International Studies)  
**UNIVERSITI UTARA MALAYSIA**

**PERAKUAN KERJA TESIS / DISERTASI**  
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**MARIAM MOHAMED HASSAN MOHAMED ALHAMMADI (905205)**

calon untuk Ijazah  
(candidate for the degree  
of)

**DOCTOR OF PHILOSOPHY (PUBLIC MANAGEMENT)**

telah mengemukakan tesis / disertasi yang bertajuk:  
(has presented his/her thesis / dissertation of the following title):

**EXAMINING THE IMPACT OF ORGANIZATIONAL CREATIVITY AND ORGANIZATIONAL  
INNOVATION ON ORGANIZATIONAL PERFORMANCE IN THE UAE MINISTRY OF INTERIOR:  
THE MEDIATING ROLE OF FINANCIAL GOVERNANCE**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.  
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada **5 MAC 2024**

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: **5 MARCH 2024***

Pengerusi Viva : **ASSOC. PROF. DR. ROZITA  
(Chairman for Viva) ABDUL MUTALIB**

Tandatangan  
(Signature)

Pemeriksa Luar : **PROF. DR. MOHAMED  
(External Examiner) GAMAL ABOELMAGED  
(UNI. OF SHARJAH)**

Tandatangan  
(Signature)

Pemeriksa Dalam : **DR. ABD. RAHIM ROMLE  
(Internal Examiner)**

Tandatangan  
(Signature)

Tarikh : **5 MAC 2024**  
Date

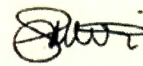
Nama Pelajar : **MARIAM MOHAMED HASSAN MOHAMED ALHAMMADI (905205)**  
(Name of Student)

Tajuk Tesis : **EXAMINING THE IMPACT OF ORGANIZATIONAL CREATIVITY AND  
(Title of the Thesis) ORGANIZATIONAL INNOVATION ON ORGANIZATIONAL  
PERFORMANCE IN THE UAE MINISTRY OF INTERIOR: THE  
MEDIATING ROLE OF FINANCIAL GOVERNANCE**

Program Pengajian : **DOCTOR OF PHILOSOPHY (PUBLIC MANAGEMENT)**  
(Programme of Study)

Penyelia Pertama : **PROF. DR. BADARIAH**  
(First Supervisor) **HAJI DIN**

Tandatangan  
(Signature)



**UUM**  
Universiti Utara Malaysia

## **PERMISSION TO USE**

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Perpustakaan Sultanah Bahiyah UUM may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Ghazali Shafie Graduate School of Government (GSGSG). It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

**Dean (Ghazali Shafie Graduate School of Government)**

**UUM College of law, Government, and International Studies (UUM COLGIS)**



**Universiti Utara Malaysia**

**06010 UUM Sintok**

**Universiti Utara Malaysia**

## ACKNOWLEDGEMENTS

Space will not be sufficient to acknowledge everyone that has contributed in one way or another, to the completion of the work of this magnitude. I must first and foremost, however, give thanks and glory to the Almighty Allah, who not only stood by me and guided me at every stage of this work, but also gave me the zeal and zest to successfully complete my study.

I am indebted to my supervisors, Prof. Madya Dr. Badariah binti Haji Din, whose mien and disposition towards me, encouraged me to work harder .

I am grateful to my family you have supported me every step of the way during my journey through my PhD. The support of my devoted family is more precious than all the gold in the world.

To all of you .... Thank you!



## ABSTRACT

Financial governance was essential in any organization's operation that adhere to a responsible and sustainable manner. It ensures adherence to regulations and laws in order to prevent organizations from severe consequences such as fines, lawsuits, and reputational damage. The Ministry of Interior in the United Arab Emirates (UAE) has experienced a transformative shift by transitioning from a reactive police force to proactive law enforcement and seeking to prevent crime before it occurs. To implement new policies and optimize performance, the Ministry widely applies financial governance principles, namely participation, evaluation, effectiveness, transparency, justice, equality, and responsibility. These principles were said to contribute significantly towards performance improvements. Hence, the objectives of this study were to examine the effects of organizational creativity and innovation towards the Ministry's performance and analyzing the indirect effects of financial governance on these relationships. The research collected the data from 356 UAE officers in the Ministry of Interior through a cross-sectional approach using a self-administered questionnaire. Analysis result from the Partial Least Square-Structural Equation Modelling (PLS-SEM) revealed a significant effect of organizational creativity on the performance of Ministry of Interior, UAE. The direct effect of organizational innovation on the Ministry's performance also remained significant. Also, financial governance partially mediated the relationships between organizational creativity, innovation, and performance. Theoretically, this study contributed to the use of Componential Theory of Organizational Creativity and the Financial Governance Theory in studying the context of organizational creativity, organizational innovation and financial governance in enhancing the performance of UAE Ministry of Interior. From a practical point of view, this study found that promoting a culture of creativity, adopting innovation, and ensuring robust financial governance are important strategies for acquiring excellence in performance within the Ministry.

**Keywords:** Financial Governance, Organizational Creativity, Organizational Innovation, Organizational Performance, United Arab Emirates

## ABSTRAK

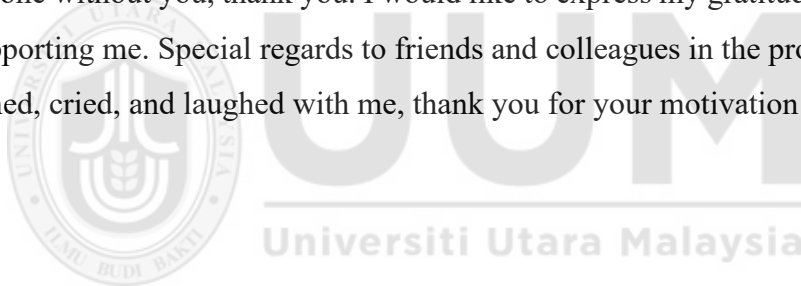
Tadbir urus kewangan adalah penting dalam mana-mana operasi organisasi yang bertanggungjawab dan mampan. Ia memastikan pematuhan kepada peraturan dan undang-undang untuk mengelakkan organisasi daripada masalah seperti dikenakan denda, tindakan undang-undang dan menjatuhkan reputasi organisasi tersebut. Kementerian Dalam Negeri di Emiriah Arab Bersatu (UAE) telah mengalami anjakan transformatif dengan beralih daripada pasukan polis yang reaktif kepada penguatkuasaan undang-undang yang lebih proaktif serta berusaha untuk mencegah jenayah sebelum ianya berlaku. Bagi melaksanakan dasar baharu dan mengoptimumkan prestasi, kementerian ini menggunakan secara meluas prinsip tadbir urus kewangan, iaitu penyertaan, penilaian, keberkesanan, ketelusan, keadilan, kesaksamaan dan tanggungjawab. Prinsip-prinsip ini dikatakan menyumbang secara signifikan kepada peningkatan prestasi. Maka, objektif penyelidikan ini adalah untuk mengkaji kesan kreativiti dan inovasi organisasi terhadap prestasi kementerian dan menganalisis kesan tidak langsung tadbir urus kewangan terhadap hubungan ini. Penyelidikan ini mengumpul data daripada 356 pegawai UAE yang bertugas di Kementerian Dalam Negeri melalui pendekatan keratan rentas dengan menggunakan soal selidik. Keputusan analisis daripada *Partial Least Square-Structural Equation Modelling (PLS-SEM)* menunjukkan kesan signifikan kreativiti organisasi terhadap prestasi Kementerian Dalam Negeri, UAE. Kesan langsung inovasi organisasi terhadap prestasi juga didapati mencatatkan kesan yang signifikan. Selain itu, tadbir urus kewangan menjadi pengantara separa (*partially mediated*) dalam hubungan antara kreativiti, inovasi dan prestasi. Secara teorinya, kajian ini menyumbang kepada penggunaan Teori Komponen Kreativiti Organisasi dan Teori Tadbir Urus Kewangan dalam konteks mengkaji kreativiti, inovasi dan tadbir urus kewangan terhadap peningkatan prestasi Kementerian Dalam Negeri di UAE. Dari segi sudut praktikal, kajian ini mendapati bahawa strategi yang penting untuk memperolehi kecemerlangan dalam prestasi di kementerian tersebut adalah dengan mempromosikan budaya kreativiti, menerima pakai inovasi, dan memastikan tadbir urus kewangan adalah teguh.

**Kata Kunci:** Tadbir Urus Kewangan, Kreativiti Organisasi, Inovasi Organisasi, Prestasi Organisasi, Emiriah Arab Bersatu

## ACKNOWLEDGEMENTS

The praises and glory be to Allah (SWT) for helping me and keeping me alive till the end of this program. May His peace and blessing be upon the prophet MUHAMMAD (SAW). I would like to thank you and place on record my profound gratitude to my honorable supervisor Prof Badariah binti Haji Din, for reading this work, her support, and continuous guidance throughout this study. It was a great pleasure working under her supervision because her constructive criticisms have served as a source of inspiration. Especially, thanks to external and internal examiners for their valuable suggestions and support throughout my work.

I am also indebted to my parents, may Allah (SWT) give them long and healthy life. My appreciation goes to my siblings for their love, this journey would have been a lonely one without you, thank you. I would like to express my gratitude to my siblings for supporting me. Special regards to friends and colleagues in the program who have screamed, cried, and laughed with me, thank you for your motivation and support.



## TABLE OF CONTENTS

|                                                                 |            |
|-----------------------------------------------------------------|------------|
| <b>PERMISSION TO USE</b>                                        | <b>i</b>   |
| <b>ACKNOWLEDGEMENTS</b>                                         | <b>ii</b>  |
| <b>ABSTRACT</b>                                                 | <b>iii</b> |
| <b>ABSTRAK</b>                                                  | <b>iv</b>  |
| <b>ACKNOWLEDGEMENTS</b>                                         | <b>v</b>   |
| <b>TABLE OF CONTENTS</b>                                        | <b>vi</b>  |
| <b>LIST OF TABLES</b>                                           | <b>x</b>   |
| <b>LIST OF FIGURES</b>                                          | <b>xii</b> |
| <br>                                                            |            |
| <b>CHAPTER ONE : INTRODUCTION</b>                               | <b>1</b>   |
| 1.1    Introduction                                             | 1          |
| 1.2    Problem Statement                                        | 2          |
| 1.3    Study Questions                                          | 10         |
| 1.4    Research Objectives                                      | 11         |
| 1.5    Significance of the Study                                | 11         |
| 1.5.1    Theoretical Significance                               | 12         |
| 1.5.2    Practical Significance                                 | 12         |
| 1.6    Scope of the Study                                       | 13         |
| 1.7    Definitions of Key Terms                                 | 14         |
| 1.8    Organization of the Thesis                               | 17         |
| 1.9    Summary                                                  | 18         |
| <br>                                                            |            |
| <b>CHAPTER TWO : LITERATURE REVIEW</b>                          | <b>19</b>  |
| 2.1    Introduction                                             | 19         |
| 2.2    Organizational Performance                               | 19         |
| 2.3    Organizational Creativity                                | 22         |
| 2.4    Components of Organizational Creativity                  | 33         |
| 2.4.1    Task Motivation                                        | 34         |
| 2.4.2    Expertise                                              | 34         |
| 2.4.3    Skills and Process                                     | 35         |
| 2.5    Organizational Creativity and Organizational Performance | 36         |
| 2.6    Financial Governance and Organizational Performance      | 38         |
| 2.7    Organizational Innovation                                | 40         |

|                                             |                                                                                                            |           |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------|
| 2.7.1                                       | Difference Between Organizational Creativity and Innovation                                                | 50        |
| 2.8                                         | Financial Governance                                                                                       | 51        |
| 2.8.1                                       | Financial Governance in Government Sector Organizations                                                    | 54        |
| 2.8.2                                       | Financial Governance and Organizational Culture                                                            | 56        |
| 2.8.3                                       | Skills and Capabilities                                                                                    | 57        |
| 2.8.4                                       | Financial Data and Management                                                                              | 58        |
| 2.9                                         | Understanding Organizational Creativity, Innovation, and Governance in the UAE Public Sector               | 59        |
| 2.10                                        | Ministry of Interior, UAE                                                                                  | 62        |
| 2.11                                        | Supporting Theories                                                                                        | 65        |
| 2.11.1                                      | The Componential Theory of Organizational Creativity                                                       | 65        |
| 2.11.2                                      | Financial Governance Theory                                                                                | 70        |
| 2.12                                        | Conceptual Framework & Hypotheses Development                                                              | 74        |
| 2.12.1                                      | Organizational Creativity Affecting the Organizational Performance                                         | 77        |
| 2.12.2                                      | Organizational Innovation and Organizational Performance                                                   | 81        |
| 2.12.3                                      | Organizational Performance and Financial Governance                                                        | 84        |
| 2.12.4                                      | Organizational Innovation and Financial Governance                                                         | 86        |
| 2.12.5                                      | Effect of Financial Governance on Organizational Performance                                               | 87        |
| 2.12.6                                      | Financial Governance and the Relationship between Organizational Creativity and Organizational Performance | 89        |
| 2.12.7                                      | Financial Governance and the Relationship between Organizational Innovation and Organizational Performance | 91        |
| 2.13                                        | Summary                                                                                                    | 94        |
| <b>CHAPTER THREE : RESEARCH METHODOLOGY</b> |                                                                                                            | <b>95</b> |
| 3.1                                         | Introduction                                                                                               | 95        |
| 3.2                                         | Research Philosophy                                                                                        | 95        |
| 3.3                                         | Research Approach                                                                                          | 98        |
| 3.4                                         | Research Design                                                                                            | 100       |
| 3.5                                         | Population, Unit of Analysis, Sample Size and Sampling Technique                                           | 102       |
| 3.5.1                                       | Population of the Study                                                                                    | 102       |
| 3.5.2                                       | Unit of Analysis                                                                                           | 104       |
| 3.5.3                                       | The Sample Size                                                                                            | 104       |
| 3.6                                         | Questionnaire Development                                                                                  | 108       |
| 3.7                                         | Measurement of the Variables                                                                               | 111       |

|                                             |                                               |            |
|---------------------------------------------|-----------------------------------------------|------------|
| 3.7.1                                       | Financial Governance                          | 111        |
| 3.7.2                                       | Organizational Creativity                     | 114        |
| 3.7.3                                       | Innovation                                    | 115        |
| 3.7.4                                       | Organizational Performance                    | 117        |
| 3.8                                         | Data Collection Procedures                    | 118        |
| 3.9                                         | Pilot Testing                                 | 119        |
| 3.10                                        | Statistical Analysis Approaches               | 122        |
| 3.10.1                                      | Descriptives Statistics                       | 122        |
| 3.10.2                                      | Inferential Statistics                        | 124        |
| 3.11                                        | Data Analysis Software                        | 125        |
| 3.12                                        | Research Ethics                               | 127        |
| 3.13                                        | Summary                                       | 129        |
| <b>CHAPTER FOUR : ANALYSIS AND FINDINGS</b> |                                               | <b>130</b> |
| 4.1                                         | Introduction                                  | 130        |
| 4.2                                         | Data Gathering                                | 132        |
| 4.3                                         | Response Rate                                 | 132        |
| 4.4                                         | Data Screening                                | 133        |
| 4.4.1                                       | Common Method Bias                            | 133        |
| 4.4.2                                       | Missing Value Analysis (Constant Variables)   | 134        |
| 4.4.3                                       | Test of Normality                             | 136        |
| 4.4.4                                       | Multicollinearity Analysis                    | 140        |
| 4.5                                         | Descriptions of Respondents' Personal Profile | 142        |
| 4.6                                         | Descriptives of Constant Variables            | 145        |
| 4.7                                         | Structural Equation Modelling                 | 146        |
| 4.7.1                                       | Convergent Validity Assessment                | 146        |
| 4.7.2                                       | Goodness of Fit                               | 149        |
| 4.7.3                                       | Discriminant Validity Assessment              | 150        |
| 4.8                                         | Structural Model Testing                      | 152        |
| 4.8.1                                       | Complexity of Structural Model                | 152        |
| 4.8.2                                       | Coefficient of Determination $R^2$            | 153        |
| 4.8.3                                       | Effect Size $f^2$                             | 154        |
| 4.8.4                                       | Predictive Relevance $Q^2$                    | 155        |
| 4.8.5                                       | Hypotheses Testing                            | 156        |
| 4.8.6                                       | Mediation Analysis                            | 158        |

|                                                 |                                                                                                                            |            |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------|
| 4.9                                             | Summary of Hypotheses Assessment                                                                                           | 159        |
| 4.10                                            | Chapter Summary                                                                                                            | 161        |
| <b>CHAPTER FIVE : DISCUSSION AND CONCLUSION</b> |                                                                                                                            | <b>163</b> |
| 5.1                                             | Chapter Introduction                                                                                                       | 163        |
| 5.2                                             | Research Summary                                                                                                           | 163        |
| 5.3                                             | Discussion on Results                                                                                                      | 165        |
| 5.3.1                                           | The Effect of Organizational Creativity on Organizational Performance                                                      | 165        |
| 5.3.2                                           | The Effect of Innovation on Organizational Performance                                                                     | 168        |
| 5.3.3                                           | Effect of Financial Governance on Organizational Performance                                                               | 170        |
| 5.3.4                                           | The Mediation of Financial Governance on the Relationship between Organizational Creativity and Organizational Performance | 171        |
| 5.3.5                                           | The Mediation of Financial Governance on the Relationship between Innovation and Organizational Performance                | 174        |
| 5.4                                             | Conclusion                                                                                                                 | 176        |
| 5.5                                             | Study Implications                                                                                                         | 177        |
| 5.5.1                                           | Methodological Implications                                                                                                | 177        |
| 5.5.2                                           | Theoretical Implications                                                                                                   | 178        |
| 5.5.3                                           | Practical Implications                                                                                                     | 180        |
| 5.6                                             | Study Limitations and Recommendations for Future Studies                                                                   | 181        |
| 5.7                                             | Chapter Summary                                                                                                            | 183        |
| <b>REFERENCES</b>                               |                                                                                                                            | <b>184</b> |
| <b>APPENDICES</b>                               |                                                                                                                            | <b>235</b> |

## LIST OF TABLES

|            |                                                                                                 |     |
|------------|-------------------------------------------------------------------------------------------------|-----|
| Table 1.1  | The Data of police institutions and Other Relevant Organizations (The Government of UAE, 2022), | 6   |
| Table 2.1  | Summary of Research Findings                                                                    | 85  |
| Table 3.1  | Number of Employees in the MOI (hierarchal level). Source: (UAE Ministry of Interior, 2022).    | 103 |
| Table 3.2  | Krejci and Morgan Sampling Calculator Table                                                     | 107 |
| Table 3.3  | Financial Governance                                                                            | 112 |
| Table 3.4  | Organizational Creativity                                                                       | 115 |
| Table 3.5  | Innovation in MOI                                                                               | 116 |
| Table 3.6  | Organizational Performance on MOI                                                               | 118 |
| Table 3.7  | Rules of Thumb for Internal Consistency                                                         | 121 |
| Table 3.8  | Pilot Testing Results                                                                           | 122 |
| Table 4.1  | Summary of Response Rate                                                                        | 133 |
| Table 4.2  | Missing Value Analysis of Constant Variables                                                    | 135 |
| Table 4.3  | Test of Normality- Kolmogorov-Smirnova Test                                                     | 139 |
| Table 4.4  | Variance Inflation Factor (VIF) Analysis                                                        | 141 |
| Table 4.5  | Gender of Study Respondents                                                                     | 142 |
| Table 4.6  | Age of Study Respondents                                                                        | 143 |
| Table 4.7  | Academic Qualification of Study Respondents                                                     | 143 |
| Table 4.8  | Living Location of Study Respondents                                                            | 143 |
| Table 4.9  | Social Status of Study Respondents                                                              | 144 |
| Table 4.10 | Nationality of Study Respondents                                                                | 144 |
| Table 4.11 | Job Title of Study Respondents                                                                  | 145 |
| Table 4.12 | Descriptives of Constant Variables                                                              | 146 |
| Table 4.13 | (a) Measurement Model (Instrument) Analysis                                                     | 147 |
| Table 4.14 | (b) Measurement Model (Instrument) Analysis                                                     | 149 |
| Table 4.15 | Goodness of Fit                                                                                 | 150 |
| Table 4.16 | Hetreotrait-Monotrait Ratio                                                                     | 151 |
| Table 4.17 | Fornel-Larcker Criterion                                                                        | 151 |
| Table 4.18 | Coefficient of Determination R <sup>2</sup>                                                     | 154 |
| Table 4.19 | Effect Size (f <sup>2</sup> )                                                                   | 155 |

|            |                                                                   |     |
|------------|-------------------------------------------------------------------|-----|
| Table 4.20 | Predictive Relevance Q2 Analysis.                                 | 156 |
| Table 4.21 | Results of Hypotheses Testing (Path Analysis, Mediation Analysis) | 157 |
| Table 4.22 | Summary of Hypotheses Assessment                                  | 159 |



## LIST OF FIGURES

|            |                                                                                                |     |
|------------|------------------------------------------------------------------------------------------------|-----|
| Figure 2.1 | The Conceptualization Of The Componential Theory of Organizational Creativity (Sundgren, 2018) | 69  |
| Figure 2.2 | Conceptual Framework of Current Research                                                       | 75  |
| Figure 4.1 | Results of Measurement Model Analysis                                                          | 160 |
| Figure 4.2 | Results of Structural Model Analysis                                                           | 161 |



# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Financial governance is crucial for any organization as it plays a significant role in ensuring it operates responsibly and sustainably (W. F. Cascio & Montealegre, 2016). According to Tsingou (2017), one of the most important reasons for financial governance is compliance with regulations and laws. Organizations that fail to comply with regulatory requirements can face serious consequences such as hefty fines, lawsuits, and reputational damage. Seabrooke and Tsingou (2021) further noted that financial governance helps to promote transparency and accountability in an organization's financial management. An organisation can establish clear policies and procedures to ensure its financial transactions and decision-making processes are ethical and transparent. As a result, the organization fosters stakeholder trust and helps identify and mitigate potential risks as one of the most significant aspects of financial governance (Andreou et al., 2014; Hasnan et al., 2013; Helleiner, 2014).

Reddy et al. (2018) argued that effective financial governance also plays a vital role in managing financial performance. By establishing a robust system of internal controls, an organization can identify potential financial risks and take appropriate measures to manage them, which helps to safeguard the organization's financial resources and ensure its long-term sustainability (T. Ismail, 2017; Olszak et al., 2018,

2018; Sammy, 2021). Another significant benefit of financial governance is that it helps to add and improve organizational creativity. An organization needs to consider more financial resources when making policies and strategies to improve overall performance. According to Ogeh Fiador (2018), it promotes sound decision-making by providing decision-makers with accurate and timely financial information, enabling them to make informed decisions in the organization's and stakeholders' best interest and long-term financial sustainability.

Financial governance is crucial for any organization as it plays a significant role in ensuring it operates responsibly and sustainably. One of the most important reasons for financial governance is compliance with regulations and laws. Organizations that fail to comply with regulatory requirements can face serious consequences such as hefty fines, lawsuits, and reputational damage (Janssen & Giebels, 2016). Ban (2016) argued that financial governance is critical for any organization as it helps to ensure compliance with regulations and laws, promotes transparency and accountability, manages financial risks, and facilitates sound decision-making. Organizations prioritizing financial governance are more likely to achieve their financial goals and sustain their operations over the long term (Bianchini et al., 2016; Giannarakis et al., 2014; Tihanyi et al., 2018).

## **1.2 Problem Statement**

The Ministry of Interior in the United Arab Emirates has transitioned its institutions from traditionally reacting police to law and enforcement forces to ensure their influential role in the country as it is based on preventing crime before it occurs (Rifdan, 2021). As noted by Husab (2018), the Ministry of Interior has taken a shift

from traditional methods of operations, which involves responding to crimes after they have taken place, to a stronger approach that emphasizes community engagement, intelligence-led policing, and the use of data and technology. According to Ministry of Interior (2023), the Ministry of Interior United Arab Emirates plays a vital role in maintaining the internal security, law and order, and the administration of justice within a country. Its responsibilities include maintaining law and order, protecting national security (F. Ali & Ahamat, n.d.; Alshamsi & Sulaiman, 2022; Obaid Alhefeiti, 2020), administering justice, protecting human rights, and promoting social harmony. These functions are critical in ensuring the safety and security of citizens and promoting national stability and prosperity. The security institutions in the United Arab Emirates contain organized procedures that are based on the laws, regulations, policies, and strategies that govern the management and operation of Ministry of Interior (Yavuz & Welch, 2019). As a result, the Ministry of Interior is not excelling in its performance but also showing creative and improved organizational performance on many levels. Today, the performance of Ministry of Interior UAE reflects clear policies and procedures ensuring that their strategies are implemented in a manner that is consistent with the Constitution and the rights of individuals (R. Smith & Smith, 2021b).

However, apart from the role of Minister of Interior United Arab Emirates and its contributions, there are some factors that are influencing their performance on many levels (Mohammed, 2023). Here (Kaleem (2019) also witnessed that organizational creativity and innovation as two critical factors closely related in Emirati organizations. As noted by Rahmah et al. (2020), organizational creativity and innovation play a crucial role in improving organizational performance. Creativity

involves generating new ideas, while innovation includes implementing those ideas to create a new product, service, or process (Ibrahim, 2015; Saleh Al- Shehhi & Che Yaacob, 2022). Both elements are essential for organizations to stay competitive, adapt to changes, and continuously improve performance (Walker et al., 2017). Organizational creativity is based on polishing to an organization's ability to generate and implement innovative ideas and solutions to problems. Organizational performance, on the other hand, indicates the extent to which organizational creativity and innovation have helped to achieve the designated goals and objectives (Nawab et al., 2015).

In UAE, there has been increasing recognition of the importance of organizational creativity and innovation in enhancing organizational performance. Many organizations, including Ministry of Interior, in the United Arab Emirates have invested in creative initiatives and programs to foster creativity and innovation among their employees (Mohamed et al., 2019a). This includes providing training and development programs, setting up innovation labs, and creating a supportive organizational culture that encourages experimentation and risk-taking. Existing studies (Humaid et al., 2021) have shown that organizations that foster creativity tend to have higher levels of organizational performance. Creativity can lead to the development of new products and services, improved processes, and better decision-making. In addition, organizations that foster creativity attract and retain talented and innovative employees, which can further enhance their performance (Yoon et al., 2016).

To implement new polices and ensure maximum performance from the employees, the Ministry of Interior UAE, widely apply the financial governance principles such as participation, evaluation, effectiveness, transparency, justice, equality and accountability contribute significantly to improving institutional performance (Njaya, 2018). Mohammed (2023) highlighted that the application of financial governance in the Emirati institutions leads to improving security performance to the best level. Talking specifically about the Ministry of Interior UAE and its overall performance, including financial, they have shown a remarkable growth during the past few years (financial growth, and performance). According to Alneadi & Almatrooshi (2020), an explicit growth and progress in the United Arab Emirates shows that creativity and innovation can lead to the developing of new products or services attracted new investors, increased revenue, and expanded the organization's market share. The recent data shows 65% decrease in the crime rate, under the allocated budget (The Government of UAE, 2022). The overall budget of the law and enforcement United Arab Emirates (UAE) for the fiscal year 2021-2022 is \$22.5 billion by the government to which 59.95 billion AED is allocated to the Emirati Ministry of Interior (Government of Sharjah, 2022). Under the relevant budget, all the institutional operations are highlighted that indicate a limited resources to continue all the external and internal organizational operations (The Government of UAE, 2022). Talking specifically about the internal operations, Table 1.1 summarizes the total number of institutions and other relevant organizations working under Ministry of Interior UAE having the security, and institutional integrity goals in the United Arab Emirates.

Table 1. 1

The Data of police institutions and Other Relevant Organizations (The Government of UAE, 2022),

|                             | Abu Dhabi Police                                                                              | Dubai Police Force                                                                            | Sharjah Police Force                                                                  |
|-----------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>Departments</b>          | 5 Departments                                                                                 | 15 Departments                                                                                | 3 Departments                                                                         |
| <b>General Directorates</b> | 6 General Directorates                                                                        | 3 General Directorates                                                                        | 2 General Directorates                                                                |
| <b>Frontline Staff</b>      | 12,500 workforce individuals                                                                  | 17,500 workforce individuals                                                                  | 200 workforce individuals                                                             |
| <b>Total Staff</b>          | 36,000 workforce individuals total (Civil Défense, Fire services, Ambulance, Border Security) | 41,000 total workforce individuals (Civil Défense, Fire services, Ambulance, Border Security) | 200 total recruited employees (policing, licensing, narcotics, financial crimes unit) |

Resources and their impact on their performance (crime detection, law enforcement etc.) or the focus remained on the workforce, management, or leadership Ali, 2019; Al, 2017). Notably, over the last five years, the UAE Ministry of Interior has made significant strides in bolstering its crime detection capabilities, leading to a commendable increase in the detection rate. In 2019, the Ministry reported a crime detection rate of 75%, which steadily rose to 82% by the end of 2023. This improvement represents a numerical advancement and a testament to the Ministry's dedication to employing cutting-edge technologies and innovative policing strategies. By leveraging state-of-the-art surveillance systems, data analytics, and predictive modelling, the Ministry has identified and apprehended perpetrators more effectively,

thereby reducing the prevalence of crime within the UAE (Ministry of Interior (uae), 2022).

This upward trajectory in crime detection rates indicates the Ministry's proactive approach to law enforcement and its commitment to ensuring the safety and security of all residents and visitors. Through strategic partnerships with local communities and collaborations with other law enforcement agencies, the Ministry has fostered a culture of vigilance and cooperation, enabling swift responses to criminal activities (Government of UAE, 2022). Furthermore, ongoing investments in training programs and professional development have equipped law enforcement personnel with the necessary skills and expertise to adapt to evolving threats and challenges. As a result, the UAE continues to strengthen its reputation as a safe and secure destination conducive to business and leisure activities (Government of UAE, 2022).

This research first focused on the direct relationship between creative performance and organizational performance in the Minister of Interior, United Arab Emirates. After examining the relevant relationship, the direct relationship between Innovation and Organizational performance will be examined (See Azamela et al., 2022; Damanpour, 1984). Later, another important factor “financial governance” was examined in its indirect relation to the organizational performance and organizational performance (Andreou et al., 2014; Hasnan et al., 2013; Helleiner, 2014). As noted by (H. N. Ismail et al., 2019), it is important to note that the relationship between organizational creativity and organizational performance can be complicated as while creativity can lead to new and innovative ideas (Alhmoudi et al., 2023; Almansoori & Al-Tahitah, 2021; Janovac et al., 2022), it can also lead to failure and mistakes further demanding for the governance procedures and strategies to counteract any shortcomings. The

indirect effect of financial governance on the relationship between innovation and organization will also be tested. Thus, after examining the direct relationships of creative performance, innovation, with organizational performance (Wadi, 2022), the mediation of financial governance further highlighted the importance and overall conduct of Minister of Interior in the UAE (Sulphrey & Alkahtani, 2016), filling the existing gap in the empirical literature.

Notably, the gap in research concerning the relationship between organizational creativity, innovation, and organizational performance, along with the mediating role of financial governance, remains significant. While existing literature acknowledges the importance of creativity and innovation in enhancing organizational performance (Bryson, 2018; Maitlis & Christianson, 2020), there is a dearth of empirical studies that comprehensively examine the direct linkage between creativity, innovation, and organizational performance within the context of the Ministry of Interior in the United Arab Emirates (UAE). Although some studies have explored individual aspects of this relationship (Bratnicka-Myśliwiec, 2015; N. Li et al., 2022; Uslu & Çubuk, 2017), such as the impact of creativity or innovation on organizational outcomes, few have systematically investigated creativity and innovation in tandem and their combined effect on organizational performance. Additionally, there needs to be more understanding of how financial governance practices mediate this relationship. Understanding the direct relationships among creativity, innovation, organizational performance, and the mediating role of financial governance is crucial for informing strategic decision-making and policy formulation within the Ministry of Interior UAE to enhance its operational efficiency and effectiveness.

Moreover, while previous research has examined the impact of financial governance on organizational performance, particularly in the context of the Ministry of Interior UAE, studies need to explore its role as a mediator in the relationship between organizational creativity, innovation, and performance. Financial governance principles such as participation, evaluation, transparency, and accountability are essential to organizational management (de Jong & Ho, 2020; Deliu, 2020; Hsu & Yang, 2022; Koutoupis et al., 2021). Yet, their specific influence on the relationship between creativity, innovation, and performance still needs to be explored. Investigating the mediating effect of financial governance will provide valuable insights into how organizational resources and processes interact with creativity and innovation to influence organizational performance outcomes (T. Ismail, 2017; Olszak et al., 2018, 2018; Sammy, 2021). By elucidating the mechanisms through which financial governance facilitates the translation of creative and innovative ideas into tangible organizational outcomes, this research can offer actionable recommendations for enhancing the Ministry of Interior UAE's performance and achieving its strategic objectives.

Thus, by examining the mediating effect of financial governance on the relationship between organizational creativity, innovation, and organizational performance within the UAE Ministry of Interior, this research is supported by the financial governance theory. Financial governance theory posits that effective financial management practices are pivotal in shaping organizational performance outcomes (Damanpour, 2017). Specifically, financial governance encompasses the processes, structures, and mechanisms through which financial resources are managed and allocated within an organization. This includes budgeting, financial reporting, internal controls, and

transparency measures, all essential for ensuring organizational operations' accountability, efficiency, and sustainability (Kim & Lui, 2015).

Applying the mediation approach outlined by Baron and Kenny (1986), examining how financial governance mediates the relationship between organizational creativity, innovation, and performance is suitable. According to Baron and Kenny (1986), a mediator is a variable that intervenes in the relationship between an independent variable (organizational creativity and innovation) and a dependent variable (organizational performance). In this context, financial governance serves as the intermediary mechanism through which the effects of organizational creativity and innovation are translated into tangible organizational performance outcomes. By analyzing the direct and indirect effects of organizational creativity and innovation on financial governance and organizational performance, this research provides empirical evidence supporting financial governance's mediating role within the UAE Ministry of Interior.

### **1.3 Study Questions**

Based on the previous discussion, the primary questions of this study are:

1. How does organizational creativity affect the organizational performance of the Ministry of Interior UAE?
2. How does the innovation affect the organizational performance of the Ministry of Interior UAE?
3. How does organizational creativity affect the financial governance of the Ministry of Interior UAE?
4. To what extent does organizational innovation affect the financial governance of the Ministry of Interior UAE?
5. How does financial governance affect organizational performance in the Ministry of Interior UAE?

6. To what extent does financial governance mediate the relationship between organizational creativity and organizational performance in the Ministry of Interior UAE??
7. To what extent does financial governance mediate the relationship between innovation and organizational performance in the Ministry of Interior UAE??

#### **1.4 Research Objectives**

The primary objectives of this research are as follows:

1. To examine the effect of organizational creativity on the organizational performance of the Ministry of Interior UAE
2. To analyze the effect of innovation on the organizational performance of the Ministry of Interior UAE
3. To scrutinize the direct effect of organizational creativity on financial governance in the Ministry of Interior UAE.
4. To analyze the direct effect of organizational innovation on financial governance in the Ministry of Interior UAE.
5. To examine the direct effect of financial governance on organizational performance in the Ministry of Interior UAE.
6. To analyze the indirect effect of financial governance on the relationship between organizational creativity and organizational performance in the Ministry of Interior UAE.
7. To investigate the indirect effect of financial governance on the relationship between innovation and organizational performance in the Ministry of Interior UAE.

#### **1.5 Significance of the Study**

As this study is based on examining the effect of organizational creativity and innovation on the organizational performance and further the mediating role of financial governance on the relevant relationship in the Ministry of Interior in the United Arab Emirates, it has distinct significance for the further researchers, readers, and policymakers.

### **1.5.1 Theoretical Significance**

This research holds theoretical significance in advancing the understanding of organizational creativity, innovation, organizational performance, and financial governance. By examining the intricate relationships among these constructs, this study contributes to theoretical frameworks such as the Componential Theory of Organizational Creativity and Financial Governance Theory. Empirical investigation offers insights into how creativity and innovation within the Ministry of Interior of the United Arab Emirates (UAE) influence organizational performance outcomes. Additionally, this research delves into the mediating role of financial governance in these relationships, shedding light on how financial management practices impact organizational outcomes. Theoretical frameworks such as the Componential Theory of Organizational Creativity and Financial Governance Theory provide a robust foundation for understanding the complexities of organizational dynamics, and this study adds empirical evidence to support and enrich these theories. Furthermore, this research contributes to the broader academic discourse on organisational management and strategic decision-making by uncovering the theoretical underpinnings of organizational creativity, innovation, performance, and financial governance.

### **1.5.2 Practical Significance**

The practical significance of this research extends to stakeholders, policymakers, and organizational leaders involved in shaping the operations and policies of the Ministry of Interior UAE. Understanding the critical role of the Ministry in promoting financial governance is essential for stakeholders and policymakers in devising effective strategies to enhance financial stability and regulatory compliance within the law enforcement sector. By elucidating the importance of financial governance in the

Ministry's operations, this study guides efforts to strengthen financial regulations and enforcement mechanisms, thereby bolstering the country's economy and social stability. Moreover, the findings of this research provide actionable insights for organizational leaders within the Ministry of Interior UAE to optimize creative approaches, innovation processes, and financial management practices to achieve organizational goals effectively. Additionally, for readers and future researchers, this study is a valuable resource for understanding the complexities of organizational dynamics in the UAE context. It offers insights into the successes and challenges of organizational creativity, innovation, performance, and financial governance, facilitating the design of more effective policies and strategies. Furthermore, it identifies avenues for further research, such as exploring the impact of specific regulations on the economy or evaluating the effectiveness of financial aid programs. Ultimately, this research contributes to improving the economy and the overall well-being of citizens throughout the United Arab Emirates.

### **1.6 Scope of the Study**

This research is focused on the Ministry of Interior, United Arab Emirates. Based on the role, importance, and impact of the relevant Ministry, this research will focus on the overall role, including financial governance that further helping them to perform well for the peace and integrity of the Emirati society. According to Rifdan (2021), the Ministry of Interior (MOI) of the United Arab Emirates is a vital government agency involved in public security, justice, and economic development. This agency is responsible for maintaining the rule of law within the country, and it plays a key role in implementing the UAE's financial governance policies. It is also responsible for

proposing and using the creative approaches to further improve its performance in a best possible manner (Ministry of Interior, 2023).

Apart from the role, Ministry of Interior UAE has many organizations working under its umbrella, that have a typical organizational system including workforce, financial resources, technological infrastructure, and others that help them to perform their everyday tasks in a better possible manner (AlQutob et al., 2020). As a result, highlighting the role of creativity and innovation, that are theoretically attributed to organizational creativity will help to highlight the reasons behind their improved performance and the improved law and order situations. Notably, the Ministry of Interior UAE has also been involved in the promotion of financial activities in the UAE for many years. It has sponsored business hackathons, established incubators for technology startups, and provided financial incentives to startups. Through its involvement in creating an innovative environment conducive to developing emerging businesses, the Ministry of Interior UAE has enabled its personals to turn their creative ideas into profitable enterprises (Khalatur et al., 2021). Thus, focusing on the system, effects, strategies, and requirements from different angles can also highlight the constructive role of the Ministry of Interior UAE.

### **1.7 Definitions of Key Terms**

The terms used in this study have been explained by many academics and practitioners in different ways. Therefore, the main terms frequently used in this study are as follows:

#### **i. Organizational Creativity**

Organizational creativity refers to the ability of a group or team to generate innovative and unique ideas, products, or solutions to problems (Farouk et al., 2016). In the Ministry of Interior context, organizational creativity involves a process of divergent

thinking, where individuals generate various potential solutions and then converge to select the best option. Consequently, organizational creativity is a crucial aspect of innovation, which is critical for organizations to stay competitive and relevant in today's fast-changing business environment. Organizational creativity can arise from individuals or teams within the organization, and it requires a supportive environment that encourages expertise, skills, and risk-taking. An organization that fosters creativity often has a culture that values new ideas and recognizes the potential benefits of taking calculated risks. Besides, effective communication and collaboration among team members are essential for enhancing organizational creativity since it allows diverse perspectives and encourages the exploration of new possibilities (Mohamed et al., 2019b). Organizational creativity is generating novel and valuable ideas or solutions. It involves the ability of individuals or teams to think innovatively, break from conventional thinking patterns, and produce original concepts or approaches to address challenges or opportunities. Organizational creativity encompasses brainstorming, idea generation, and experimentation, fostering an environment where diverse perspectives are encouraged, and risk-taking is tolerated. Creativity often manifests in the form of new products, services, processes, or strategies that have the potential to enhance organizational effectiveness and competitiveness.

## **ii. Organizational Performance**

Organizational performance is defined as an organization's ability to meet its goals and objectives. It measures how effectively and successfully the organization achieves its desired outcomes (Jalali & Heidari, 2016). Talking specifically about organizations like the Ministry of Interior, organizational performance can be measured in various ways, depending on their goals and objectives. Common performance measures include financial, operational performance, and employee engagement. In addition to

these measures, organizational performance also considers the quality of the organization's services, its processes' effectiveness, and its stakeholders' satisfaction. Ultimately, organizational performance measures an organization's success in meeting its goals and objectives (Lari et al., 2020).

### **iii. Innovation**

Innovation refers to introducing new ideas, products, processes, or services that create value and improve organizational performance. Innovation involves applying creativity and problem-solving skills to identify and address organizational challenges and opportunities (Lari et al., 2020). According to Mohamed et al. (2019), innovation is not limited to technological advancements; it can also involve changes in organizational structure, management practices, and business models. An organization can introduce a new business model that improves its revenue streams or implement new management practices that increase employee productivity and satisfaction. Organizational innovation mainly involves implementing creative ideas or solutions for tangible and impactful organizational changes. It is transforming innovative concepts into practical applications or initiatives that create value for the organization and its stakeholders. Organizational innovation encompasses prototyping, piloting, scaling new initiatives, refining, and adapting existing practices to meet evolving needs or preferences. Unlike creativity, which primarily focuses on idea generation, innovation emphasizes the execution and operationalization of those ideas to achieve organizational objectives and drive sustainable growth and success.

### **iv. Financial Governance**

Financial governance in this research is operationalized as financial governance in the Emirati MOI institutions ensuring compliance with the financial regulations and

guidelines (Gaines & Worrall, 2017). It is the responsibility of the police departments to implement the financial policies and procedures most effectively to protect public funds and resources. According to Beck (2018), financial governance in public institutions can include internal controls, external oversight, and accountability measures. Financial governance aims to ensure that financial policies, procedures, and systems are followed correctly, and that organizational departments use public funds for their intended purposes. It also helps to protect against fraud and mismanagement of funds.

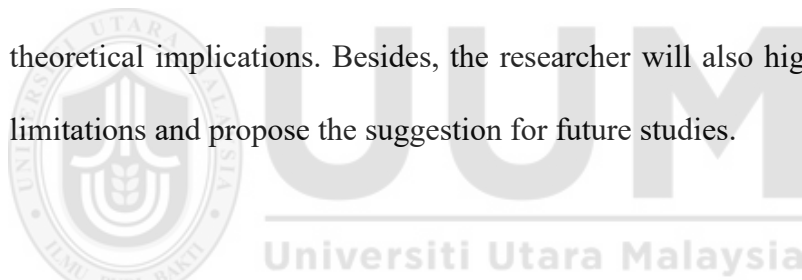
### **1.8 Organization of the Thesis**

This research project was divided into different chapters based on the formal requirements of research to provide systematic and empirical insights regarding the phenomenon under study. The different chapter will involve:

- **Chapter 1:** First chapter provided an overview of the study's introduction, background, problem, an outline of the research questions, and objectives. Additionally, the first chapter will discuss operational definitions of the key terms, significance, and finally scope of this research.
- **Chapter 2:** Second chapter was based on citing the literature relevant to current research. The researcher will discuss and cite the literature providing support to the current research. Further, the supporting theory/theories will also be discussed in detail. Finally, the researcher will propose the study hypotheses under the cited literature and theoretical background to further validate the stance proposed in the preliminary research assumptions.
- **Chapter 3:** In this chapter three the researcher discussed and justified the selected research methods to test the study hypotheses and overall assumptions.

The relevant chapter will involve study design, approach, philosophy, population, sampling, and others that are considered consistent with the research problem, aims, and hypotheses.

- **Chapter 4:** Fourth chapter was based on the data analysis and results. The researcher will use both descriptive and inferential analyses to represent the results precisely and clearly.
- **Chapter 5:** Fifth chapter will be based on discussing the results in detail. The researcher will discuss the results and indicate their relevance with the existing studies on similar themes and topics.
- **Chapter 6:** Finally, the last chapter involved concluding the research, based on obtained findings. The relevant chapter will also involve practical and theoretical implications. Besides, the researcher will also highlight the study limitations and propose the suggestion for future studies.



### 1.9 Summary

This chapter has provided the background of the study. Followed by the problem statement, research questions, and research objectives. Also, it has stated the significance of the study, scope of the study as well as the operational definitions of thesis; finally, the organization of thesis.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is based on citing and discussing the literature providing support to the study problem and aims. The researcher has cited the most recent studies that are consistent with the study aims and problem that are focusing on further developing the research hypotheses and conceptual framework. Additionally, the theoretical underpinnings are discussed to ensure that the current project is empirically and theoretically supported.

#### **2.2 Organizational Performance**

Organizational performance is a term widely used but needs a universal definition, leading to challenges in understanding its exact meaning. Existing evidence across different dimensions, including financial, social, psychological, and operational, aims to establish a comprehensive understanding of organizational performance and suggest interventions for its enhancement.

Research suggests various interpretations of organizational performance, often varying based on the context and objectives of individual studies (Hamann et al., 2013). For example, (Maria, 2016) advocate measuring it through economic and

operational lenses. Economic performance entails financial metrics like profits and market outcomes, while operational performance focuses on observable indicators such as customer satisfaction and competitive advantage derived from capabilities and resources.

A systematic literature review highlighted many performance measures used across studies, emphasizing the multidimensional nature of organizational performance. Eventually, scholars settled on a construct encompassing financial performance, product market performance, and shareholder return as key aspects (Hooi & Payambarpour, 2016).

Moreover, the definition of organizational performance is context-dependent, shaped by the purposes driving its measurement. Professionals measure it to justify using investors' funds, guide managerial decision-making, compare performances across functions, projects, and individuals, and exercise control. Regardless of the definition or purpose, the goal remains consistent: to enhance organizational performance over time (Zack et al., 2009).

At the individual level, performance encompasses task completion, contextual behaviours, adaptability, and counterproductive work behaviour. Team-level performance emphasizes task completion and proficiency, while organizational performance involves a broader array of measures, integrating strategic planning and sustainability considerations. Professionals must establish a robust rationale for defining and measuring performance, considering stakeholders, environmental heterogeneity, resources, strategic choices, and temporal factors (Kim & Lui, 2015).

According to (Anderson et al., 2017), organizational performance is a cornerstone for any entity's success and sustainability, whether it be a business, government agency, or non-profit organization. Its importance lies in its ability to serve as a barometer of efficiency, effectiveness, and competitiveness. A high level of organizational performance signifies that the entity is operating optimally, achieving its goals, and delivering value to its stakeholders. Conversely, poor organizational performance can lead to inefficiencies, missed opportunities, and failure to meet objectives.

One crucial aspect of organizational performance is its impact on financial outcomes. A well-performing organization typically generates higher profits, attracts investment, and maintains financial stability. Financial performance metrics such as return on investment (ROI), profit margins, and revenue growth are often used to assess the health and viability of an organization. These indicators reflect the organization's ability to generate income and its capacity to manage expenses, allocate resources effectively, and adapt to market dynamics.

Beyond financial considerations, organizational performance encompasses a broader spectrum of factors contributing to its success. These include operational efficiency, customer satisfaction, employee engagement, innovation, and sustainability. Operational efficiency refers to the organization's ability to streamline processes, minimize waste, and deliver products or services promptly and cost-effectively. On the other hand, customer satisfaction reflects the organization's ability to meet or exceed customer expectations, fostering loyalty and repeat business (Hooi & Payambarpour, 2016).

Employee engagement and innovation are critical drivers of organizational performance, as they directly impact productivity, creativity, and adaptability. Engaged employees are more committed to their work, exhibit higher levels of job satisfaction, and contribute positively to the organization's culture and performance. Similarly, a culture of innovation fosters creativity, experimentation, and continuous improvement, enabling the organization to stay ahead of the curve and respond effectively to changing market demands (Podsakoff & MacKenzie, 1997).

Moreover, organizational performance is closely linked to sustainability in terms of environmental stewardship and long-term viability. Sustainable organizations strive to balance economic, social, and environmental objectives, minimizing their ecological footprint while maximizing social impact and economic value creation. By adopting sustainable practices, organizations mitigate risks associated with environmental degradation and climate change, enhance their reputation, attract socially conscious customers and investors, and ensure long-term profitability and resilience (Langley et al., 2009).

### **2.3 Organizational Creativity**

Yoon et al. (2016) noted that Creativity is a fundamental aspect in the performance of organizations, since it allows generating innovative ideas and solutions to complex problems, which in turn increases competitiveness and profitability. However, for creativity to develop properly in organizations it is necessary to have a favorable environment that encourages innovation and experimentation. In this sense, the financial governance of organizations plays an important role in creating an environment conducive to creativity and organizational performance. Financial

governance refers to the set of policies and practices that an organization uses to manage its financial resources, including revenue, expense, and investment management (A. G. Bovaird et al., 2019).. In the relationship between organizational creativity and organizational performance, financial governance can influence both aspects as Fostering creativity Financial governance can foster organizational creativity through the allocation of adequate financial resources for research and development. Additionally, you can set incentives for employees who generate innovative ideas and creative solutions to complex problems. Providing an enabling environment Financial governance can also provide an enabling environment for organizational creativity through investment in technologies and tools that allow for experimentation and innovation. According Here Lin et al. (2019) can establish policies that encourage collaboration and the exchange of ideas among members of the organization. Evaluating performance: Financial governance can also evaluate organizational performance through financial and non-financial indicators that reflect the organization's ability to generate value through creativity and innovation (Njiru et al., 2015). so financial governance plays an important role in the relationship between organizational creativity and organizational performance (Barr et al., 2010; Kakanda et al., 2017; Santiso, 2019), by fostering an environment conducive to creativity, providing adequate financial resources, and evaluating the organization's performance in relation to its ability to generate value. through innovation (A. G. Bovaird et al., 2019).

According to (Amayah, 2018), exploring creativity as a research matter is represented by a pluralistic approach, attracting engagement from different disciplines. Different definitions have been proposed, i.e., describing creativity as "Any act, idea, or product

that alters an existing domain, or that changes an existing domain into a new one" or as "The production of high-quality, original, and elegant solutions to problems." It serves as the foundation for organizational innovation and keeps the initial stage of the innovation process (Reiter-Palmon & Dredge, 2021). Creativity is usually called the "crucial front-end of the innovation process (Jafri et al., 2016)." Organizational creativity is the genesis of organizational innovation, holding substantial significance for organizational performance (Gupta, 2016). According to (Azamela et al., 2022), organizational creativity is differentiated from innovation because it primarily involves generating ideas, while the latter encompasses the following stages of social evaluation and practical implementation.

The source of organizational excellence is rooted in workplace creativity (Alblooshi, 2018), as (Houtgraaf, 2021) emphasizes. Workplace creativity is gaining increasing attention in the public sector and is recognized as critical for organizational performance (Skelcher & Smith, 2019; Wart, 2017). Specifically, creativity in government-sector organizations is crucial for delivering optimal public services (Rumanti et al., 2023). This growing focus on workplace creativity in the government sector is apparent through examples where government-sector organizations are granted greater administrative freedom to encourage creativity (Bryson, 2018; Maitlis & Christianson, 2020). Also, public sector organizations are increasingly aiming to design creative strategies to upgrade their overall performance. (Puccio & Cabra, 2018) argued that organizational creativity is the collaborative generation of practical and innovative products, services, ideas, procedures, or operations within an intricate social system. While the creative process is complex when undertaken by an individual, the complexity strengthens significantly when multiple individuals seek to

create within organizational frameworks. A study by (Moultrie & Young, 2019) investigated the organizational creativity within companies operating in the British creative industries. A survey incorporating elements from Amabile's 'Organizational Creativity' model and Ekvall's 'Creative Climate' model revealed that both models of organizational creativity complement each other. However, their full applicability in the creative industries needs to be insured. Also, specific differences were noted between graphic design/branding and product design firms (Bratnicka-Myśliwiec, 2015; N. Li et al., 2022; Uslu & Çubuk, 2017).

In their study, Hamouda (2020) investigated the relationship between organizational creativity, performance, and excellence among nurses in government sector hospitals in the Kingdom of Saudi Arabia. The findings showed that the mean percent score for overall organizational creativity among nurses was  $78.82 \pm 5.36$ . The mean percent score for total organizational performance was  $74.843 \pm 3.47$ , and the mean percent score for overall organizational excellence stood at  $72.650 \pm 281$ . The results showed a statistically significant positive relationship between organizational creativity and performance and excellence. Furthermore, a positive and significant relationship was determined between organizational performance and excellence. Zhou and Hoever (2018) argued that organizational creativity is a critical driver of organizational innovation and success due to the historical shift from actor-centered or context-centered techniques to an interactionist perspective (Adigüzel & Okçu, 2021; Celik et al., 2018; P. Huang & Yao, 2017; Jiang & Chen, 2017). It is emphasized that singular focus may yield diminishing returns and support for apprehending workplace creativity through dynamic actor–context interactions. A typology should categorize

these interactions as synergistic, adversarial, inhibitory, restorative, configurational, and practices of reducing gains or losses (Duan, 2017).

The interconnection between creativity and innovation is widely acknowledged in literature ("Flexible Wellbeing and Organizational Creativity," 2021; Gao et al., 2022; Ingram, 2016; Muzzio & Paiva Júnior, 2018), where creativity is usually viewed as the initial stage of the innovation process. The relationship between organizational creativity and innovation performance is intricate, with creativity being an individual and reclusive process, while innovation is more inclusive, involving myriad perspectives and contributions (Mohamed et al., 2019b). The ability to promote innovation is contingent upon the reservoir of potential ideas and problem solutions developed through organizational, creative processes, often called "seedlings of innovation". Furthermore, the significance of organizational creativity is further highlighted in the context of strategy, innovation, organizational growth, or leadership. Creativity is important for managing change and renewal in situations where established routines or experiences prove ineffective Rahnema et al. (2017) argued that *organizational creativity* is a collaborative psychosocial process within a complicated social system, underlining the role of contextual and organizational factors. It surpasses a mere collection of creative individuals, emphasizing that the presence of creative individuals alone does not guarantee organizational creativity; it is a holistic product affected by a spectrum of organizational factors (Shin et al., 2018).

In order to enhance the organizational creativity and performance, Shahzad et al. (2016) witnessed the knowledge management as an effective factors. Shahzad and their colleagues examined how integrating knowledge strategy and knowledge

management (KM) processes contributes to organizational creativity and performance. Data collected from 219 respondents from 173 listed companies in Pakistan revealed a significant positive influence of system-oriented knowledge management (KM) strategy on knowledge management (KM) process capabilities, creativity, and organizational performance. Conversely, no significant impact was found for human-oriented KM strategy on various KM processes and organizational performance. The Human-oriented knowledge management (KM) strategy significantly negatively correlated with organizational creativity. Knowledge management (KM) processes significantly impact organizational creativity and performance. Furthermore, organizational creativity was identified as having a solid and significant impact on organizational performance.

Another study by Patwary et al. (2022) examined the impact of knowledge management (KM) practices on innovation performance, focusing on analyzing whether organizational creativity and organizational learning act as mediators in this relationship. Data collected from a sample of 291 hotel employees in Malaysia indicated a positive impact of KM practices on innovation performance within the Malaysian hospitality workforce. Also, the study underlined the significant mediating roles of organizational learning and creativity in the relationship between KM practices and innovation performance.

According to Guarini and Pattaro (2019), recently, major economies have faced stagnation, raising concerns about the solvency of central banks and the possibility of sovereign debt defaults in many countries. Especially after the COVID-19 pandemic (S. Xie & Chen, 2020), the economic decline has negatively affected the financial

infrastructure of many regions (de Jong & Ho, 2020; Deliu, 2020; Hsu & Yang, 2022; Koutoupis et al., 2021). The conventional knowledge about fiscal policies has been challenged, and the pre-crisis propositions have proven fragile. The aftermath of the global economic crisis further led to a pursuit of asceticism in financial governance, with government institutions urging fiscal resilience and consolidation from stakeholders worldwide (Elmarzouky et al., 2021; Musa et al., 2022). Balancing national budgets, or fiscal strength, has become a major consideration. According to Jebran and Chen (2023), there has been an advanced increase in fiscal regulation and coordination initiatives in Middle Eastern countries at supranational, national, and sub-national levels. Numerous inter-governmental fiscal renditions have been implemented to manage regional fiscal stability. Amidst this backdrop, local governments (LGs) confront various constraints and challenges in financial management, being compelled to decrease debt and deficits while improving public service provision (T. Ismail, 2017; Olszak et al., 2018, 2018; Sammy, 2021).

According to Marlowe and Matkin (2021), financial governance stands as a fundamental objective in contemporary budgeting systems. It necessitates the structure of strong institutions supervising fund appropriation, commitment to the rule of law in budget execution, preserving integrity in accounting systems, and conducting audit systems ensuring the quality of financial information (Turnbull, 2006). Transparency (Nesvetailova & Palan, 2020), accountability (Verdun & Zeitlin, 2018), and integrity in managing public funds (Grove et al., 2016), financial assets (Brassett & Tsingou, 2019), and liabilities (Farazmand, 2023) are essential for the collaborative welfare goals of nations. The foremost aim of good financial governance is to acquire the optimal utilization of the state's financial resources, assuring all citizens an improved

quality of life. This involves the development of institutions that promote relations between social needs, policymaking, budgetary processes, and expense and the continuous monitoring and evaluation of the effect of financial allocations.

According to Moolman and Van (2022), financial governance has been a central subject of discussion in private and public sectors for at least twenty-five years. When handling financial governance, it is important to consider the global and local factors (Alam Choudhury & Nurul Alam, 2018; Nguyen et al., 2021), as it encompasses organizations on both scales in the public and private domains. Jordan (2018) attributed financial governance to further searching for certain strategies to ensure accountability and financial management (Grabel, 2017). In their study, Cuadrado-Ballesteros et al. (2022) examined the correlation between two critical aspects of reforms in public-sector financial management: accounting innovations and e-government. Analyzing data from 33 countries in the Organization for Economic Cooperation and Development (OECD), the research underlined the significance of taking an extensive view that encompasses not just technological factors but also considers information quality, integrity, international comparability, and the socioeconomic context. The findings indicate that embracing e-government should account for technical and social factors. Especially in government-sector organizations, employees are responsible for being answerable for utilizing resources in delivering services.

Priono et al. (2019) argued that public sector spending is usually marked by wasteful and unauthorized expenditures, posing challenges to effective governance. In this regard, governance involves activities to confirm that predicted results for

stakeholders, particularly citizens, are clear and acquired. Dzomira (2017) further employed agency theory to examine public expenditure and governance within South Africa's public sector. Using a qualitative research approach grounded in an interpretative philosophy, the results revealed that financial governance in South Africa's public sector needs to be enhanced, with public agencies engaging in financial misconduct through irregular, unauthorized, ineffective, and wasteful expenses.

Notably, financial governance is directly linked to financial management within an organization (Wreathall, 2016). Financial management is critical to any organization's success (Chepkuto & Kwasira, 2022; Manes-Rossi et al., 2020), and financial managers' responsibility becomes important in ensuring effective financial management (Block et al., 2019; Finkler et al., 2022). Some of the responsibilities of financial managers are involved.

**i. Management of Finances and Decision-Making:**

Financial managers are instrumental in steering financial governance as they are accountable for critical financial decisions with long-term implications for the organization's resilience. They use tools such as ratio analysis, profit and loss analysis, and financial forecasting to acquire insights into the organization's efficiency and find areas for additional expenditures. Their role has extended, and they use new tools to assess the strengths and weaknesses of the organization's finances, usually improving their skills through executive finance courses (Grozdanovska et al., 2017; Zietlow et al., 2018).

## **ii. Planning of Various Financial Activities**

Financial managers plan economic activities and resources, leveraging available data to apprehend organizational priorities and requirements. They effectively control cash inflow and outflow through comprehensive planning and budgeting, assuring financial stability. Financial planning removes uncertainties and provides sufficient funds for growth and expansion. Short-term and long-term financial conditions are carefully considered in this process (Finkler et al., 2022).

## **iii. Capital Management**

Managing capital is a crucial facet of financial management, demanding accurately estimating the company's capital requirements. Financial managers determine the capital structure, design, and funding sources, ensuring the company's smooth operation. Capital budgeting helps balance investments and liabilities, preventing undesirable expenses and improving financial health (Weikart et al., 2021).

## **iv. Financial Resource Provision and Utilization**

Ensuring that financial resources are invested efficiently is essential for the sustainability and profitability of a business. Financial managers must guarantee the availability of funds for fundamental operations and projects, optimizing their use for maximum benefit. Investments in current and fixed assets should be balanced, detouring excessive blockage in inventory, cash, or debt books. Staying updated with the latest financial resource provisions and using methods is vital. Financial managers in government sector organizations can benefit from executive finance courses provided by reputable institutions (Said et al., 2018).

#### **v. Using the Organization's Surplus**

Effectively using the company's surplus is a crucial obligation of a financial manager. They make critical decisions regarding whether to distribute dividends, select the amount if distributed, and evaluate how much profit. These decisions depend on the company's ongoing revenue generation, considering potential cash needs for expansion plans. The financial manager evaluates the market value of the company's shares before finalizing decisions linked to surplus allocation. Enrolling in reputable online finance courses is of greater significance to examine the tools employed by finance managers for precise decision-making (Ashmarina et al., 2016).

#### **vi. Financial Reporting**

Financial reporting is another integral element managed by the financial manager. They maintain fundamental financial reports, using the information for forecasting and making decisions related to different economic activities. These annual or quarterly reports provide insights into the company's financial position, cash inflow/outflow, and overall performance. Financial statements, including the income statement, cash flow statement, and balance sheet, are used for reporting, presenting a comprehensive overview audited by accounting firms, government agencies, and company accountants (Lu & Shon, 2020).

#### **vii. Risk Management**

Managing risks inherent in any organization is a critical role of financial management. Companies face various risks, such as adverse market conditions affecting sales or tax burdens influencing product competitiveness. Financial managers forecast risk and execute strategic plans to help the company effectively mitigate these potential risks.

This proactive strategy is important for preserving the company's stability in dynamic organizational environments (Zietlow et al., 2018).

## **2.4 Components of Organizational Creativity**

According to Mumford (2016), organizational creativity is becoming increasingly important in today's organizational environment. With the pace of technological change and global competition, organizations need to be innovative and adaptive to stay ahead of the curve. Existing research on organizational creativity indicates that it is helping to increase the organization's performance and profitability, ensuring its long-term success. Additionally, Mumford et al. (2017) argued that a culture of creativity can foster innovation and risk-taking within the organization, which is critical for adapting to changing market conditions and maintaining a competitive edge. Notably, a culture of creativity can also help attract top talent, as employees are drawn to organizations that value and encourage their creativity and innovation. According to Lutz Allen et al. (2018), organizational creativity is crucial for organizations that want to succeed in today's evolving and even more challenging organizational arenas. By fostering a culture of creativity, organizations can differentiate themselves from their competitors, adapt to changing market conditions, and improve employee engagement and job satisfaction. In this regard, Sundgren (2018) highlighted three core components of organizational creativity having a potential impact on organizational growth and performance. These components may involve:

### **2.4.1 Task Motivation**

According to C. Yu and Frenkel (2018), Task motivation comprises the internal or external factors that drive an individual's desire to engage in and complete a specific task or activity. The reason or incentive fuels a person's efforts and determination to perform a task to the best of their abilities. In this regard, organizational creativity can have a significant impact on task motivation within organizations. Employees who are free to be creative and innovative are more likely to be motivated and engaged in their work. Yoon et al. (2016) noted that, organizational creativity significantly increases task motivation by providing employees with a sense of purpose and meaning. When employees are allowed to be creative and generate new ideas, they are more likely to feel that their work has value and contributes to the organization's overall success. This can lead to a greater sense of purpose and motivation to perform at a high level. Besides, organizational creativity also increases task motivation by fostering a sense of autonomy and control. When employees are free to be creative, they are more likely to feel they have control over their work and can make a meaningful contribution to the organization, leading to increased job satisfaction and improved performance, as employees feel that they are a significant factor in their work (Hu et al., 2018).

### **2.4.2 Expertise**

Existing literature on organizational creativity witnessed its strong impacts on expertise. According to Mumford (2016), organizational creativity can significantly impact an organization's ability to perform its responsibilities effectively. It helps to develop new solutions and approaches that can help the organization to perform its responsibilities more effectively and efficiently. According to Hussain et al. (2017), organizational creativity can broaden the range of expertise required to perform

organizational responsibilities. Employees who are encouraged to be creative may bring diverse perspectives and expertise to improve overall organizational performance. As a result, an organization may develop more comprehensive solutions, as individuals with different areas of expertise can work together to address complex challenges. Cropley and Kaufman (2016) further argued that organizational creativity helps to develop new expertise within the organization. A work environment may develop new skills and knowledge to help perform responsibilities more effectively, leading the organization build its expertise in new areas, improving performance and competitiveness. Thus, Blomberg et al. (2017) stated that organizational creativity can significantly impact the expertise required to perform organizational responsibilities effectively. By broadening the range of expertise, developing new expertise, and improving the application of expertise within the organization, creativity can help improve the organization's effectiveness and competitiveness (Adigüzel & Okçu, 2021; Celik et al., 2018; P. Huang & Yao, 2017; Jiang & Chen, 2017).

#### **2.4.3 Skills and Process**

Organizational creativity has a significant impact on an organization's skills and processes. As noted by Basadur et al. (2018), organizational creativity leads to developing new skills within the organization, improving the quality of work and outcomes as employees become more adept at performing their roles. de Vasconcellos et al. (2019) argued that organizational creativity could help to identify gaps or inefficiencies in organizational processes. When an organization supports creativity, identifying areas where processes can be improved or streamlined becomes obvious, leading to more efficient processes, better use of resources, and improved outcomes. Muzzio and Paiva Júnior (2018) noted that organizational creativity is closely

interrelated to an organization's skills and processes. By developing new skills, identifying gaps and inefficiencies in processes, and improving problem-solving skills, creativity can help to improve the quality of performance and results within the organization. Giustiniano (2016) further cited an example of the role of organizational creativity in improved problem-solving skills. Developing new problem-solving approaches can help improve the relevant skills when creativity is based on applying and thinking. As a result, an organization can overcome challenges and achieve its goals more effectively.

## **2.5 Organizational Creativity and Organizational Performance**

Organizational creativity and organizational performance are closely related as Inegbedion et al. (2021) consider them as linked and mostly represented through cause-and-effect relationship. According to Hassan et al. (2013), the level of creativity within an organization can significantly affect its overall performance. Notably, Ingram (2016) describes creativity as to the ability of individuals within an organization to generate new ideas, concepts, and solutions. Encouraging and nurturing creativity within an organization can lead to improved performance in several ways.

According to Sözbilir (2018), organizational creativity in corporate sector can lead to new product and service development, driving revenue growth and increasing market share. When employees are encouraged to think creatively, they can develop innovative solutions that meet clients' needs and differentiate the organization from its competitors. Shahzad et al. (2016) further argued that organizational creativity can lead to increased efficiency and productivity. When employees are encouraged to think

creatively about how they approach their work, they can develop new processes and workflows that are more efficient and effective. This can lead to cost savings and improved productivity, improving the organization's overall performance and excellence. As noted by Reiter-Palmon et al. (2019), organizational creativity can increase productivity and performance in several ways. When employees are encouraged to think creatively and generate new ideas, they are more likely to identify opportunities for process improvements and innovation. By developing new processes and workflows that are more efficient and effective, the organization can reduce costs, increase productivity, and improve overall performance. Additionally, Hwang et al. (2018) considers that creative thinking can help solve problems more quickly and effectively, improving performance and customer satisfaction. When creativity is nurtured within the organization, work engagement increases, leading to higher motivation levels, job satisfaction, and increased productivity and performance. Thus, Riaz and Hassan (2019) emphasized encouraging organizational creativity to achieve sustainable growth and success through encouraging engagement also indicated by Heffernan (2018). As noted, organizational creativity can improve employee engagement and performance. When an organization supports creativity and innovativeness, overall performance increases to the organization leading to increased job satisfaction, improve retention rates, and reduce turnover.

Likewise, Verma (2017) considers organizational creativity as useful to stabilize and maintain the organizational financial performance. Organizational creativity can significantly impact an organization's performance and financial stability. When an organization supports creativity and new ideas, it identifies new opportunities, develops innovative solutions, and provides new services to increase revenue and

market share. This can help to improve the organization's financial stability by increasing its profitability and reducing its financial risk.

## **2.6 Financial Governance and Organizational Performance**

According to Tricker and Tricker (2015), financial governance refers to the processes, policies, and procedures organizations implement to manage financial resources and ensure accountability, transparency, and compliance with relevant laws and regulations. Existing literature argues that effective financial governance can significantly impact organizational performance in many ways, as it helps improve financial stability, reduce financial risks, and enhance decision-making processes. Singh et al. (2018) stated that financial governance could improve organizational performance by promoting financial stability. By implementing sound financial governance practices, organizations can establish strong financial controls and ensure that resources are used efficiently and effectively. As a result, financial risks are decreased, which may undermine organizational performance and reputation.

Furthermore, Almashhadani (2021) argued that financial governance improves decision-making processes by providing decision-makers with accurate and timely financial information. By implementing effective financial reporting and monitoring mechanisms, organizations can track their financial performance and identify areas for improvement. This information can guide strategic planning, resource allocation, and investment decisions, which can help organizations achieve their objectives and goals. According to Kamau et al. (2018), effective financial governance also enhances organizational transparency and accountability. By implementing clear policies and procedures for financial management and reporting, organizations can demonstrate

their commitment to transparency and accountability, which can build trust with stakeholders such as investors, customers, and employees. This can also help organizations to comply with relevant laws and regulations, reducing the risk of legal and reputational damage. Beheshtifar and Kamani-Fard (2016) consider financial governance as critical in improving organizational performance by promoting financial stability, improving decision-making processes, and enhancing transparency and accountability. Organizations prioritizing financial governance are better positioned to manage financial risks, make informed decisions, and build trust with stakeholders, ultimately leading to long-term success and sustainability.

Rebeiz and Salameh (2016) further stated that organizations prefer financial governance regarding their performance because it helps to establish a framework for managing their financial resources effectively and efficiently. By implementing sound financial governance practices, organizations can ensure compliance with relevant laws and regulations, minimize financial risks, and improve decision-making processes. This can ultimately lead to enhanced performance and sustained growth. Besides, financial governance also helps organizations to build trust and confidence with stakeholders such as investors, customers, and employees (Isaac, 2018). By providing accurate financial information, organizations can demonstrate their commitment to responsible financial management and accountability, enhancing their reputation and increasing stakeholder confidence. As a result, there is increased investment, customer loyalty, and employee engagement, all of which can contribute to improved organizational performance (Lunardi et al., 2014).

## 2.7 Organizational Innovation

Organizational innovation has been studied across various disciplines, including management, entrepreneurship, and marketing (Sciarelli et al., 2020). Existing literature offers two preliminary perspectives on corporate innovation. The first viewpoint contends that innovation can be seen as learning or introducing something new (Abbas et al., 2020; F. Ahmad, 2017; F. Ahmad et al., 2020; Laforet, 2013; Zeebaree et al., 2020). Scholars argue that innovation responds to environmental changes, while others define innovation as adopting a new idea, product, method, or service within organizations. Another group of researchers views innovation as a multi-dimensional trait within organizations. In the context of adapting to external prospects and threats, it is proposed that organizations acquire new knowledge and skills to enhance present and future performance. Some scholars argue that an organization's only competitive advantage in the future will lie in its ability to learn faster than competitors (Cozzarin, 2017; Hamdoun et al., 2018; Mariano & Casey, 2015).

Further, many researchers highlight organizational learning as an effective strategy for sustaining and improving a firm's competitive edge and performance. Earlier studies have shown that human resource management strategies positively affect organizational learning, innovation, and knowledge management capability, contributing to overall organizational performance (Azeem et al., 2021; X. Xie et al., 2019). This linkage indicates that organizational learning improves innovation, which, in turn, contributes to financial management capability development and organizational development. Notably, technological companies are encouraged to leverage organizational knowledge to improve performance. Empirical studies, such

as the work by Fernandes Rodrigues Alves et al. (2018), emphasize the positive relationship between organizational learning, innovation capability, and firm performance. Existing research suggests that the impact of organizational learning on firm performance is both direct and indirect, as creating an innovative culture through learning allows firms to achieve a stronger competitive position and above-average performance (Arif & Akram, 2018; Salim & Sulaiman, 2011).

Similarly, another important aspect of innovation in organizations is external relationships. As Barroso Simao et al. (2016) argued An increasing body of literature examining the determinants of innovation has emphasized the significance of external relationships as a crucial factor for success in implementing innovations (McCharen et al., 2011, 2011). Consequently, several studies have delved into the effect of collaborating with diverse partners on firms' innovator performance (Farouk & Jabeen, 2018; Glor, 2014; Rahmah et al., 2020). Notably, these investigations consider that cooperation with other organizations provides access to a knowledge base different from established collaborations with science partners (Farsi, 2013; M.-H. Huang & Rust, 2018).

In organizations, innovation stands out as a critical factor for success, often defined as the intentional introduction and application of new ideas, processes, products, or procedures designed to benefit the relevant adoption unit significantly. As innovation involves novel ideas and technologies, it is closely associated with creativity, extending beyond implementation process. Wong and Chin (2007) stressed that innovation is critical to enhancing product quality and business operations, essential for gaining competitive advantages. Innovative organizations consistently seek

improved ways to realize business strategies through cutting-edge technologies and methodologies, improving an organization's innovation capability as a focal point for researchers and practitioners.

Damanpour (2017) examined prior literature, summarizing the relationship between organizational innovation and 13 determining factors: specialization, functional differentiation, professionalism, centralization, managerial attitude toward change, technical knowledge resources, administrative intensity, slack resources, and external and internal communication. This study's preliminary objective was to validate these factors' significant influence on organizational innovation. Subsequently, Peng et al. (2014) presented a more comprehensive integrationist framework for analyzing individual, group, and organizational creativity behavior. This framework highlighted the importance of individual and group characteristics, recognizing their significant effect on individual creativity and organizational innovation (Kittikunchotiwut, 2015).

According to de Vries et al. (2015), innovation has expanded interest across different sectors, including business executives, policymakers, and public managers. In the private sector, innovation's added value is mainly justified by its ability to improve profit, thereby contributing to a competitive advantage. Within the government sector, an increasing number of individuals adopt the notion that innovation can improve service improvement and problem-solving abilities (S. Fernandez, 2018). The increased attention to innovation in the government sector is also related to specific reform movements, such as the rise of NPM (Perry et al., 2020) electronic government (Hogan & Coote, 2014), the shift from government to governance (García-Morales et

al., 2012; García-Sánchez et al., 2018), and more recently, the decline in government budgets.

Simultaneously, governments aim to improve their responsiveness to citizens' needs, particularly considering societal developments and complicated issues like ageing (C. H. Levine, 1999). In this context, innovation is usually seen as a transformative concept used to reshape the government sector, enhancing its effectiveness, efficiency, and legality. When discussing different types of innovation, several notable observations have emerged. Many studies employ self-defined types, creating challenges in proper categorization. Authors also use time elements, such as evolutionary innovation (Escribá-Carda et al., 2017) to notional confusion. For example, e-government initiatives are sometimes classified as policy innovation (Dewar, 1998), while others describe them as technological innovation (Al-Dhaafri, 2020; W. V. Dooren et al., 2015).

Based on Aaron's (2006) and Khan and Khan (2019), innovation can be classified into four main types: (1) product, (2) process, (3) conceptual, and (4) governance innovations. Due to the amplified focus on technological factors like e-government initiatives, process innovations are further divided into technological innovations (Jung & Ritz, 2014; Teece et al., 2016). Also, we added the 'administrative' dimension because new processes can be associated with the 'technological core' (technological process innovations) or the 'administrative core' of the organization (administrative process innovations) (Delshab et al., 2022; Jiménez-Jiménez & Sanz-Valle, 2011). Despite categorizing innovation into four main types, it is observed that innovation

types are usually closely related, resulting in mutual adaptation effects (Denhardt, 2015).

According to Verma (2017), innovation is a critical factor influencing organizational performance as it can create new products and services that meet clients' needs. Innovation helps organizations increase their revenue by attracting and retaining new customers. Here, Rahmah et al. (2020) cited an example of international organizations that significantly revolutionized the professional arenas to increase performance and revenue. According to Lari et al. (2020), integrating new technology in organizational systems disrupted the patterns of traditional operations and helped to become a leading organization in the relevant industry. Walker et al. (2017) further argued that innovation leads to new processes that improve organizational efficiency and productivity. New processes can help organizations reduce costs, improve quality, and increase throughput.

Cross et al. (2018), in their study, stated that innovation can help organizations to differentiate themselves from their competitors. Organizations that innovate are often seen as leaders in their industries, which can help to increase their market share and improve their reputation. For instance, the innovative culture in many organizations has helped the company to develop new products and services that have attracted large investors and clients. Here Sundgren (2018) argued that an innovative organizational culture encourages and supports creativity, experimentation, and risk-taking. Such a culture is characterized by a willingness to embrace change, challenge the status quo, and explore new ideas and approaches. Innovation is an important aspect of improved organizational performance. Organizations that foster an innovative culture are more

likely to be successful and outperform their competitors. Innovation encourages creativity, experimentation, and risk-taking. It allows employees to challenge traditional ways of doing things and develop new and improved ways. When an organization applies innovation, it can adapt to changes, stay ahead of its competitors, and improve its overall performance (Reiter-Palmon et al., 2019).

Like any other organization, innovation encompasses diverse aspects in the government sector, ranging from novel organizational management approaches like Public-Private Partnerships to creative approaches to rewarding individuals, i.e., performance-related pay. Also, it includes improvements in communication, demonstrated by ministerial blogs (M. de Vries et al., 2017). Discrepancies are drawn between policy innovations, service innovations, and innovations in democracy and international affairs. Innovation in the government sector involves creating, developing, and implementing practical ideas that yield public benefits. An idea must be new, adopted, used, and practical to be considered innovative (Moussa et al., 2018). According to Haned et al. (2018), the definition of innovation in the government sector shares resemblances with but differs from creativity and entrepreneurship. Effectively navigating the innovation process involves different stages requiring different organizational approaches and cultures. The most impactful results emerge from incorporating these stages into a cohesive innovation system. Innovation usually originates from prompts or motivations, whether voluntary or forced by crises, cost pressures, political needs, or technological advances. While some organizations wait for external pressures to drive innovation, assertive ones systematically stay attuned to emerging trends, client demands, data, and technologies.

According to Razavi and Attarnezhad (2013), innovations can stem from diverse sources, including addressing problems, learning from failures, and reacting to complaints. This may include idea generation methods such as apprehending people's experiences, in-depth interviews, and sharing everyday lives. Many innovation teams worldwide prefer understanding how government sector organizations survive and employ innovative ideas to improve them, countering abstract, consultancy, and expert-driven reform strategies that may provide beneficial outcomes. In this regard, Hervas-Oliver et al. (2017) considers the culture within government-sector organizations to play a dual role as both a significant facilitator and a major obstacle to innovation. In classic cultures deeply ingrained within government structures, administrators may hesitate to take the initiative, support initiatives to connect civil servants or citizens better, and resist transparency and public scrutiny.

Contrarily, government employees encouraged to be open and innovative, acknowledging the value and influence of innovation within government and on the people, it serves, are more likely to establish a foundation that fosters other factors contributing to innovation. Government culture is shaped both from the top down, with support from senior leadership, and from the ground up through acquiring skills and tools available to every public servant for encouraging innovation. Also, engaging with the public is a critical catalyst for innovation and leveraging technological progress, reshaping the global economy to improve government practices (Chatterjee et al., 2015; Chatterjee & Moody, 2017; Gallego et al., 2022; Ganter & Hecker, 2019). According to Hervas-Oliver et al. (2016), to ensure maximum output from innovation in government-sector organizations, each strategy should be designed and implemented transparently to encourage trust in government programs and civil

servants. Building trust is important to ensure citizens become willing and interested participants and contributors to government innovation, assuming the results with confidence in their legitimacy. This approach can lead to a continuous innovation process, where the public contributes and becomes an influential supporter. Without transparency and trust, citizens and residents may oppose government initiatives and abstain from accepting proposed changes.

Innovations within organizations manifest in various forms, each with distinct characteristics and impacts on the market and business dynamics. These innovations can be categorized into several types, including radical, incremental, and disruptive innovations, each serving different purposes and driving organizational evolution (Keeley et al., 2013).

#### **i. Radical Innovation**

Radical innovation denotes a transformative shift in a brand's landscape, encompassing significant changes in market positioning, operational methodologies, product offerings, or customer engagement strategies. It fundamentally alters the status quo, often pioneering new market trends and redefining industry standards (Tödtling & Grillitsch, 2014). Radical innovation signifies a profound transformation within a brand's framework, encompassing significant shifts in market strategies, operational methodologies, and product offerings. It represents a departure from conventional practices, introducing groundbreaking ideas that challenge established norms. For instance, it may involve completely revamping a company's product line or adopting disruptive technologies to redefine industry standards (Tavassoli & Karlsson, 2015). Furthermore, radical innovation catalyzes pioneering new pathways and setting

unprecedented benchmarks within the competitive landscape. It goes beyond incremental progress, prompting organizations to explore innovative business models and cutting-edge technologies. By embracing radical innovation, companies venture into uncharted territories, striving for unparalleled growth and differentiation in the market (Buchheim et al., 2020).

## **ii. Incremental Innovation**

In contrast to radical innovation, incremental innovation within an organization entails the gradual refinement and augmentation of existing services, products, or operational processes. Rather than introducing groundbreaking changes, incremental innovation focuses on iterative enhancements to refine organizational offerings and processes over time. This approach emphasizes continuous improvement, with small-scale modifications regularly implemented to enhance the organization's services' efficiency, quality, or effectiveness (Tödtling & Grillitsch, 2014).

Incremental innovation reflects an evolutionary progression wherein organizations strategically implement incremental changes to adapt to shifting market demands, technological advancements, or customer preferences. By embracing incremental innovation, organizations can systematically iterate upon their existing services or processes, ensuring they remain relevant and competitive in dynamic business environments. This iterative approach allows organizations to build upon their strengths, address weaknesses, and sustainably enhance their performance and value proposition to stakeholders (Ikeda & Marshall, 2016).

### **iii. Disruptive Innovation**

Disruptive innovation represents a significant upheaval within an organization's operational environment, typically spurred by technological advancements or changes in consumer behaviour. Unlike incremental changes, disruptive innovation doesn't merely enhance existing products or services; instead, it fundamentally alters market dynamics and challenges traditional business models. This innovation disrupts established market norms and opens doors to new opportunities, often by making previously inaccessible products or services more readily available to a wider audience (Kim & Lui, 2015).

This transformative shift is not confined to specific brands or products but encompasses broader market trends and consumer preferences. Disruptive innovation is characterized by its ability to democratize access to goods and services, making them more affordable and accessible to previously underserved population segments (Tavassoli & Karlsson, 2015). By challenging conventional market structures and established players, disruptive innovation fosters competition and drives industry-wide changes that can reshape entire sectors. Hence, organizational innovations encompass a spectrum of transformative endeavours (Oke, 2007), ranging from radical shifts that redefine industry norms to incremental enhancements that refine existing offerings and disruptive transformations that revolutionize market dynamics. Understanding these diverse types of innovation is essential for organizations seeking to navigate the ever-evolving business landscape and sustain competitive advantage in an increasingly dynamic environment (Ceylan, 2013).

### **2.7.1 Difference Between Organizational Creativity and Innovation**

The distinction between organizational creativity and innovation is essential for understanding their impacts on organizational success. While it is commonly believed that creativity fuels innovative activities, empirical research has yielded varied results regarding the nature of this relationship (Fetrat, 2018). A meta-analysis conducted by Taha et al. (2016) on 52 empirical samples comprising 10,538 observations found that creativity and innovation exhibit a strong positive relationship, particularly at the individual level. However, intriguing moderating effects were observed, with the relationship being stronger for large firms, process innovations, and low-tech industries than for small firms, product innovations, and high-tech industries. This highlights the nuanced dynamics between creativity and innovation, influenced by organizational, environmental, and cultural factors.

Creativity is conceptualized as generating new ideas, whereas innovation involves implementing these ideas in the organizational context. While individual and team creativity has been extensively studied, research on organizational creativity must be expanded. Moreover, more literature should be found between studies focusing on creativity in process innovation versus product innovation (Thiruvankadam, 2018). Nevertheless, it is widely acknowledged that organizations thriving in hyper-competitive environments prioritize creativity and innovation to gain a competitive edge. This necessitates the development of organizational cultures conducive to stimulating and promoting creativity and innovation. The organizational climate, characterized by psychological safety and interpersonal relationships, significantly influences employees' creative output and innovation (Vehar, 2020).

Furthermore, a study by Han et al. (2015) aimed to analyze the effects of individual, group, and organizational creativity on organizational innovation. It was found that individual creativity influences group creativity, which, in turn, impacts organizational creativity, ultimately driving organizational innovation. However, individual creativity did not directly affect organizational innovation, emphasizing the interplay between individual, group, and organizational levels in the innovation process. This underscores the importance of considering multiple levels of creativity when assessing their impact on organizational innovation.

Therefore, while creativity and innovation are interrelated, they represent distinct aspects of the organizational process. Creativity is the wellspring of new ideas, while innovation involves their implementation and transformation into tangible outcomes (Anderson et al., 2017). Understanding the complexities of these concepts is crucial for organizations seeking to foster a culture of creativity and drive innovation to achieve sustainable success.

## **2.8 Financial Governance**

According to Ogeh Fiador (2018), financial governance is crucial to the success and stability of an organization. It involves managing an organization's financial resources to ensure they are used effectively, efficiently, and in compliance with legal and ethical standards. One of the primary reasons why financial governance is so important is accountability. Notably, a robust financial governance framework provides transparency and accountability to stakeholders, including shareholders, regulators, and the general public. It ensures that financial information is accurate, reliable, and

easily accessible, which promotes trust in the organization and its leadership (A. G. Bovaird et al., 2019).

Besides accountability, P. C. Smith et al. (2018) emphasize that financial governance also helps organizations manage risk effectively by adopting some crucial places and strategies. By implementing sound financial governance policies, organizations can identify and mitigate risks before they become significant problems. According to Tsingou (2017), the risks mitigated by financial governance involve risks related to financial fraud, mismanagement, and non-compliance with regulations. Further, it also enables organizations to make informed decisions about investments and resource allocation, ensuring that financial resources are allocated to maximize their impact. As noted by Humaid et al. (2021) Financial governance helps to manage organizational operations by ensuring that financial resources are used effectively and efficiently, i.e., establishing clear financial policies and procedures, implementing effective internal controls, and maintaining accurate financial records. Financial governance also ensures that financial resources are allocated appropriately, considering the organization's strategic goals and objectives properly. Ban (2016) argued that financial governance helps to maintain financial transparency, which means that the organization provides clear and accurate financial information to stakeholders, including shareholders, investors, and regulators. As a result, financial transparency helps build trust and confidence in the organization and ensures stakeholders are well-informed about its financial performance and position.

Here Lin et al. (2019) highlight the role and impact of financial governance as proper financial management proves that can dictate how certain policy is acquired and used in an organization and can help ensure that expenditures are kept at a reasonable level. Here Dawes (2018) cited an example of a financial governance policy which might include procedures for reviewing and approving technology-related requests. This can help ensure that technology purchases are properly justified and that funds are not wasted. Additionally, financial governance policies can provide guidelines for how funds should be allocated for different projects and help ensure that funds are used promptly. Thus, Alawadhi et al. (2018) stated that, financial governance can play an important role in ensuring that an organization's expenditures are appropriate and effective. By providing clear guidelines for approving and using technology funds, financial governance can help ensure that funds are used wisely and that the organization receives value for its money.

Similarly, Ball et al. (2016) noted that effective financial governance helps to improve operational efficiency. By streamlining financial processes and procedures, organizations can reduce costs, improve financial reporting, and increase transparency. This can lead to improved financial performance and more efficient use of resources. Thus, existing literature (See Northcott & Ma'amora Taulapapa, 2016) on financial governance consider it as a critical aspect of organizational management. It promotes accountability, helps manage risk, improves operational efficiency, and ensures that financial resources are used to maximize their impact. By implementing sound financial governance practices, organizations can enhance their reputation, improve financial performance, and build stakeholder trust.

### **2.8.1 Financial Governance in Government Sector Organizations**

Financial governance is an organization's financial leader/financial officer's responsibility. Like other organizations, the government sector is also accountable for managing financial matters. In this regard, the organization encourages the accounting officer to emphasize the crucial role of sound financial management in acquiring strategic objectives. This involves incorporating this message into organization-wide briefings and assuring consistent communication (R. B. Carton, 2008; R. Carton & Hofer, 2020). Support for including finance leaders in executive committees and strategic meetings, emphasizing the benefits of having financial expertise at these decision-making forums. If finance leaders are not currently involved or need more financial power at the Board level, highlight the benefits of integrating finance into key decision-making processes. For those already part of key committees, encourage a move towards increased sophistication, such as enhancing the financial understanding of board members and non-finance executives (Kuzmanova, 2016; Renz & Herman, 2019; Wolniak, 2022). Collaborate with other executives to incorporate financial management across the organization, aligning finance and risk management data, facilitating collaboration between finance and operational teams, and improving financial insight in decision-making processes. Promote a culture of continual improvement in financial management, building strong relationships with auditors and viewing their recommendations as opportunities for enhancement. Underline the importance of a well-designed governance structure, ensuring a balance between support, oversight, and challenge for finance leaders. Determine the significance of the relationship between finance leaders and the Audit and Risk Assurance Committee chair in promoting productive and collaborative discussions about challenges (Lerner, 2018; Madura et al., 2018).

Based on the importance of financial governance in government sector organizations, finance officers encourage positive relationships with non-executive directors, highlighting the close collaboration between finance officers and non-executive directors who bring practical challenge and oversight, especially in government ministries (Bradley et al., 2019; Vakkuri et al., 2021). Support for decision-making committees, including individuals with the requisite skills and authority, ensuring timely decisions and alignment with the organization's strategic objectives. Emphasize the importance of financial management and agents having myriad key skills, including financial literacy and an awareness of organization-specific financial issues (Al-Dmour et al., 2018; Cardinaels & van Veen-Dirks, 2010; McKeen et al., 2006; Wicker & Breuer, 2017). Utilize the financial management effectiveness tool, which summarizes essential and good-practice features. Collaborate with the Accounting Officer and the Board to establish a proportional governance structure supported by clear terms of reference and facilitative to effective oversight and decision-making and ensure the inclusion of senior finance officers in critical committees (T. Bovaird & Löffler, 2019).

Similarly, in a government sector organization (Kang'aru & Ondabu, 2018) , Individuals throughout the organization must learn their financial management responsibilities and obligations. Financial management is not only the duty of the finance function; each person plays a role in providing the organization's financial health (Bibu et al., 2013; Soudani, 2012; Steiss, 2003). This spans from executives managing entire directorates or organizational groups to budget-holders managing specific projects and team members assigning their time suitably to specific projects (Zietlow et al., 2018). If finance officers can invest in a culture of responsibility and

ownership across the organization, there is a higher likelihood of having objective and up-to-date financial management information. Finance is important in delineating accountabilities and obligations across the organization and explaining why this is important in supporting the organization's strategic priorities. This includes representing each individual's role in mitigating the organization's exposure to regulatory or value-for-money threats and how their actions and documentation system contribute to confirming the precision and reasonableness of the organization's finances (Finkler et al., 2022).

### **2.8.2 Financial Governance and Organizational Culture**

According to Bisogno and Donatella (2021), the organizations should promote a positive culture that enables seamless collaboration between the finance function and the rest of the organization. Regular and meaningful dialogue between finance and the broader business is crucial to achieving full integration, allowing decision-makers to act on timely and correct information. Finance officers should cultivate a culture of openness and trust, authorizing the finance function to engage in difficult conversations and provide constructive challenges to colleagues. Timely conversations and trusted relationships with budget holders let the finance function identify and resolve issues efficiently (Jelenic, 2020). Transparency is equally vital, and finance officers should work with organizational officers to disassemble barriers that restrict information sharing, promoting a culture that facilitates the realization of opportunities and the identification and management of risks (Weikart et al., 2021). An open and transparent culture fostering collaboration improves efficiency and shared problem-solving and positions the organization to respond swiftly and effectively to unforeseen events. In ensuring better financial governance and management systems, finance

officers can adopt strategies such as identifying key relationships, investing time in their development, aligning strategic objectives with sound financial data, establishing realistic ways of working between finance teams and other stakeholders, and promoting openness about mistakes and lessons learned. This approach, built on openness, accessibility, and collaboration, contributes to a culture of confidence between finance and the rest of the organization (Zelman et al., 2019).

### **2.8.3 Skills and Capabilities**

Finance officers prioritize skills and capabilities that can enhance the quality of financial management within their organizations (Cleverley et al., 2023). Challenges in attracting and maintaining specialized staff, like finance professionals, within the civil service have been highlighted earlier, coupled with a need for more clarity concerning the government's current skill set. Finance officers must emphasize skills that contribute to enhanced financial management quality. Each organization will have a distinctive perspective on the skills and capabilities their finance teams require (Brigham & Houston, 2013). Many finance officers emphasize the growing importance of commercial, data analytics, and sustainability expertise as areas where finance professionals can add significant value. While a fundamental level of technical and professional skills is important for grounding financial management in accounting and financial expertise, a clear understanding of the organizational context is equally beneficial (Zietlow et al., 2018). Professional skills contribute to confidence, establish credibility with stakeholders, and ensure the accounting officer of the quality of financial management information produced (Tapera, 2019). To address these challenges, finance officers can collaborate with human resources and learning and development teams to focus on priority areas for development and recruitment.

Conducting assessments of the current skills of the finance team against core needs using a robust skills matrix helps identify areas for training or recruitment. Providing continuous, purposeful training to finance team members, particularly in areas with technical modifications or business-specific complexities, is crucial. Promoting and incentivizing finance professionals to expand their skills, aligning development goals with organizational priorities, and creating dedicated training days free from usual activities are other strategies to improve the skill set of finance teams (Horne & Wachowicz, 2019).

#### **2.8.4 Financial Data and Management**

Finance officers leverage data to enhance the organization's accuracy and timeliness of decision-making. Our report on data challenges in government highlights the need for objective and useful data to underpin policies, programs, and evidence-based decisions, expanding this condition to financial management (Shapiro & Hanouna, 2019). Finance teams responsibly use data to facilitate effective and well-informed decision-making within their organizations. Decision-makers need information on a range of potential products, and by producing accurate and timely information based on various scenarios, the finance team equips organizational leaders to make well-informed decisions. Given the significant amount of data managed by finance teams, regular examination of data quality and identification of limitations are essential, as decision-makers need a clear understanding of these limitations (Cuadrado-Ballesteros et al., 2022; Kamau et al., 2018; Rahiminezhad Galankashi & Mokhtab Rafiei, 2021). Finance teams need help presenting complete data quickly or optimal data less promptly, highlighting the significance of transparent discussions about data and information limitations to ensure decisions are well-informed and risk-based.

To address these challenges, finance officers objectively present financial data, showcasing scenarios and insights into risk, opportunity, and uncertainty. Providing decision-makers with timely data aligned with the professional cycle helps reduce confusion and focuses efforts on crucial areas (Wicker & Breuer, 2017). Consulting with decision-makers to comprehend their preferences for data presentation helps for interactive, confident decision-making. Using data visualization tools effectively allows stakeholders to maximize their knowledge of financial data. Also, aligning financial data with risk management data decreases conflicting information, eradicates the need for data manipulation or reconciliation, and infuses confidence in decision-makers to make cohesive, informed, and risk-based decisions based on dependable financial data (Carroll, 2019; Dowling et al., 2019).

## **2.9 Understanding Organizational Creativity, Innovation, and Governance in the UAE Public Sector**

In recent years, the significance of leadership, governance, and management has garnered substantial attention within organizational contexts. These components facilitate the adoption of new trends and enable organizations to effectively address challenges by devising and implementing strategies that enhance productivity (Halim et al., 2023). A study conducted in the United Arab Emirates (UAE) emphasized the pivotal role of leadership, governance, and management in accelerating organizational productivity. Randeree and Al Youha (2009) proposed that organizational strategies enhance productivity, thus forming a nexus between leadership, governance, management, and organizational outcomes. Empirical evidence gathered from 230 individuals currently employed in UAE-based private telecom companies affirmed the significant influence of leadership, governance, and management on productivity. Furthermore, the findings indicated a mediating role of organizational strategies in

strengthening these relationships, reinforcing the researcher's proposition. Consequently, the study concluded that governance, management, and leadership act as regulatory agents within organizations, with strategies playing a crucial role in facilitating growth, mitigating risks, and enhancing competitiveness.

In addition to leadership, governance, and management, developing and implementing strategic performance management frameworks have emerged as key priorities for governmental organizations in the UAE. A study on governmental departments in the UAE by Farouk and Jabeen (2018) highlighted the importance of strategic performance management in evaluating existing systems and identifying challenges that hinder their effective implementation. By leveraging effective performance management systems, organizations can devise performance-related strategies and generate accurate reports crucial for organizational management activities. Equipped with timely and precise information, organizational leaders and senior managers can make informed decisions to enhance organizational efficiency and productivity.

Moreover, the literature reveals a nascent yet growing interest in ethical governance and corporate social responsibility (CSR) within the UAE public sector. A study by Al Sayegh et al. (2022) aimed to explore public sector employees' perceptions of ethical climate, codes of ethics, and CSR and their impact on organizational performance. Through structural equation modelling and data collected from 426 middle-level public sector employees in Abu Dhabi, the study found that an ethical climate and effective CSR initiatives positively influence employee perceptions and organizational performance. This underscores the significance of ethical procedures in fostering employee engagement and organizational success within the UAE public sector.

Similarly, adopting e-government initiatives has emerged as a critical focus area for public sector departments in the UAE. AlShehhi et al. (2021) investigated factors influencing e-government adoption among public sector departments and organizations, revealing that performance expectancy, and facilitating conditions positively influence e-government adoption. Furthermore, the study identified facilitating conditions that encourage greater e-government adoption, emphasizing the importance of short- and long-term performance impacts on e-government usage.

Furthermore, the relationship between organizational culture (OC) and organizational performance in the UAE context has garnered attention. Through interviews and questionnaires administered to 131 respondents from UAE organizations, Al Hosani et al. (2021) found a positive relationship between OC and performance, with a stronger association with job satisfaction. Notably, the study revealed no significant difference in organizational performance between public and private sector organizations, highlighting the importance of OC constructs such as goal achievement, employee engagement, and team spirit in enhancing organizational performance.

Moreover, research on stimulating employee creative behaviour (ECB) within the UAE public sector identified individual, team, and organizational determinants. Through systematic literature review and the analytic hierarchical process (AHP), Bonuedie (2019) prioritized determinants that enable managers to stimulate ECB effectively. The findings underscored the importance of management support, coworker support, and enhancing creative self-efficacy in fostering ECB within organizational contexts.

Jabeen and Isakovic (2018) examined organizational culture's impact on top management trust and career satisfaction among mid-level managers in public sector organizations in the UAE. The study found that respondents from "clan" and "adhocracy" type organizations exhibited higher trust in top management and greater career satisfaction than other culture types. Notably, a clan-type organizational culture emerged as a significant predictor of career satisfaction. Thus, the literature highlights the multifaceted nature of organizational creativity, innovation, and governance within the UAE public sector. It highlights the interplay between leadership, governance, management, organizational strategies, and performance outcomes, offering valuable insights for policymakers, organizational leaders, and researchers. However, there remains a need for further empirical research to delve deeper into these relationships and address existing research gaps, thereby advancing our understanding of organizational dynamics in the UAE context.

#### **2.10 Ministry of Interior, UAE**

The United Arab Emirates' Ministry of Interior (MOI) is accountable for preserving law and order, assuring the state's security, and protecting the well-being of both citizens and residents (Ministry of Interior, 2023). Its role extends to facilitating stability (Ahmed Khamis et al., 2020), contributing to economic development, and collaborating with different government entities to deliver efficient services to the public. According to the Government of UAE, (2021), the MOI's diverse obligations encompass immigration, border control, civil defense, emergency response, public safety, and police services. Staffed by a considerable workforce across considerable departments and branches, the ministry prioritizes recruitment based on credentials, skills, and experience, with a competitive and transparent selection process (Yaser

Alraei et al., 2020). Job vacancies are advertised on the ministry's website and other suitable portals (Hock et al., 2019; Kaabi et al., 2019). Reflecting the UAE's status as an economic hub, the MOI recruits individuals globally, encouraging equal opportunities for local and international candidates (Belias & Koustelios, 2018).

The MOI has emerged as a central institution in the United Arab Emirates, earning distinction for its performance, employment practices, and operational approaches (Obaid Alhefeiti, 2020). A report by the Government of Sharjah (2022) underlines the ministry's significant progress in recent years, citing initiatives to improve public safety, modernize operations, and implement an intelligent services portal. This portal promotes online access to government services, including visa applications, traffic fine payments, and passport assistance (Abuelhassan & Nusari, 2019; Al-Obthani & Ameen, 2019; Litz & Scott, 2017). Also, the MOI has invested substantially in training its personnel to advance their skills and expertise. Collaborative efforts with other government agencies and international organizations have strengthened the ministry's capabilities and overall performance (Ministry of Interior, 2023). The MOI is one of the country's most prominent organizations tasked with establishing and preserving peace and security in the region. This involves a range of functions, such as organizing and supervising police forces, controlling traffic on internal and local roads, and providing security for different properties and premises (K. Z. Bin Ahmad et al., 2018). Currently, under the administration of Sheikh Saif bin Zayed Al Nahyan, Leadership of the UAE Ministry of Interior.

A unique aspect of the Ministry of Interior's functions involves categorizing crimes, especially directing violations against national security and integrity to federal courts for adjudication. The Ministry also manages correctional departments and prisons, with the Immigrant Department playing a critical role in the UAE (Abdullah et al., 2019). Given the crucial role and significance of the Ministry of Interior (MOI), UAE, prioritizing public safety within the Ministry is necessary. These programs ensure the well-being of employees assigned with influential duties and contribute to the nation's overall stability and security (Peckham, 2018). Ministry of Interior UAE has a skilled workforce equipped to carry out their obligations effectively, setting a standard for designing and implementing strategies that are a model for other organizations and promoting a culture of well-being and commitment throughout the community (The Government of UAE, 2022b).

The Ministry of Interior has adopted different systematic regulations to support progress, expertise, maturity, and commitment and cultivate a skilled workforce. These techniques encompass a prescribed vision, mission, core values, and strategic goals. The vision is centred on placing the UAE as one of the most peaceful, secure, and strong nations, not only within the region but also on an international scale. The mission is committed to advancing the quality of life in the UAE by guaranteeing the protection of all individuals (Varianou-Mikellidou et al., 2019). The foundational values of the Ministry include integrity, openness, justice, consideration for human rights, teamwork, excellence, effective leadership, and a culture of creativity and innovation. The strategic goals aim to support security and protection, ensure preparedness, strengthen public trust, invest in public welfare, foster collaborative partnerships, and enhance the use of human resources. The Ministry has initiated

technical training programs for its workforce to highlight further the critical significance of security and safety concerns (Al Mazrouei et al., 2019; Almazrouei et al., 2019; M. Hussain et al., 2019; Yaqoubi & Adnan, 2022).

## **2.11 Supporting Theories**

This section discusses the theories that are considered suitable to support the concept of conceptualization or organizational creativity, organizational performance, and financial governance in the United Arab Emirates. Notably, the discussed theories are selected based on their relevance to examine how the concept of organizational creativity affects the organizational performance in the Ministry of Interior UAE. Besides, how the effect of organizational creativity on organizational performance is further mediated by financial governance. Thus, the financial governance theory (Abosede & Onakoya, 2019) provides strong theoretical support to this theory, which helps to develop the study propositions and conceptual model that will be consistent with the aims and objectives of the current research project.

### **2.11.1 The Componential Theory of Organizational Creativity**

The Componential Theory of Organizational Creativity provides theoretical support to current research. The Componential Theory of Organizational Creativity is a theory developed by Teresa Amabile in 1983 in the field of organizational creativity. According to this theory, creativity within organizations has four main components: domain-relevant skills, creativity-relevant skills, task motivation, and the work environment. Notably, the Componential Theory of Organizational Creativity acknowledges that the organizational climate can either foster or hinder creativity. The theory stresses that management should take steps to promote innovation by allocating

resources for its development and successful implementation (Amabile, 2019). The relevant theory further defines organizational innovation as the successful execution of creative ideas. The Componential Theory of Organizational Creativity provides a comprehensive framework for comprehending the elements contributing to creativity within an organizational context (Levy, 2021; Mavlutova et al., 2022). Notably, creativity is pivotal in promoting innovative capacity, improving competitiveness, and promoting the performance of organizations. Its importance lies in its direct relation to innovation and its role as a determinant of the socio-economic development of enterprises, cities, regions, and countries. Defined as the generation of novel and fitting ideas to enhance products, services, and processes aligned with organizational goals, creativity is acknowledged as a key to sustainable benefit (Sirkova et al., 2014). According to Giustiniano et al. (2016), creativity is fundamentally the production of new and appropriate ideas across different domains of human activity, recognizing its influence on solving intricate problems and driving significant historical innovations. This innovative potential is the initial step in the broader innovation process and is essential for long-term organizational success (Baccarella et al., 2021; Blomberg et al., 2017; de Vasconcellos et al., 2019).

Talking precisely about the applicability of Componential Theory of Organizational Creativity in the current research study, organizational creativity is assessed by assessing employees' skills (Abid et al., 2015; Carrington et al., 2018; Obradovich & Gill, 2018), the processes that promote creative thinking, and the motivation to engage in creative endeavors in the Ministry of Interior UAE context. By adopting Amabile's framework, the study provides insights regarding the components to apprehend how they collectively influence organizational creativity and impact organizational

performance. Investigating the applicability of this theory to examine the effects of organizational creativity and innovation provides valuable insights into how government-sector organizations, particularly the Ministry of Interior (MOI), UAE, can enhance creativity at different levels. The relevant theory proposes that individual skills and expertise are critical components of creativity within an organization. Amabile's theory highlights the significance of domain-relevant skills (Amabile, 2012), suggesting that individuals need a powerful foundation in the specific area where they are expected to be creative. Therefore, organizations seeking to promote creativity should focus on hiring and developing employees with the necessary skills and knowledge (Mokoena & Ngwakwe, 2020).

The theory further acknowledges the role of creativity-relevant processes, emphasizing the need for individuals to approach tasks with a creative mindset (Chornovol, 2021). As Amabile's theory proposes, teams encouraging diverse perspectives and open communication are more likely to contend in creativity-relevant processes. The impact of organizational structures and culture on creativity is another crucial aspect addressed by the relevant theory (Fetrati et al., 2022). Amabile's theory acknowledges that organizational culture can either support or hinder creativity. A culture that values and rewards creative thinking offers an environment facilitative to innovation. In distinction, authoritarian structures and cultures that stifle individual expression may impede the creative process. The relevant theory suggests that organizations should strive to create a culture that encourages creativity (Amabile & Pratt, 2016). According to the theory, task motivation directly affects an individual's willingness to invest effort in innovative endeavors (Hirudayaraj & Matić, 2021). Therefore, organizations should focus on comprehending and improving motivational

factors to promote employee creativity. This involves identifying and rewarding creative contributions to preserve a high level of motivation within the workforce. Organizational creativity is a broad concept encompassing diverse work environment aspects. Amabile's theory indirectly addresses this by emphasizing the importance of a supportive environment for creativity to thrive (Song et al., 2019).

Similarly, the current study's focus on analyzing the effect of innovation on organizational performance aligns with Amabile's theory as it highlights the role of creativity-relevant processes in promoting innovation (Dimaunahan & Amora, 2016; Kaufman & Sternberg, 2021; Khedhaouria et al., 2018). Notably, innovation usually involves the application of creative ideas to create new products, services, or processes. Studying how the Ministry of Interior facilitates creativity-relevant processes further provides insights into the organization's ability to drive innovation and improve organizational performance (El-Chaarani et al., 2022; Lopez & Alcaide, 2020). Finally, this research also examines financial governance's indirect effects on the relationships between organizational creativity, innovation, and performance. Amabile's theory, although not explicitly centered on financial governance, can be expanded to consider the organizational climate, which plays a critical role in supporting creativity (Awan et al., 2022; Yeh-Yun Lin & Liu, 2018). The theory highlights the significance of a supportive environment for creativity to succeed, aligning with the indirect effects being explored. Comprehending the role of financial governance in creating an environment helps organizational creativity and innovation and allows for a comprehensive analysis of the factors affecting organizational performance (Çokpekin & Knudsen, 2019; ElMelegy et al., 2016).

The Componential Theory of Organizational Creativity, which includes three critical components of individual or group-level creativity, is central to her theory. Each component is essential for creativity in any given domain. The theory employs three interlocking circles to represent each component: domain-relevant expertise, creativity-relevant skills and processes, and intrinsic motivation (Amabile, 2019). Figure 2.1 illustrates the conceptualization of the componential theory of organizational creativity.

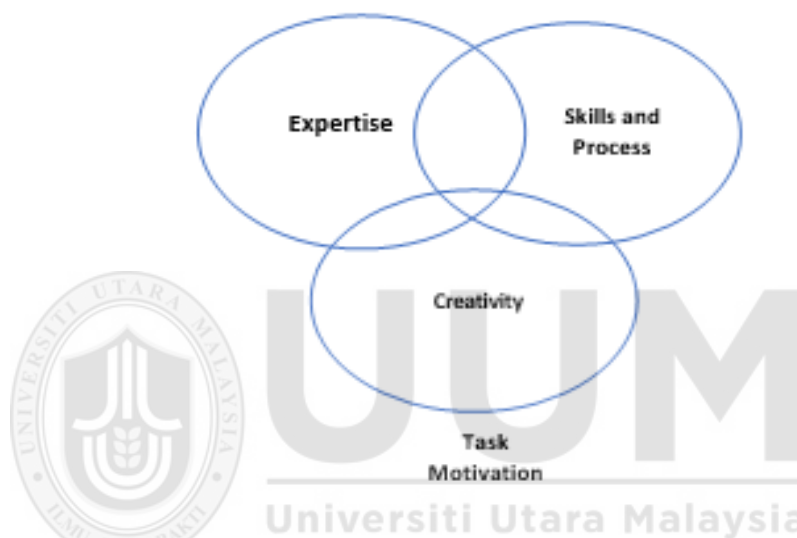


*Figure 2. 1 The conceptualization of the componential theory of organizational creativity (Amabile, 2012)*

According to the model, task motivation is a crucial driving force for creative action in organizations, which requires a more flexible approach to attention and support (Awan et al., 2022). This idea comes from the intrinsic motivation principle of creativity, which suggests that people are most creative primarily by their interest, enjoyment, satisfaction, and challenge of the work itself (Yeh-Yun Lin & Liu, 2018). Conversely, extrinsic motivation relates to factors driven by the desire to attain a goal outside the specific work tasks, such as achieving a promised reward or position or meeting a deadline. Studies have found that high intrinsic and low extrinsic motivations lead to more independent thinking and less conformity to external pressure

in creative individuals (Moultrie & Young, 2019). Additionally, intrinsic motivation explains why creative people exhibit high involvement and energy in their tasks (Fortwengel et al., 2017). The importance of motivation in organizational creativity is further emphasized by the tradition of reliable support of creative techniques and a focus on domain-relevant knowledge and cognitive abilities that may be irrelevant without motivation skills. As Gupta (2016) points out, "creativity may not only require motivation but also generate it." Notably, from Amabile's model, four criteria for models of organizational innovation are proposed: (1) the entire process of individual creativity must be included, (2) all aspects of organizational influence on innovation should be considered, (3) the phases in the organizational innovation process should be profiled, and (4) the impact of organizational creativity on individual creativity should be described (Yoon et al., 2016).

According to Dimaunahan and Amora (2016), Amabile's theory of organizational creativity comprises the significance of domain-specific skills and the function of intrinsic motivation. Each of the three models addresses the managerial aspect of organizational creativity. They reject the concept that a broad definition of creativity suits organizational creativity. Instead, they suggest a narrowed range specific to the organization, which should be incorporated into its mission and market, highlighting the dimensions of the actual work and value.

### **2.11.2 Financial Governance Theory**

This study is also supported by the financial governance theory which refers to the study of how organizations are governed and managed to ensure accountability, transparency, and fairness in their operations (Bianchini et al., 2016; Giannarakis et

al., 2014; Tihanyi et al., 2018). This theory aims to understand the mechanisms, processes, and structures used to oversee and regulate the financial sector and ensure that financial organizations can fulfil their responsibilities to stakeholders (H. Abdullah & Valentine, 2019). According to Madhani (2017), financial governance theory focuses on understanding the principles and practices that organizations use to ensure the effective management of their finances. It encompasses a range of topics, including financial planning and control, risk management, accountability, and transparency. The financial governance theory is based on corporate governance principles and explicitly focuses on the financial sector (Ping, 2016). It encompasses a wide range of topics, including the role of organizational stakeholders, executive compensation, risk management, regulatory compliance, and investor protection. Notably, financial governance theory also considers the impact of external factors, such as competition, economic conditions, and technological developments, on financial governance of an organization (Wan Yusoff, 2018).

Considering the suitability of financial governance theory in the current research study (Guo, 2021), it provides a practical lens through which to examine the interconnectedness of financial governance practices, creativity, innovation, and organizational performance (Ruggie, 2018). Financial Governance Theory emphasizes the significance of sound financial management practices in acquiring organizational goals (Frieden, 2016; Guo, 2021). In the context of the research objectives, the effect of organizational creativity on the organizational performance of the Ministry of Interior UAE can be comprehended through the lens of financial governance (Carruthers, 2020; Etemadi et al., 2021; Germain, 2001). Efficient financial governance ensures that resources are distributed strategically, supporting creative

ideas and contributing to organizational performance. Creativity usually needs research, training, and technology investments, and sufficient financial governance ensures these investments align with the organization's overall financial health (Kho et al., 2019; Madhani, 2017).

Similarly, when examining the effect of innovation on organizational performance, Financial Governance Theory provides discernment into how financial resources are organized to support innovation. Innovation is a dynamic process that needs financial support for research and development (H. Abdullah & Valentine, 2019), the enactment of new technologies, and adaptation to changing organizational demands. This theory helped explore how financial governance structures within the Ministry of Interior UAE contribute to or hinder allocating resources for innovative activities, impacting overall organizational performance. Furthermore, scrutinizing the indirect effects of financial governance on the relationships between organizational creativity, innovation, and organizational performance highlights the mediating role of financial management practices (Bebchuk & Hirst, 2019; Shi, 2016; Wacker et al., 2016). Financial Governance Theory asserts that effective financial governance can act as a mediator between organizational processes and results. In the current study context, financial governance is assumed to influence how financial resources are directed to support creative endeavors and innovation, thereby affecting organizational performance (Rodriguez-Fernandez, 2016). Thus, addressing the primary questions of the study within the framework of Financial Governance Theory provided an extensive perspective (Woo et al., 2016). How organizational creativity affects organizational performance is intricately linked to how financial resources are organized to support and maintain creative initiatives. Also, the impact of innovation on organizational

performance is contingent on the financial governance systems that navigate resource allotment for innovative endeavors (Assenga et al., 2018).

According to Alawadhi et al. (2018), financial governance theory is built on the premise that effective financial governance is essential for promoting organizations' long-term success and stability. The principles and practices of financial governance are relevant to organizations of all sizes and sectors, including the public sector. The theory provides a framework for understanding how organizations can establish effective financial governance processes to support their strategic goals and objectives. Financial governance theory aims to promote financial stability and responsible use of resources in support of organizational success. Talking specifically about the financial governance in the organizations. Marzougui (2023) argued that the relevant theory recognizes the importance of creating a culture that supports entrepreneurship and innovation. By embracing a proactive, entrepreneurial approach, police organizations can identify new and creative solutions to their challenges and drive continuous improvement.

According to Schwartz (2017), as the financial governance theory emphasizes the importance of transparency and accountability in financial management. By implementing robust reporting and accountability processes, police organizations can facilitate trust and confidence in their entrepreneurial initiatives, making it easier to secure the resources they need to succeed. Moreover, under the conceptualization of the financial governance theory, Ruggie (2018) considers a strong financial planning and control system can help organizations allocate resources effectively, monitor progress against their goals, and adjust their strategies as needed. This can provide a

foundation for entrepreneurial initiatives, allowing organizations to assess new ideas' potential costs and benefits and make informed decisions.

Thus, by keeping in view the relevance of financial governance theory, it is assumed that the financial governance is an important construct of this study, as it affects the organizational performance by applying different components or creativity (Wacker et al., 2016). Effective financial governance can help ensure that organizations operate responsibly and sustainably and support social integrity, peace, and public wellbeing. By applying financial governance theory to organizations, leaders can create a supportive environment that encourages innovation, reduces financial risk, and promotes accountability further leading to better organizational performance and development. This can help organizations achieve their goals, improve their performance, and provide better outcomes for their communities (Shi, 2016).

## **2.12 Conceptual Framework & Hypotheses Development**

This study identified two independent variables for organizational creativity and innovation, that affect organizational performance. Further, it is proposed that the effect of these independent variables on organizational performance is mediated by financial governance in the Ministry of Interior UAE. Figure 2.1 depicts the conceptual framework of this study to graphically highlight the relationship between the variables of the study. To begin with, we will have to know the direct impacts of organizational creativity and innovation on organizational performance.

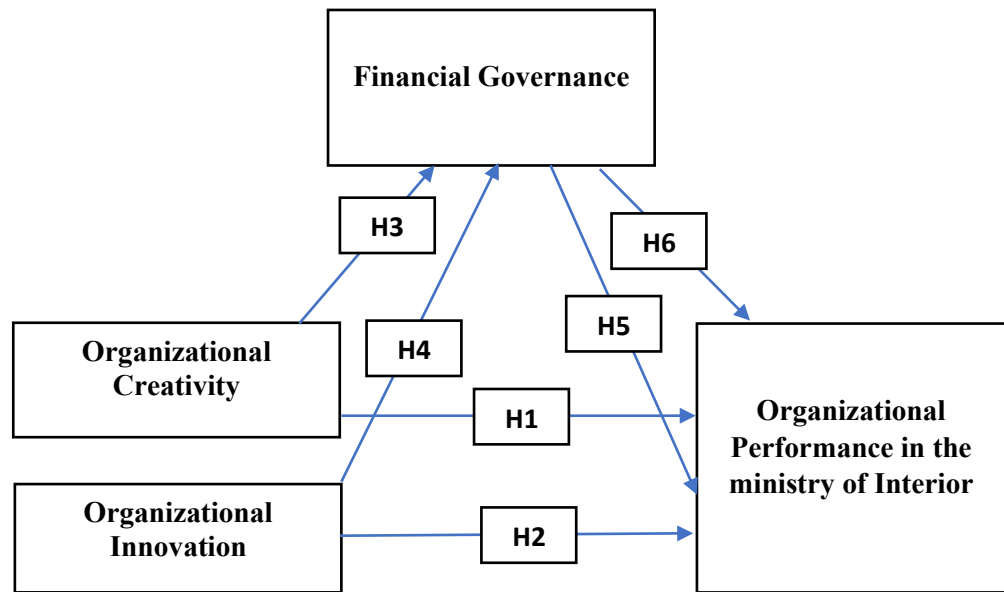


Figure 2. 2 Conceptual Framework of Current Research

The conceptual framework of the research outlines several hypotheses that establish simple cause-and-effect relationships between the variables mentioned in the research questions and objectives. Let us delve into each hypothesis to justify the conceptual framework.

Firstly, the hypothesis proposes that organizational creativity positively affects the organizational performance of the UAE Ministry of Interior. This implies that higher levels of organizational creativity within the ministry will lead to improved performance outcomes. Organizational creativity encompasses generating novel ideas, solutions, and approaches to address challenges and capitalize on opportunities. Therefore, fostering a culture of creativity within the ministry will enhance its operations' effectiveness, efficiency, and innovation, ultimately leading to improved overall performance (Kim & Lui, 2015).

Secondly, the hypothesis suggests that organizational innovation positively influences the organizational performance of the Ministry of Interior. Innovation is implementing new ideas, processes, products, or services that create value for the organization and its stakeholders. In this context, it is hypothesized that promoting innovation within the ministry will drive improvements in performance by enabling the adoption of more efficient practices, the development of new solutions to address emerging issues, and the enhancement of service delivery to meet the evolving needs of the community (Anderson et al., 2017).

Next, the hypothesis proposes a direct relationship between organizational creativity and financial governance within the Ministry of Interior. This implies that higher levels of organizational creativity will positively impact financial governance practices within the ministry. Organizational creativity fosters a culture of experimentation, risk-taking, and openness to new ideas, leading to more effective financial management, budgeting, and resource allocation. Therefore, it is hypothesized that organizations that encourage creativity will also exhibit stronger financial governance mechanisms, resulting in better fiscal stewardship and accountability (Hooi & Payambarpour, 2016).

Similarly, the hypothesis suggests a direct relationship between organizational innovation and financial governance within the Ministry of Interior. This implies that promoting innovation within the ministry will improve financial governance practices. Innovation drives organizational change and adaptation, leading to the implementation of more efficient financial processes, the adoption of new technologies for financial management, and the enhancement of transparency and accountability in resource

allocation. Consequently, organizations prioritizing innovation will demonstrate stronger financial governance, improving overall performance (Al Hosani et al., 2021).

Lastly, the hypothesis proposes indirect effects of financial governance on the relationships between organizational creativity, innovation, and organizational performance within the Ministry of Interior. This suggests that financial governance serves as a mediating mechanism through which the effects of organizational creativity and innovation are translated into tangible performance outcomes. Strong financial governance practices facilitate the effective implementation of creative ideas and innovative solutions, ensuring that resources are allocated efficiently and transparently to support organizational objectives. Therefore, financial governance plays a crucial role in mediating the impact of creativity and innovation on organizational performance within the ministry (Shahzad et al., 2012).

### **2.12.1 Organizational Creativity Affecting the Organizational Performance**

According to El-Kassar et al. (2022), various factors can influence organizational performance, such as organizational support and autonomy, personal interest, achievement, reward, recognition, peer pressure, fear of failure, and external pressure from authority figures. A study conducted by Wang (2016) examined the relationship between organizational creativity and overall performance in the hospitality industry in Taiwan. Notably, the focus remained on investigating the relationship between leader-member exchange (LMX), task motivation, creativity, and performance. The research used a survey to collect data from 265 employees and their supervisors. The results indicated that LMX was positively related to task motivation, creativity, and performance. Additionally, task motivation and creativity played a mediating role in the relationship between LMX and performance. These findings suggest that

cultivating positive LMX relationships between leaders and employees can enhance task motivation, creativity, and performance in the hospitality industry. Regarding the relationship between organizational creativity and task motivation, Pattnaik (2021) argued that organizational creativity can improve performance by providing employees with opportunities for growth and development. When encouraged, employees are more likely to develop new skills and knowledge, which can help them advance in their careers.

According to Parjanen (2018), organizational creativity can significantly impact performance within organizations. Organizations can increase employee motivation and engagement by providing employees with a sense of purpose, autonomy, and opportunities for growth and development, leading to improved performance and overall success. An empirical investigation by Emami et al. (2022) examined the relationship between creativity-relevant processes, domain-relevant skills, intrinsic task motivation, and the moderating effect of the social environment (including sufficient resources, workgroup support, realistic work pressure, and lack of organizational impediments) among engineering students in Malaysian universities. The researchers collected n= 289 questionnaires, and the results indicate that domain-relevant skills, intrinsic task motivation, and creativity-relevant processes positively influence performance according to the study respondents. However, the social environment has an insignificant moderating effect on creativity perception. Workgroup support, sufficient resources, and lack of organizational impediments do not affect the creativity of future engineers.

Similarly, Sullivan and Ford (2019) argued that organizational creativity affects the performance by the application of expertise. When employees are encouraged to show creativity, they may develop new approaches and techniques for applying their expertise to organizational responsibilities. As a result, improved effectiveness and efficiency of organizational processes become inevitable, leading to improved performance and outcomes. Klijn (2017) their study reviewed creativity models, mediators, and enhancers within organizations from a psychological perspective. The focus was to identify gaps in knowledge regarding organizational creativity and describe aspects of creativity that require closer inspection. The findings indicated that despite a significant amount of research on creativity and innovation, only a few models and theories had been defined, and their predictive value and incorporation of possible influencing factors are limited.

According to Alnidawi and Jaffal (2018), organizations continually seek to meet their goals and ensure sustained growth. This constant pursuit motivates them to pledge to developmental processes, encourage innovation, and cultivate creativity within their operations. These efforts and integration of advanced technologies and systems improve production efficiency and enable a seamless workflow. The result is attaining profitability and a competitive edge in the market. Therefore, these efforts promote overall performance and acquire exceptional organizational results. Thus, (Sözbilir, 2018) examined the reciprocation between social capital, organizational creativity, efficiency, and performance. Data was gathered from 131 respondents using a questionnaire from 131 managers at the Turkish Employment Agency. The results showed that social capital positively affects organizational creativity and efficiency. The findings also advocated the idea that organizational creativity positively impacts

organizational efficiency.(Riaz & Hassan, 2019) investigated further investigated how organizational creativity and management (storage, transfer, and usage) affect organizational performance from the users' perspective, mainly focusing on the involvement of employees in creating new products/services in Pakistan. Employing a quantitative research strategy, data were collected from 203 employees in pharmaceutical organizations. The findings emphasized the mediating role of organizational creativity, showing its contribution to improving organizational performance (Heller & Weisberg, 2018) .

According to Muzzio and Paiva Júnior (2018), organizational creativity is a critical factor that can significantly impact the skills and processes within an organization. Creativity requires individuals to develop various skills, such as problem-solving, critical thinking and generating and evaluating new ideas. As employees engage in creative activities, they often develop these skills, which can help them excel in their current performance and prepare them for future challenges. Creativity often involves exploring new and different ways of performing tasks, which can lead to developing more efficient and effective processes. Besides, creativity can encourage collaboration and communication within teams, facilitating cross-groups work and leading to more effective decision-making processes as diverse perspectives are brought to the table. A study by Tiwana and McClean (2015) scrutinized how expertise held by individual members of Information Systems Development (ISD) teams can result in creativity at the team level during the development process. The study proposes that team creativity results from the integration of individually held expertise of team members, and the quality of intrateam relationships and knowledge complementarities that align the work of individual team members at the project level influence creativity through the

process of expertise integration. The research was conducted in a field study of 142 participants. It showed the expertise integration view of team creativity, demonstrating the importance of integrating individually held tacit and explicit knowledge about the problem domain and technology at the team level to achieve team creativity, which is of great significance. Besides, the compositional and relational attributes of ISD project teams enhance the integration of individual knowledge at the project level, which results in increased organizational creativity. Thus, in the light of above discussed literature, this study hypothesized that:

**H1:** Organizational creativity significantly affects the organizational performance in the Ministry of Interior UAE.

#### **2.12.2 Organizational Innovation and Organizational Performance**

According to Busaibe et al. (2017), organizational innovation can also help organizations to streamline their processes and reduce costs. Organizations can increase efficiency and productivity by finding new and better ways of doing things, translating into higher profitability. As noted by Ho (2017), many organizations worldwide, prefer using innovative technologies to automate their processes, reduce errors, and improve client satisfaction, significantly improving overall performance. Hervas-Oliver et al. (2016) stated organizational creativity and innovation are critical components of organizational performance (Bigliardi et al., 2020).

They can help organizations to develop new products or services, streamline their processes, reduce costs, and adapt to changes in the market. By fostering a culture of creativity and innovation, organizations can unlock their full potential and achieve sustained success in the long term. Another study by Suhag et al. (2017) examined

how innovation is related to organizations' performance in Pakistan's telecommunications sector. The research focused on three independent variables: product innovation, process innovation, and organizational innovation, with organizational culture as a moderating variable. Data collected using structured questionnaires from 200 employees revealed the positive impacts of product, process, and organizational innovation on organizational performance.

Another study by Soomro et al. (2020) examined the experience and importance of strategic elements in organizational innovation (OI) and organizational learning (OL) and their impacts on organizational performance. Data was acquired using a quantitative approach, using structured surveys of 360 CEOs and employees of different organizations. The findings indicated a positive and significant correlation between strategic factors, organizational innovation (OI), and organizational learning (OL). These strategic factors encompass personal mastery, transformational leadership, a shared vision, proactivity, and the overall environment. Furthermore, the study revealed that organizational innovation (OI) and learning (OL) positively and significantly affect organizational performance.

In their study, Gede Riana et al. (2020) investigated how Human Resource Management (HRM) practices contribute to the creation of innovation and organizational performance. The researchers used a quantitative survey questionnaire and gathered data from 126 managers and middle managers from export-oriented small and medium enterprises (SMEs) in Indonesia. The results revealed that HRM significantly affects both organizational performance and innovation. Further, it was discovered that while innovation positively impacts organizational performance,

concurrent testing showed that innovation alone may also improve organizational performance. Further, Javed (2018) conducted a case study to explore how different types of innovation, including product, process, marketing, and organizational innovation, affect different facets of firm and employee performance within Unilever Pakistan. The collected data from 200 respondents indicated positive effects of innovation types on employee performance, indicating all the innovation types as important factors. Baqal and Surarchith (2018) also analyzed the impact of organizational culture and employee creativity on employee performance within private IT enterprises in India. Data from 132 respondents indicated a significant relationship between organizational culture and employee performance, supporting the acceptance of the first research hypothesis. Also, a significant relationship was identified between employee creativity and performance, confirming the acceptance of the second hypothesis.

A study conducted by Rahmah et al. (2020) examined organizational innovation's impact on organizational performance in Dubai ports international in the UAE. Data gathered from 403 respondents revealed that organizational innovation positively impacted organizational performance within Dubai Ports in the UAE. Al-Dhaafri (2020) also argued that innovation can help organizations adapt to changes and stay ahead of the competition. As today, the fast-paced organizational demands for competitive strategies and innovative ideas to cope with the increased challenges and improve their performance. By continuously developing new ideas and implementing them, organizations can stay relevant and respond to changes in the market, consumer preferences, and technology.

**H2:** Organizational Innovation significantly affects the organizational performance in the Ministry of Interior UAE

### **2.12.3 Organizational Performance and Financial Governance**

According to ElMelegy et al. (2016), organizational creativity is crucial in improving financial governance within an organization. Promoting creativity among employees encourages innovative thinking and problem-solving, enabling the organization to adapt to varying financial landscapes. This adaptability is critical in navigating intricate financial markets and regulatory environments. Creative approaches to financial governance can lead to the development of novel approaches, risk management practices, and efficient resource allocation, eventually contributing to enhanced financial stability.

Furthermore, organizational creativity promotes a culture of collaboration and open communication. Employees from various backgrounds and perspectives come together to develop creative solutions to financial challenges. This collaborative environment promotes sharing insights and expertise, providing a more comprehensive understanding of financial issues. This collective intelligence can be harnessed to design and implement effective financial governance policies and procedures that align with the organization's goals and industry best practices (Duan, 2017). Zaleha Abdul Rasid et al. (2019) examined the relationships between organizational creativity, enterprise risk management (ERM), and financial performance. Data collected from questionnaires distributed to 106 financial institutions (FIs) in Malaysia revealed a significant relationship between enterprise risk management (ERM) and financial performance, highlighting that the successful implementation of ERM necessitates

utilizing advanced organizational creativity. ERM and organizational creativity are complementary elements that play integral roles in financial decision-making, planning, and control (Zaleha Abdul Rasid et al., 2019). Thus, it is proposed that.

**H3.** Organizational Creativity significantly affects the financial governance in the Ministry of Interior UAE.

Table 2. 1  
*Summary of Research Findings*

| Authors                   | Years | Method                             | Country  | Findings                                                                                                                                                                                                                                                                                                      |
|---------------------------|-------|------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tiwana and McClean        | 2015  | Field study                        | USA      | Team creativity results from the integration of individually held expertise of team members, and the quality of intrateam relationships and knowledge complementarities that align the work of individual team members at the project level influence creativity through the process of expertise integration |
| Busaibe et al.            | 2017  | Research perspective               | UAE      | Innovation can also help organizations to streamline their processes and reduce costs. Organizations can increase efficiency and productivity by finding new and better ways of doing things, translating into higher profitability.                                                                          |
| Bigliardi                 | 2018  | Quantitative design, survey method | Italy    | An increased innovation corresponds to improved financial performance. Also, the findings highlighted the significance of innovation in meeting clients' needs and differentiating themselves from competitors in improving financial performance.                                                            |
| Zaleha Abdul Rasid et al. | 2019  | Case study                         | Malaysia | There is a significant relationship between enterprise risk management (ERM) and financial performance, highlighting that the successful implementation of ERM necessitates utilizing advanced organizational creativity. ERM and organizational creativity are                                               |

|                      |      |                                    |          |                                                                                                                                                                                                                                                                                                           |
|----------------------|------|------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |      |                                    |          | complementary elements that play integral roles in financial decision-making, planning, and control.                                                                                                                                                                                                      |
| Abdullah & Valentine | 2019 | Literature Review                  | Malaysia | Financial governance is crucial in organizational performance as it enables organizations to allocate resources efficiently and make informed decisions about investments and operations. With the help of financial creativity, organizations can achieve significant improvements in their performance. |
| Ameen et al.         | 2020 | Quantitative design, survey method | UAE      | The research model accounted for 58% of organizational innovation (OI), indicating a positive direct impact of organizational innovation on organizational innovation (OI) within Dubai Ports World in the United Arab Emirates (UAE).                                                                    |

#### 2.12.4 Organizational Innovation and Financial Governance

According to Atalay et al. (2018), organizational innovation creates streamlined and automated financial systems. By integrating cutting-edge technologies and processes, organizations can improve the accuracy and timeliness of financial reporting, decreasing the risk of errors and financial discrepancies. Automated systems also facilitate real-time data analysis, enabling quicker and more informed decision-making. This enhanced data-driven decision-making supports financial governance by giving leaders the insights to navigate complex financial landscapes and make strategic, informed choices. A study by Ameen et al. (2020) examined how organizational innovation, encompassing product, process, and administrative aspects, affects the financial performance of entities operating under Dubai Ports World in the UAE. The data for this research gathered through a self-administered questionnaire distributed to individuals within DP World in the UAE proposed indicated that the

research model accounted for 58% of organizational innovation (OI), indicating a positive direct impact of organizational innovation on organizational innovation (OI) within Dubai Ports World in the United Arab Emirates (UAE).

Similarly, organizational innovation invests in improving financial governance within an organization. When a culture of innovation is fostered, it encourages employees to think creatively and proactively seek novel solutions to financial challenges. This mindset shift leads to the development and implementation of innovative financial processes and systems, promoting efficiency and effectiveness in resource distribution and management. As a result, financial governance becomes more adaptable and responsive to dynamic market conditions (Kho et al., 2019; Madhani, 2017). In their study, Bigliardi (2018) examined the impact of innovation on the financial performance of small and medium enterprises (SMEs) and investigated how the firm's size may affect this innovation effect. Data gathered through a survey involving 98 SMEs operating in the food machinery industry validated that increased innovation corresponds to improved financial performance. Also, the findings highlighted the significance of innovation in meeting clients' needs and differentiating themselves from competitors in improving financial performance.

**H4.** Organizational Innovation significantly affects the financial governance in the Ministry of Interior UAE.

#### **2.12.5 Effect of Financial Governance on Organizational Performance**

Using financial governance as an important consideration of organizational creativity, the company can develop new products that meet customer needs while ensuring that the investment in the new product is financially viable. Furthermore, Aldohon (2018)

considers financial governance an important tool for organizations to maximize their resources and increase their success. Organizational creativity responds more effectively to changing conditions, allowing them to adapt quickly and grow. Finally, organizational creativity and financial governance can help organizations better serve their communities.

In their study, Lubis et al. (2022) explored the concept of Financial Governance and the status of financial governance in organizations in the City of Bandung. The research used descriptive analysis and found that financial governance refers to the set of policies, procedures, and controls organizations execute to ensure effective and responsible financial resource management. It encompassed the structures and mechanisms that oversee financial decision-making, risk management, and accountability. Organizations' Financial governance status involves evaluating how well these established frameworks and practices function within a precise context. Factors included compliance with regulatory standards, transparency in financial reporting, internal controls' effectiveness, and financial processes' overall integrity. Organizations' financial governance status mirrored how these entities successfully sustain fiscal accountability and ethical financial governance approaches (R. Hassan et al., 2017).

A study by Hakimah et al. (2019) explored the relationship between financial governance, board size, gender diversity, and the profitability of small and medium-sized entities (SMEs) in Indonesia. Using panel data from five years (2013–2017) indicated a significant positive correlation between financial governance and the

profitability of Indonesian SMEs. Also, the analysis reveals that board size and gender diversity significantly influence SME profitability.

Notably, this study involves financial governance as mediating the effect of organizational creativity on organizational performance. The relevant conceptualization is adopted from Baron and Kenny (1986). According to Zouari and Abdelmalek (2020), Baron and Kenny provided a framework for testing whether a variable is a mediator or a moderator using statistical analyses. They suggest that to establish mediation, researchers should demonstrate that the predictor variable is related to the mediator variable, the mediator variable is related to the outcome variable, and the relationship between the predictor variable and the outcome variable is reduced or eliminated when the mediator variable is included in the analysis. In contrast, to establish moderation, researchers should demonstrate that the relationship between the predictor variable and the outcome variable depends on the level of the moderator variable (Sulimany et al., 2021).

#### **2.12.6 Financial Governance and the Relationship between Organizational Creativity and Organizational Performance**

To foster creativity within an organization, it is essential to provide employees with opportunities to develop and utilize their task motivation and expertise (Hirudayaraj & Matić, 2021). This can be achieved by encouraging employees to pursue their interests, allowing them to work on challenging projects and providing opportunities for learning and development. However, motivating the employees, providing them venues to show their skills, all need a strong financial auditing system governed by the specific individuals (Beheshtifar & Kamani-Fard, 2016). Abdullah & Valentine (2019) further noted that financial governance is crucial in organizational performance as it

enables organizations to allocate resources efficiently and make informed decisions about investments and operations. With the help of financial creativity, organizations can achieve significant improvements in their performance.

According to Madhani (2017), financial governance provides the necessary framework for organizations to make strategic investments and manage risk. When combined with organizational creativity, this framework enables organizations to identify and capitalize on new opportunities, optimize existing operations, and adopt the pathway that may ensure improved organizational performance on different levels. Ababneh and Aga (2019) investigated the effects of sustainable financial data governance and political connections on financial reporting quality, decision-making effectiveness, and creative accounting practices. This study collected survey data from 180 individuals from publicly listed firms on the Amman Stock Exchange in Jordan. The findings indicated that (i) sustainable financial data governance significantly impacts creative accounting practices, (ii) political connections effect firms' level of creative accounting practices, (iii) creative accounting practices influence the quality of financial and accounting information reporting, and (iv) the quality of financial and accounting information reporting affects firms' decision-making effectiveness.

Thus, by keeping in view the proposed moderation of financial governance, Wan Yusoff (2018) stated that an organizational creativity with a solid financial governance system could allocate resources effectively to support new services and improve the performance. When employees are encouraged to be creative and develop new ideas, they can identify unmet needs and develop innovative solutions. Thus, in the light of above discussed literature, this study hypothesized that:

**H6:** Financial governance mediates the relationship between organizational creativity and organizational performance.

#### **2.12.7 Financial Governance and the Relationship between Organizational Innovation and Organizational Performance**

According to Busaibe et al. (2017), organizational innovation has a significant impact on the performance of organizations as it is essential for companies to continuously innovate to remain competitive and adapt to changing market conditions. Innovation can help organizations create new products, services, and processes, leading to increased revenue and improved efficiency. Moreover, innovation can also help organizations differentiate themselves from their competitors, resulting in increased market share and improved customer loyalty. Fiador (2018) argued that innovation could be a key driver of organizational growth and sustainability. Consequently, innovation requires significant investment in research and development, the creation of new products and services, and the implementation of new technologies. According to Reddy et al. (2018), integrating innovation requires funding. Financial governance ensures the necessary resources are available to support innovation, including budgeting and forecasting, which helps organizations plan and allocate resources effectively. A study by Sawang and Unsworth (2017) aimed to validate the current best-practice model of innovation implementation in small and mid-size businesses in Australia. The researchers collected data from 135 organizations and found that the innovation model was helpful when applied to strategic financial governance. A study by Hunjra et al. (2010) assessed the relationship between organizational innovation and financial governance practices, encompassing factors such as capital structure decisions, bonus policies, investment appraisal methods, working capital management, and financial performance evaluation within the Pakistani corporate sector. The study

sample comprises forty companies spanning different sectors listed on the Karachi Stock Exchange. The results showed a statistically significant positive association between financial governance practices and organizational innovation in the Pakistani corporate sector.

Abakah (2019) investigated the impact of financial governance practices on the organizational performance of non-governmental organizations (NGOs) focused on biodiversity in Ghana. Data from 235 individuals indicated that NGOs' cash management practices were more active than predicted. Further, the internal financial control systems were effective, and financial reporting and analysis were considered satisfactory. Thus, working capital management practices, internal financial control systems, and financial reporting and analysis significantly affected the performance of Ghana's non-governmental organizations (NGOs).

Guarini and Pattaro (2019) emphasize that the work environment significantly impacts the generation of creative ideas, with factors like an encouraging climate and inspiring personal relationships facilitating organizational creativity. Contrarily, Reinartz et al. (2001) identify barriers such as discrimination, overly rational thinking, unsuitable incentives, and excessive bureaucracy that impede creativity. Models like Mumford's (2000) extend the understanding of organizational creativity by considering interventions at numerous environmental levels: individual, group, organization, and strategy (Dhiman, 2021). K. N. A. Arthur (2017) emphasize the role of organizations' formal methods, instruments, and resource distribution in encouraging meaningful novel behavior. Regardless of whether organizational creativity is studied from a psychological or social-psychological perspective, managerial factors are consistently

highlighted (Veisoh et al., 2018). Organizational stakeholders play an important role in supporting and improving organizational creativity, with leadership styles and specific behaviours, such as creativity approaches affecting the creative work environment (Scheibe & Gupta, 2017; Scuotto et al., 2022; Souto, 2021). N. L. Smith and Green (2020) suggested that organizational stakeholders must adopt strategies based on conformity, perceptiveness, and rapid decision-making to foster team creativity (Olszak et al., 2018).

Additionally, organizations that perceived high benefits from implemented innovations were likely to have a positive attitude toward future innovation adoption. According to Tricker & Tricker (2015), financial governance includes risk management, compliance, financial reporting, and budgeting, which are crucial to ensuring that an organization operates within legal and regulatory requirements while minimizing the risk of financial loss. By having strong financial governance practices, organizations can maintain the trust and confidence of stakeholders, including investors, customers, and employees (Alghalban, 2017; Almehrzi & Sulaiman, 2022; Hock et al., 2019).

Similarly, Gibbert et al. (2015) argued that financial governance includes risk management, compliance, and financial reporting. These processes are crucial to ensuring that an organization operates within legal and regulatory requirements while minimizing the risk of financial loss. By having strong financial governance practices, organizations can maintain the trust and confidence of stakeholders, including investors, customers, and employees. According to Prange and Pinho (2017), transparency and accountability by financial governance is also essential for the

success of innovation initiatives as stakeholders need to understand how their investments are being used and what results are being achieved. By providing clear and accurate financial reporting, organizations can ensure stakeholders are informed and confident in their investment decisions (Van Lancker et al., 2016). Thus, in the light of above discussed literature, this study hypothesized that:

**H7:** Financial governance mediates the relationship between organizational innovation and organizational performance.

### 2.13 Summary

This chapter discussed and cited the literature that supports the study constructs and is consistent with the study problem and objectives. The cited literature further highlights that theories support hypotheses development and create conceptual framework. The next chapter will highlight the methods that will be most suitable to assess these hypotheses to generate the results and ensure generalizability.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses research methodology, including the research philosophy of the study, research design, population, sample size and sampling technique, questionnaire development, measurement of the variables, data collection procedures, reliability and validity and data analysis. First, this chapter discusses the research philosophy, research approach, and design applied in this particular study. Further, study population and sampling approaches are discussed in detail. Then comprehensive details regarding data gathering instrument, design, and measurement items are discussed. Finally, data collection, pilot testing, and data analysis approaches are discussed. Notably, all the selected techniques are supported by both theoretical and empirical literature to further justify their suitability and applications to current research projects.

#### **3.2 Research Philosophy**

Research philosophy is the underlying framework or perspective that directs research design, process, and interpretation (Golsorkhi et al., 2010; Howell, 2012; Žukauskas et al., 2018). It mirrors the researcher's rudimentary beliefs about the nature of reality, knowledge, and the relationship between the investigator and the research

topic. Research philosophy affects the selection of research techniques, data collection approaches, and data analysis techniques (Chen et al., 2011; Saunders et al., 2015; Williamson, 2021).

As stated in the introduction, there are very few research examining the impact of financial governance as a mediator in the relationship between organizational creativity and innovation with organizational performance in the Ministry of Interior in the UAE. Therefore, the primary purpose of this study is to empirically explore the direct influence of organizational creativity and innovation on organizational performance, and to investigate the mediating role of financial governance on the relationship between financial governance and organizational performance. Based on the aims of this study, the next paragraph will discuss the philosophical approach to this research.

According to Xu (2018), the philosophy of research enables researchers and scientists to evaluate alternative Research methodologies and approaches. By gaining knowledge of each method's flaws with the intent of preventing its misuse, there is no need to search. According to R. Smith & Smith (2021), Research philosophy can be separated into two major parts (Bagozzi & Yi, 2012; Novikov & Novikov, 2013): postural (scientific) philosophy and philosophy of interpretation. It has been introduced by the French philosopher Auguste Comte (1798-1857) under the name of the scientific model, which is the most prevalent philosophy in social science. Where Pioneers of this concept believe that researchers can independently analyze social reality (Hendrix et al., 2019). Moreover, it is based on positivism, referring to the notion that social existence can be represented quantitatively through correlation and

experimentation to determine cause-and-effect links between variables (Creswell, 2009). Based on the problem and aims of current research, it is also based on positivist research philosophy. Notably, positivist researchers consider that the social world can be examined the same way as the natural sciences, highlighting objectivity, measurability, and the identification of cause-and-effect relationships. Positivism usually involves quantitative research techniques.

Most significantly, it employs deductive research pioneers in the positivist school of thought, which aids in evaluating hypotheses that suggest causal correlations between variables that are assumed to be true (Bista, 2017). Deductive research's main goal is to help the researcher reach generalizable conclusions so that a theory review can be conducted. In this regard, Jahn, (2010) argued that positivists support value-free science since they seek for precise quantitative measures that aid in the statistical testing of causal hypotheses while also supporting the replication of investigations. Constructivism—also known as the explanatory model was proposed by (L. Yu, 2015). In contrast to positivism, the explanatory model's philosophy is predicated on the notion that the researcher can qualitatively examine human social life employing a variety of methodologies, including interviews, direct observation, and other methods (Gregory & Muntermann, 2011). Additionally, Interpreters view social reality as a social subjective construct in which participants and researchers frequently collaborate to comprehend an event from a person's point of view (Grinchenko, 2020).

It can be concluded that while knowledge itself carries significant pre-assumptions about the way the researcher views the world, research philosophy is about the growth of knowledge. Therefore, the type of research philosophy chosen may rely on the type

of questions asked and the setting of this study; as a result, the research philosophy used in this study is the positivist philosophy. Due to the quantitative character of the research, the study intends to quantify the relationship between organizational creativity and innovation in organizational performance in the Ministry of Interior in the UAE. As well as financial governance as a mediator in this study.

### **3.3 Research Approach**

The current study is based on the quantitative approach, as it examined the relationship between the independent variables (organizational creativity and innovation) and the dependent variable (organizational performance) through the mediating variable (financial governance) in the Ministry of Interior in the United Arab Emirates. According to (Gerald Amandu Matua, 2014), Quantitative research design holds considerable significance in the research process. It allows researchers to systematically analyze and interpret phenomena using numerical data, enabling a structured and objective approach to investigation. This design is important as it allows for the meticulous measurement of variables, enabling accurate and reliable data collection. This precision improves the replicability of studies, as other researchers can reproduce or confirm the results based on the provided numerical information (Bray et al., 2014; Gaus, 2017). According to (Gaus, 2017), quantitative research design sustains establishing causal relationships between variables. Researchers can use statistical techniques to determine patterns, correlations, and dependencies among variables, contributing to a more in-depth interpretation of the relationships within a phenomenon under study. According to (Barrett & Bolt, 2014), quantitative design facilitates generalizability. The large sample sizes usually associated with quantitative research improve the power to generalize findings to broader populations. This

characteristic is especially useful for informing policies, making predictions, or drawing conclusions relevant beyond the specific study context.

Quantitative research design also provides hypothesis testing. Researchers can develop clear hypotheses and use statistical analyses to evaluate the significance of relationships or variable discrepancies. This stringent testing contributes to the overall robustness and validity of research results. The objectivity intrinsic in quantitative research design reduces the impact of researcher bias. Standardized data-gathering techniques and statistical approaches help confirm the results' reliability and validity, improving the research's credibility.

Researchers usually adopt an inductive approach when they are concerned with the context in which qualitative phenomena occur and they try to evolve a new theory from data analysis. On the other hand, deductive approach is used when researchers intend to prove the validity of an existing theory with empirical evidence by analyzing quantitative data (Tsai, 2019). Scholars, like Mallia (2014) mentioned that researchers who use the deductive approach, have comprehension about the world mechanisms and they want to test that empirically. They usually begin with extracted ideas, and then deal with the logical relationship among concepts to reach specific empirical evidence. On the contrary, researchers who follow an inductive approach start from extensive observations of the phenomenon to reach more abstract ideas to build their theories from the ground-up.

According to Woiceshyn & Daellenbach (2018), for the social sciences and business-related fields, quantitative is an appropriate and frequent method for gathering empirical evidence, in addition to being able to establish and validate the relationship between variables. In addition, a quantitative research design is regarded as one of the most appropriate methods for exploring or assessing the relationships between connected variables, as well as tested theories, models, and hypotheses (Pandey, 2019). Besides, descriptive research will be employed, as this technique is typically used to examine, describe, or relate the qualities of a person, an event, or a circumstance (DeGracia et al., 2014).

### **3.4 Research Design**

Research designs are usually helpful in determining and highlighting the most suitable approaches selected in a study. The research designs are helpful as they are consistent with the study problem and hypotheses. Thus, this study is also based on cross-sectional design. As according to Schoonenboom & Johnson (2017), the cross-sectional design is a research methodology used in social sciences, psychology, and public health. It involves collecting data from a population or sample at a single point, usually through survey questionnaires. The cross-sectional design aims to analyze the relationships between variables or factors at a specific time.

Cross-sectional study design is essential in research for several causes. It helps researchers capture a population's snapshot at a precise point in time, providing practical insights into the prevalence, distribution, and relationships of different factors. According to Abbott and McKinney (2013), cross-sectional studies offer a brief and efficient way to gather data on a wide range of variables within a population.

Researchers can comprehensively comprehend the population's characteristics at a precise moment by examining diverse variables simultaneously. Bloomfield (2019) argued that cross-sectional studies are well-suited for specifying the prevalence of a certain condition, behavior, or characteristic within a population. This information is important for planning, resource allocation, and developing practical strategies. They are usually more cost-effective and less time-consuming compared to longitudinal studies. They provide practical data without long-term follow-up, making them appropriate for researchers with limited resources or time restrictions. The information collected from cross-sectional studies can inform policy decisions and strategic planning. Policymakers can use prevalence data and associations to design targeted interventions and distribute resources effectively. Researchers can compare various subgroups within the population to specify disparities or divergences in the prevalence of individual factors. This can guide efforts to address precise necessities within subpopulations (Kesmodel, 2018; Pandis, 2014; Setia, 2016; X. Wang & Cheng, 2020).

Tennant et al. (2007) further argued that a researcher collects data on various variables from a group of individuals or units at a specific time. The data collected may include demographic information, attitudes, behaviors, or other relevant factors. The researcher then analyzes the data to identify patterns or relationships between the variables. According to Westera et al., (2016), the importance of cross-sectional design lies in its ability to provide a snapshot of a population or sample at a specific point in time. This can be useful in identifying trends and patterns in behavior, attitudes, or other factors. Cross-sectional research can also help identify risk or protective factors for certain outcomes or behaviors. Additionally, Marshall & Jonker, (2010) consider

the cross-sectional design is often more practical and cost-effective than other research designs, such as longitudinal studies, which can take years to complete. Cross-sectional studies can be conducted relatively quickly and may require fewer resources.

### **3.5 Population, Unit of Analysis, Sample Size and Sampling Technique**

#### **3.5.1 Population of the Study**

According to Hawkins & Sanson-Fisher (2007), population always brings up such group of people, events, or points of interest that can be a focus point for the researcher to investigate. This is also consistent with description of a research community by (Fetters et al., 2013), which was given as a group of individuals whose traits may be identified, shared, and analyzed. In other words, the study population consists of all the components connected to the research question that the researcher hopes to generalize from to draw conclusions.

The research population is a crucial aspect of any study, shaping the selection and attributes of the participants involved. The significance of this phenomenon lies in its impact on the generalizability, external validity, and pertinence of research findings. A well-defined research population contributes to the overall quality and relevance of the study as detailed consideration of the research population permits researchers to select participants that are representative of the broader population of attention. This improves the study's external validity, allowing researchers to generalize their results to a larger group beyond the sampled participants (Schoonenboom & Johnson, 2017). Also, considerate population design mitigates selection bias, assuring that the selected participants portray the larger group fairly. This is important for the credibility and reliability of research results. Further, the size and characteristics of the research population affect the resources needed for data gathering and analysis. A well-defined

population design helps researchers to optimize resource distribution and cost-effectively complete the investigation. Besides, transparently defining the research population improves the replicability of the study. Other researchers can better replicate or build upon the research when the population attributes are distinctly enunciated (Aizpurua, 2020; J. Arthur et al., 2012). Table 3.1 provides summary of the total number of employees in the MOI.

Table 3. 1  
*Number of Employees in the MOI (hierarchal level). Source: (UAE Ministry of Interior, 2022).*

| Level                | Number of Employees |
|----------------------|---------------------|
| Senior Management    | 70                  |
| Middle Management    | 150                 |
| Supervisor           | 300                 |
| Administrative Staff | 750                 |
| Operational Staff    | 2,136               |

Therefore, all officers working in the Ministry of Interior in the UAE of various military ranks have been defined as the research community for the purposes of this study. The Ministry of Interior in the UAE consist of more than 3411 personals with an estimated revenue of 5000 USD to 5 million USD according to the statistics of the General Administration of human resources for the month of March 2022, by refer to the organizational structure of the Ministry of Interior. (UAE Ministry of Interior, 2022). The relevant ministry is working under Saif bin Zayed Al Nahyan and currently having workforce individuals both from the UAE and other different regions from the world.

### **3.5.2 Unit of Analysis**

The unit of analysis for this study is Ministry of Interior UAE of three distinct levels: individual (employees, managers, and senior-level personnel), group (departments or teams), and organizational as a whole. Zikmund (2000) maintained that the unit of analysis refers to the level of investigation the study focused on. The researcher must specify whether the level of investigation will focus on the collection of data about organizations, departments, work groups, individuals, or objects (Zikmund, 2000). Commonly, the unit of analysis is divided into three groups: individual, dyads and group (Sekaran & Bougie, 2010). In this study, By analyzing these three levels, the study aims to offer a holistic view of the Ministry's organizational dynamics and performance, providing actionable insights for policy and practice improvements.

### **3.5.3 The Sample Size**

The research sample is a distinct and specifically chosen subgroup within the research community; distinct in that it shares the community's traits; and specifically chosen from the population of the study (Sim et al., 2018). The term "study sample" refers to the group that the researcher selects to be the source of his data collection throughout his research. Normally researcher select sample when the population is dispersed in the same proportions across the society (Vasileiou, 2018).

On the other hand, according to Fink (1995), signifies the size of the sample, or the number of population units that must be surveyed to get accurate and reliable results. So, the researcher uses sampling to determine the proper amount of sample size. To draw a broad conclusion about society. The importance of sample selection becomes evident, especially in studies where the study population is large. Additionally, selecting a sample allows the researcher to produce results that are reliable, reduce

costs, and reduce errors that could occurred when collecting data by questionnaire (Myers et al., 2010).

Researchers usually face the challenge of dealing with a target population that is too vast for comprehensive study. Finite resources, including time and finances, may make it unworkable for a researcher to handle many subjects or cover an extensive geographic area. Thus, constraints such as cost, and time make it challenging to research the whole population. In such cases, studying a representative part of the population, known as a sample, becomes essential, suitable, and feasible (Dattalo, 2008; Festing, 2018; J. P. Verma & Verma, 2020). Sampling becomes necessary for effective research when the population under investigation is too vast for a complete census. (Wunsch & Gades, 1986) define sampling as selecting a part of a population to characterize the entire population. To confirm the effectiveness and credibility of research, it is important to sample a reasonable portion of the population, helping for reliable generalization of findings. A sample is a subset of individuals selected from a larger population for data-gathering purposes. It involves selecting a relatively nominal group of people from the population to investigate.

Optimal sample selection is important for minimizing the cost of sampling errors, emphasizing the significance of choosing an appropriate sample size. According to (Vasileiou, 2018), adequate sample size is required for any research, as a sample that is too small may not accurately represent the population and could lead to Type I errors—erroneously repudiating a finding that should be accepted. Contrarily, (Faber & Fonseca, 2014) argue that an excessively large sample size is inappropriate as it may result in Type II errors—accepting a result that should be rejected. Keeping a balance

in sample size is important for acquiring reliable and valid research results (Faber & Fonseca, 2014; Memon et al., 2020).

Consequently, Krejci and Morgan (1970) have provided a table to simplify the decision for determining sample size from a given population. The sample size for a given population of 3411 = 346 (Government of UAE, 2022). Hence, it is deduced that the sample size from a given population of 3411 would be = 346 to complete the survey using the questionnaire protocol (Krejcie & Morgan, 1970).

One of the most used methods is the Krejci and Morgan sampling method. To simplify the process of determining the sample size for a finite group, Krejci and Morgan (1970) introduced a table using the sample size formula for a finite population. Table 3.1 shows the sampling selection table assuming a 5% error rate and 95% accuracy. Assuming that the study population is estimated at 3411 employees, the target sample for this study is 356 participants.

Table 3. 2  
*Krejci and Morgan Sampling Calculator Table*

| Table 3.1                                               |    |     |     |     |                                |      |     |        |     |
|---------------------------------------------------------|----|-----|-----|-----|--------------------------------|------|-----|--------|-----|
| Table for Determining Sample Size of a Known Population |    |     |     |     |                                |      |     |        |     |
| N                                                       | S  | N   | S   | N   | S                              | N    | S   | N      | S   |
| 10                                                      | 10 | 100 | 80  | 280 | 162                            | 800  | 260 | 2800   | 338 |
| 15                                                      | 14 | 110 | 86  | 290 | 165                            | 850  | 265 | 3000   | 341 |
| 20                                                      | 19 | 120 | 92  | 300 | 169                            | 900  | 269 | 3500   | 346 |
| 25                                                      | 24 | 130 | 97  | 320 | 175                            | 950  | 274 | 4000   | 351 |
| 30                                                      | 28 | 140 | 103 | 340 | 181                            | 1000 | 278 | 4500   | 354 |
| 35                                                      | 32 | 150 | 108 | 360 | 186                            | 1100 | 285 | 5000   | 357 |
| 40                                                      | 36 | 160 | 113 | 380 | 191                            | 1200 | 291 | 6000   | 361 |
| 45                                                      | 40 | 170 | 118 | 400 | 196                            | 1300 | 297 | 7000   | 364 |
| 50                                                      | 44 | 180 | 123 | 420 | 201                            | 1400 | 302 | 8000   | 367 |
| 55                                                      | 48 | 190 | 127 | 440 | 205                            | 1500 | 306 | 9000   | 368 |
| 60                                                      | 52 | 200 | 132 | 460 | 210                            | 1600 | 310 | 10000  | 370 |
| 65                                                      | 56 | 210 | 136 | 480 | 214                            | 1700 | 313 | 15000  | 375 |
| 70                                                      | 59 | 220 | 140 | 500 | 217                            | 1800 | 317 | 20000  | 377 |
| 75                                                      | 63 | 230 | 144 | 550 | 226                            | 1900 | 320 | 30000  | 379 |
| 80                                                      | 66 | 240 | 148 | 600 | 234                            | 2000 | 322 | 40000  | 380 |
| 85                                                      | 70 | 250 | 152 | 650 | 242                            | 2200 | 327 | 50000  | 381 |
| 90                                                      | 73 | 260 | 155 | 700 | 248                            | 2400 | 331 | 75000  | 382 |
| 95                                                      | 76 | 270 | 159 | 750 | 254                            | 2600 | 335 | 100000 | 384 |
| Note: N is Population Size; S is Sample Size            |    |     |     |     | Source: Krejcie & Morgan, 1970 |      |     |        |     |

There are two distinct approaches i.e., Probability and Non-Probability. Probability samples in which samples are used to select the sample. Other than the probability, which is related to the sample size's appropriateness, validity, and dependability (Kenpro, 2012) higher reliability and credibility for probability sampling than non-probability sampling approach. This is because probability samples can be used when applying the society checks random selections and ostensibly component decisions with non-zero odds of the options. Probability sampling method is applied when researcher wants to generalize when sample is not probabilistic to the society. It is unrepresentative skewed sampling technique. This implies that no one from the community has a known or established opportunity to be chosen as a topic.

Whilst there are five types of probability sampling, including simple random sample, systematic random sample, multiple-stages sampling, stratification, and cluster sampling. It can be employed when time or other considerations are more essential than generalization (Myers et al., 2010). Additionally, there are two non-probability sampling types: convenient sampling and snow-ball sampling (Taherdoost, 2016).

The sampling method for this research is probability sampling with simple random sampling. Notably, use of probability sampling with simple random sampling in this research is justified due to its strengths in ensuring representativeness, minimizing bias, facilitating statistical inference, ease of implementation, transparency, and maintaining statistical validity. Randomly selecting units from the population with equal probability guarantees that every member has a fair chance of inclusion, enhancing the generalizability of findings and reducing the risk of selection bias. Furthermore, the straightforward nature of simple random sampling enables easy replication and documentation of the sampling process while also allowing for accurate calculation of statistical parameters such as margin of error and confidence intervals. Adopting probability sampling with simple random sampling underscores the methodological rigour and reliability of the research findings, making it suitable for drawing valid conclusions about the population. As observed by Kenpro (2012) simple random technique allows the researcher to believe that sample characteristics refers to the total population.

### **3.6 Questionnaire Development**

Designing a questionnaire is a critical part of research that significantly affects the quality and reliability of gathered data (Jonker & Pennink, 2010). A well-constructed

questionnaire confirms that the research objectives are met, and the data acquired are relevant and meaningful. The questionnaire serves as a preliminary instrument for data gathering, allowing researchers to collect information from participants systematically (Banker & Kauffman, 2004; Forza, 2002; Rungtusanatham et al., 2003). The questions' transparency and precision directly affect the responses' precision and completeness, contributing to the overall reliability of the data. Also, a carefully prepared questionnaire helps handle the research objectives effectively. Each question is aligned with the clear goals of the study, guiding respondents to provide information relevant to the research aims. The questionnaire design is important for promoting consistency in data collection. Specific questions help minimize variations in interpretation among respondents, decreasing the risk of measurement errors and improving the reliability of the collected data. According to (Mariotto et al., 2014), a well-structured questionnaire promotes comparability across respondents and groups. Constant formatting and wording enable researchers to examine and compare responses, drawing meaningful discernment from the data and making valid cross-sectional or subgroup comparisons. The design of a questionnaire affects participant engagement and cooperation. Clarity in instructions, question phrasing, and presentation can improve the respondent's familiarity and readiness to provide objective and reflective answers, contributing to the overall quality of the gathered data (Brown, 2004; Dźwigoł & Dźwigoł-Barosz, 2018; Frohlich, 2002; Thomas, 2004).

Any quantitative study must consider questionnaire design because of how crucial it is to attain the study's major goals. More importantly, the questionnaire's primary purpose is to assist in gathering the responses of the intended respondents. Second, measurement error is reduced or avoided when the questionnaire is thoughtfully

prepared and organized (Vasileiou, 2018). A thorough literature evaluation must validate the questionnaire's content, and it must also be congruent with the study's goals and research questions (Lillis & Mundy, 2005; Melnyk et al., 2012). In spite of this, professional advice must be obtained to guarantee the validity and clarity of the questionnaire that will ultimately be created and used (Kypri et al., 2004). On the other hand, all the questionnaire's variables will be written in Arabic as determined by the available literature. This is because it is the respondents' mother language. As the candidate supervisor and discussion committee speak and understand English that's why English version also kept.

Thus, the questionnaire was comprised of a cover letter and questions which were segmented into 3 themes. The cover letter briefly demonstrated the aim of the research and confidentiality of data collected in addition to general information for filling out the questionnaire form. First, the questionnaire collected information regarding research sample's personal data, which is (gender, nature of work, years of experience and Academic Qualification). The first theme was about the data related to mediator variable i.e., financial governance. It has four basic dimensions: financial policies, disclosure and transparency, accountability, and data security risk management. Each dimension is composed of six items which are adopted by previous studies. Moving to the second theme deals with organizational creativity. This theme will contain six items to inquire about the organizational creativity in the Ministry of Interior UAE. The third theme will be based on the innovation in organizations and the relevant theme will be based on questions posed at investigating which innovations are selected, employed, and further lead to perceived organizational performance. Each dimension is comprised of six items. Lastly, the third theme elaborates the information

related to dependent variable i.e., organizational performance in the MOI. This theme is comprised of 10 items; in a row, which are adopted from previous studies. Five-point Likert scale will use in this study, ranging from 1 = “Strongly Disagree” to 5 = “Strongly Agree” (Rusu Mocănașu, 2020).

### **3.7 Measurement of the Variables**

In this section, we discuss the operational definitions and measures that have been adopted from previous studies related to the research variables.

#### **3.7.1 Financial Governance**

The mediating variable “Financial Governance” will be assessed by using four dimensions including financial policies, disclosure and transparency, accountability, and data risk management. Each dimension will be comprised of five items to investigate in detail the relevant phenomenon (Gibbert et al., 2015) in the context of the Ministry of Interior UAE. Table 3.2 summarizes the dimensions and measurement items regarding financial governance.

The selection of the mediating variable "Financial Governance" and its assessment using four dimensions aligns with the research objectives and context of the study within the Ministry of Interior UAE. Financial governance plays a critical role in organizational decision-making, resource allocation, and accountability, making it a pertinent factor to examine in the context of organizational performance. By assessing financial governance across dimensions such as financial policies, disclosure and transparency, accountability, and data risk management, the research aims to understand how financial practices and procedures influence organizational outcomes

comprehensively. Utilizing a multidimensional approach with five items per dimension allows for a thorough investigation of each aspect of financial governance, ensuring a nuanced and detailed analysis that captures the complexities of financial management within the Ministry of Interior UAE. This approach enhances the validity and reliability of the research findings, providing valuable insights for organizational improvement and decision-making.

Table 3. 3  
*Financial Governance*

| No | Financial Policies                                                                                                                 | Source(s)              |
|----|------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1  | MOI Have total marketing idea assessment systems that separate creation from evaluation and look beyond simple financial analysis. |                        |
| 2  | The MOI applies clear and consistent financial policies and procedures.                                                            |                        |
| 3  | The MOI updates financial policies and procedures in accordance with the necessary changes and leading global practices.           | (Gibbert et al., 2015) |
| 4  | The MOI is keen to disseminate financial policies and procedures to all employees, and training is done on them.                   |                        |
| 5  | The MOI documents and periodically evaluates financial policies and makes the necessary improvements thereto.                      |                        |

| <b>Disclosure and Transparency</b>   |                                                                                                                                                                                           | <b>Source(s)</b>       |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1                                    | MOi ensure that its disclosures are understandable and accessible to stakeholders, including those with limited financial or technical expertise.                                         | (Gibbert et al., 2015) |
| 2                                    | MOi have a clear policy on disclosure and transparency.                                                                                                                                   |                        |
| 3                                    | MOi ensure that all relevant information is disclosed in a timely and accurate manner to stakeholders, such as investors and customers.                                                   |                        |
| 4                                    | At the MOi types of information are typically disclosed.                                                                                                                                  |                        |
| 5                                    | MOi handle sensitive or confidential information, such as trade secrets or personal data? Is there a policy in place for protecting this information while still maintaining transparency |                        |
| 6                                    | MOi have a process for responding to requests for information from stakeholders, such as investors or journalists.                                                                        |                        |
| <b>Accountability</b>                |                                                                                                                                                                                           |                        |
| 1                                    | MOI have a culture of accountability, where employees are encouraged to take ownership of their work and are held responsible for their decisions.                                        | (Gibbert et al., 2015) |
| 2                                    | MOI monitor and evaluate its own accountability practices.                                                                                                                                |                        |
| 3                                    | MOI ensure that all employees are held accountable for their actions and decisions.                                                                                                       |                        |
| 4                                    | MOI handle situations where an employee fails to meet performance or conduct standards.                                                                                                   |                        |
| 5                                    | MOI have a process for investigating and addressing complaints or grievances from employees, customers, or other stakeholders.                                                            |                        |
| 6                                    | MOI ensure that its suppliers and business partners are held accountable for their actions and decisions.                                                                                 |                        |
| <b>Data Security Risk Management</b> |                                                                                                                                                                                           |                        |
| 1                                    | MOI Have a stated and working strategy of Data Security Risk Management                                                                                                                   | (Gibbert et al., 2015) |
| 2                                    | MOI Develop structural mechanisms for Data Security Risk Management.                                                                                                                      |                        |
| 3                                    | MOI Reward management creativity and Data Security Risk Management.                                                                                                                       |                        |
| 4                                    | MOI Create a Data Security Risk Management vision/strategic intent.                                                                                                                       |                        |

- 5 MOI Treat employees as a vital resource for building competitive advantage in Data Security Risk Management.
- 

### 3.7.2 Organizational Creativity

Notably, the organizational creativity will be measured by two directions including Task Motivation and Skills and Process (Cameroon, 2010). First, the Task Motivation will be based on six root questions examining the items focusing factors addressing the task motivation as a part of organizational creativity in Ministry of Interior UAE. Further, the second sub-construct for measuring organizational creativity will be skills and processes that help the employees to think creatively and ensure maximum productivity. The relevant sub-construct will also contain six root questions. Table 3.3 summarizes the items proposed for measuring organizational creativity through task motivation and skills and process.

The decision to measure organizational creativity through two dimensions, Task Motivation and Skills and Process, is supported by the literature and tailored to the specific context of the Ministry of Interior UAE. *Organizational creativity* is a multifaceted concept encompassing individual motivation and the skills and processes that facilitate creative thinking and productivity. By assessing creativity through these two directions, the research can comprehensively understand how creativity manifests within the organization. Task Motivation focuses on intrinsic factors that drive employees to engage in creative endeavours, aligning with research indicating the importance of intrinsic motivation in fostering creativity. Similarly, the Skills and Process dimension acknowledges the role of individual capabilities and organizational procedures in enabling creative problem-solving and innovation. Utilizing six root questions for each sub-construct ensures a thorough exploration of key aspects related

to organizational creativity, providing valuable insights for enhancing creativity and innovation within the Ministry of Interior UAE.

Table 3. 4

*Organizational Creativity*

| S/R. | Task Motivation                                                                                                                                                   | Source(s)        |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1    | MOI have requited relevant managers to have objectives for process innovation and evaluate their performance relative to these objectives                         | (Cameroon, 2010) |
| 2    | MOI have Encourage new ideas and risk taking with processes                                                                                                       |                  |
| 3    | MOI have Value and practice openness with respect to products                                                                                                     |                  |
| 4    | MOI have product idea/innovation champions                                                                                                                        |                  |
| 5    | MOI have formal product idea assessment systems                                                                                                                   |                  |
| 6    | MOI have creative managers and their contributions in high esteem<br>MOI have Treat employees as a vital resource for building competitive advantage in processes |                  |
| S/R. | Skills and Process                                                                                                                                                |                  |
| 1.   | MOI have processes that are used in a variety of contexts, including business, manufacturing, healthcare, and project management.                                 | (Cameroon, 2010) |
| 2.   | MOI have effective processes help to ensure that tasks are completed efficiently and effectively, and that resources are used optimally.                          |                  |
| 3.   | MOI employees have the necessary skills and expertise to perform their roles effectively.                                                                         |                  |
| 4.   | MOI employees have skills and processes are critical to achieving success in a variety of fields.                                                                 |                  |
| 5.   | MOI have cross-functional and customer/supplier process redesign/engineering teams                                                                                |                  |
| 6.   | MOI have a market orientation for creating processes (it is close to its customers)                                                                               |                  |

### 3.7.3 Innovation

The second predictor of current research is “Innovation” and is aimed to measure the relevant construct in the context of the Ministry of Interior (MOI). These are a total of

10 items to measure the innovation linked up with the queries focusing on innovation strategies ensuring organizational innovation in a general context (Nelson, 2018). Table 3.4 indicates the items for measuring the innovation in the MOI, UAE.

The selection of "Innovation" as a predictor variable aligns with the research objectives and the unique context of the Ministry of Interior UAE. Innovation is crucial for organizational adaptation, improvement, and competitiveness, making it a relevant predictor of organizational performance. By assessing innovation through 10 items, the research aims to capture various dimensions of innovation strategies within the Ministry of Interior. These items focus on factors such as innovation culture, processes, and initiatives, reflecting the multifaceted nature of organizational innovation. Drawing from established literature on innovation strategies, the selected items provide a comprehensive framework for evaluating innovation practices and identifying areas for enhancement within the Ministry of Interior UAE. This approach facilitates a deeper understanding of how innovation contributes to organizational performance and lays the groundwork for fostering a culture of innovation and continuous improvement within the ministry.

Table 3. 5  
*Innovation in MOI*

| No | Innovation Strategies in Organizations                                                                 | Source(s)       |
|----|--------------------------------------------------------------------------------------------------------|-----------------|
| 1  | MOI hold creative process employees and their contributions in high esteem                             | (Nelson, 2018). |
| 2  | MOI have a stated and working strategy of process innovation (includes process redesign/reengineering) |                 |
| 3  | MOI have developed structural mechanisms for process redesign/reengineering initiatives                |                 |
| 4  | MOI have encouraged creativity and innovation from the employees.                                      |                 |
| 5  | MOI have Create a vision/strategic intent for process innovation                                       |                 |

- 6 MOI have Treat employees as a vital resource for building competitive advantage in processes
  - 7 MOI utilize "individuals" and "teams" in "the" organization "to" develop "ideas" for "change."
  - 8 MOI take "the" initiative "to" introduce "change" responding "to" opportunities.
  - 9 MOI experiment on a small scale to test new approaches or ideas."
  10. MOI seek to answer questions or get new ideas by using prototypes or experiments, e.g., Let's see what happens if...."
- 

#### 3.7.4 Organizational Performance

Finally, the dependent variable “Organizational Performance” will be measured by 6 survey questionnaire items. Notably, the first two items are adopted from the study by (Ban, 2016) measuring the organizational performance in the general context. Further, the next four questions are adopted from the research report by (Forum of Federations, 2008). Table 3.5 shows the survey items adopted to measure the organizational performance in context of the Ministry of Interior (MOI).

The selection of "Organizational Performance" as the dependent variable is critical for assessing the overall effectiveness and success of the Ministry of Interior UAE. Organizational performance is a key indicator of the ministry's ability to achieve its goals, deliver value to stakeholders, and fulfil its mission. By utilizing a survey questionnaire with six items, the research aims to capture various dimensions of organizational performance tailored to the context of the Ministry of Interior. Drawing from established measures adopted in previous studies, it ensures reliability and validity in assessing organizational performance within the specific context of the ministry. These survey items cover efficiency, effectiveness, responsiveness, and

stakeholder satisfaction, providing a comprehensive framework for evaluating the ministry's performance outcomes. This approach enables the research to generate valuable insights into the strengths and weaknesses of the ministry's performance and identify areas for improvement to enhance overall organizational effectiveness and impact.

Table 3. 6

*Organizational Performance on MOI*

| No | Organizational Performance                                                       | Sources                                     |
|----|----------------------------------------------------------------------------------|---------------------------------------------|
| 1  | MOI have increased growth rate of employees as compared to last two years.       |                                             |
| 2  | Activities by MOI have significantly increased regarding law enforcement.        |                                             |
| 3  | MOI has excelled in integrating new strategies for peace and integrity.          |                                             |
| 4  | MOI is coordinating with other organizations to ensure peace and sustainability. | (Ban, 2016)<br>(Forum of Federations, 2008) |
| 5  | MOI has significantly contributed to improving governance in the country.        |                                             |
| 6  | MOI ensures attainment of strategic objective in a best possible manner.         |                                             |
| 7  | MOI has achieved greater success in the past three years                         |                                             |

### 3.8 Data Collection Procedures

According to (Zozus, 2017), data collection is a critical step in research as it forms the basis for analysis and interpretation. Researchers can only draw significant conclusions or make informed decisions with precise and relevant data. Data helps researchers collect information on the variables they are studying, providing a basis for their investigations. (Bicalho et al., 2017) argued that data collection provides the reliability and validity of research results. Thus, the data was collected in 2022/2023

since the survey was dispersed in various regions based on the researcher's decision to account for the sufficient diversity of personnel. Besides, the questionnaire distributor explained to the participants the purpose of the research and instructions giving them sufficient time to fill out the questionnaire before collecting it. The data collection was based on personally visiting the selected study respondents to provide them with the study details and guidance regarding filling up the survey questionnaires (Dzwigol, 2022; Patel, 2016; G. Wang et al., 2022). Notably, by systematically gathering data, researchers can reduce bias and errors, improving the credibility of their results. Rigorous data-gathering practices contribute to the overall quality of research, making it more robust and trustworthy in the eyes of the scientific community and the wider audience (Aguinis, 2019; G. George et al., 2016). According to (Lancaster, 2007), data collection facilitates the identification of patterns, directions, and relationships within the information they collect. This helps discover new insights, verify hypotheses, or refute prior assumptions. The systematic and organized nature of data gathering enables researchers to reveal meaningful patterns, contributing to a deeper understanding of the subject under study.

### **3.9 Pilot Testing**

Pilot testing is a critical research phase involving a small-scale trial run of the study's methods and practices. This practice holds great significance as it helps researchers determine and rectify potential issues or flaws in their research design before conducting a full-scale study. By piloting, researchers can assess the feasibility of their data-gathering tools, survey questions, or experimental protocols, ensuring they clearly, understandably, and effectively estimate what they intend to study. According to Gable (1994), pilot testing assists in refining and optimizing the research procedure.

Researchers can evaluate the practicality of their chosen approaches and adjust based on the feedback and observations from the pilot phase. This iterative technique allows for fine-tuning research procedures, enhancing the overall efficiency and efficacy of the study (Tawil et al., 2014; Tehseen et al., 2017).

Thus, before the actual data gathering, this study conducted pilot testing to assess potential errors or inadequacies that may affect the reliability and overall generalizability of results (Gable, 1994; Radhakrishna, 2007; Thabane et al., 2010). According to Dikko (2016), pilot testing is crucial in developing and implementing any new product or service based on a small-scale trial of the product or service in a controlled environment before its full-scale launch. The purpose of pilot testing is to identify and address any issues or problems that may arise in the early stages of development so that they can be fixed before the product or service is released to the public. Kennedy et al. (2019) argued that pilot testing helps to ensure that the final product or service is of high quality and meets the needs and expectations of its target audience. Additionally, it provides valuable feedback and insights that can be used to make informed decisions about the product or service, such as its pricing, marketing strategy, and future development.

Thus, the pilot test involved a sample of  $n = 60$  respondents, and the relevant respondents will not be part of the formal data gathering process. Notably, the sample size of the pilot testing will be based on the already existing criteria (Schabowsky, 2010) a sample size of  $n = 50$  to  $n = 100$  respondents ideal for the relevant assessment. Further, to conduct the pilot testing, the Cronbach alpha values will be calculated to test the reliability of the data gathering tool. As noted by Kennedy et al. (2019) the

reliability test is dictated by determining the extent of systematic variation in a scale, which should be possible by deciding the relationship between the scores acquired from various respondents to the scale. Consequently, if the relationship in the reliability test is high and the scale yields steady outcomes, it means that the items are reliable. Cheung & Wang (2017) define reliability as “the assessment of the level of consistency among multiple measurements of a construct.” Thus, a reliability test of the instruments will be performed to specify the consistency of the items utilized to measure a construct. The reliability of the instrument means that when used frequently the measurement will show the same findings. Thereby, with the purpose of ensuring the consistency of measurement instruments, this research will use Cronbach’s alpha coefficient method as recommended.

Zhao & Zhang (2022) highlighted that coefficient scores between 0.5 and 0.6 are considered weak, scores between 0.6 and 0.7 are considered moderate, scores between 0.7 and 0.8 are considered very good, and scores between 0.8 and 0.9 are considered excellent. An Alpha coefficient range equal to or more than 0.9 is highly regarded (Agbo, 2010; Bujang et al., 2018; Christmann & Van Aelst, 2006; Tavakol & Dennick, 2011). Sun et al. (2007) provided a rule of thumb to assess the internal consistency of the instrument, as shown Table below:

Table 3. 7  
*Rules of Thumb for Internal Consistency*

| Internal Consistency | Alpha value |
|----------------------|-------------|
| Excellent            | >.90        |
| Good                 | >.80        |
| Acceptable           | >.70        |
| Questionable         | >.60        |
| Poor                 | >.50        |
| Unacceptable         | <.50        |

Thus, the pilot testing was conducted in this research study to examine the validity and reliability of current research instrument. For the relevant purposes, a sample of 60 respondents was chosen based on the rule of thumb suggested by (Fraser et al., 2018). As shown in Table 4.1, the Cronbach alpha values of all the constructs exceed the threshold 0.7 (Amirrudin & Nasution, 2021; Wadkar et al., 2016), indicating the reliability of the study instrument.

Table 3. 8  
*Pilot Testing Results*

| Variables                  | Cronbach Alpha |
|----------------------------|----------------|
| Organizational Creativity  | 0.954          |
| Financial Governance       | 0.771          |
| Innovation                 | 0.723          |
| Organizational Performance | 0.815          |

### 3.10 Statistical Analysis Approaches

Based on the study design and selected quantitative approach, this study will apply two types of data analysis techniques. These techniques will be based on adding more transparency and objectivity to further obtain the results and generate generalizations. In this regard, this study will first involve descriptive analysis and later, inferential analysis. Thus, the relevant techniques will involve:

#### 3.10.1 Descriptives Statistics

According to Case and Ambrosius (2007), descriptive statistics play a rudimentary role in research by outlining and presenting data meaningfully. One important aspect is their capability to simplify intricate information. Researchers usually deal with large data sets, and descriptive statistics help reduce this information into effortless and comprehensible summaries. This simplification enables researchers and others to capture the main attributes of the data without getting lost in the details (Franzese &

Iuliano, 2019). Notably, Descriptive statistical analysis focuses on numerically representing a certain observed group, and any assumptions about its resemblance to groups outside it should not be made lightly (Mooi et al., 2018). The data describes and pertains particularly to the observed group, providing insights that apply exclusively to that precise group. Much of basic management sciences research uses descriptive statistics, offering useful information about the characteristics of a distinct group or category (Kaliyadan & Kulkarni, 2019; Murphy, 2021; Rodrigues et al., 2017).

Fisher and Marshall (2009) stated that descriptive statistics help assess the variability or spread of data. Range, variance, and standard deviation quantify how much individual data points differ from the central tendency. Comprehending the spread of data is important for researchers to appreciate the assortment of consistency within their samples. It helps identify patterns, determine outliers, and make informed decisions about the reliability of the data (Marshall & Jonker, 2010).

This study first employed descriptive statistics to calculate the frequencies, percentages, means, standard deviations and other relevant descriptives of the acquired data. The primary descriptive involved missing value analysis, descriptives of the gathered data, test of normality, analysis of multicollinearity, and others. Notably, the descriptive analysis helped to present the data in a simplified and more comprehensive manner to increase the overall understanding of the acquired data (Loeb et al., 2017). The results of descriptive are represented in the tables and written form to further increase the data visibility and comprehension.

### 3.10.2 Inferential Statistics

Inferential statistical analysis encompasses the sampling procedure, where a small group selected for the study is supposed to represent the larger group from which it is chosen (Evermann & Tate, 2016; Moshagen & Erdfelder, 2016). This small group is called the sample, while the larger group is known as the population or universe (Asadoorian & Kantarelis, 2005; Marshall & Jonker, 2011). Statistics serve as measures based on a sample, and data computed from a sample can be used to calculate a parameter, which is the corresponding value within the whole population it represents (Allua & Thompson, 2009; Dilevko, 2007; Stapor, 2020). For the inferential statistics, this study involved Structural Equation Modelling (SEM). According to Demler et al. (2015), structural equation modelling is one of the most organized analysis techniques that provides further insights into the relationship between the study variables. Notably, the structural equation modelling will be based on two-step process including measurement model and structural model analysis (McQuitty, 2004; Thakkar, 2020). Regarding the measurement model analysis, the reliability of the measurement model will be tested by examining the Convergent Validity analysis, Constructed Reliability, Discriminant Validity, and the Goodness of Fit.

Similarly, in the structural model assessment, the coefficients of Determination  $R^2$  were analyzed. Furthermore,  $F^2$  values and  $Q^2$  were also be analyzed to check the potential of the exogenous variables (Soltanzadeh, 2015). Finally, the path analysis was conducted to test the proposed relationship in the structural relationships. Notably, the structural model analysis first examined the direct effects between the study variables and then the mediation analysis was conducted to check the indirect effects

of financial governance. Overall, both analyses helped to provide insightful details about the gathered data that further helped to generate results and make conclusions.

### **3.11 Data Analysis Software**

Two types of software utilized for statistical data analysis techniques. First, the Statistical Package for Social Sciences (SPSS) program was utilized for data cleaning, iterative analysis, description, and pilot test reliability at the preliminary stage of the study. According to (Rovai et al., 2013), researchers usually amass important data from surveys, experiments, and observations. A statistical computing package is suitable for storing and analyzing this data, providing descriptive and inferential statistics. The Statistical Package for the Social Sciences (SPSS) is a widely employed survey analysis package, making it useful to master. However, it is important to become familiar with the package, and it is worth noting that it is widely applied in management sciences research, serving as a motivation for users (ABU-BADER & Abu-Bader, 2021; Suresh, 2015). Nonetheless, the primary outcomes are achieved by employing PLS approaches with Smart PLS software. The following procedures are used to test data using Smart PLS (Wacker et al., 2016).

The description of the examined data is one of the most important considerations for both the researcher and the reader. In quantitative and qualitative techniques, it is essential to summaries voluminous data in a manner that is easily understood (Kemp et al., 2018). So, descriptive statistics may be used to provide quantitative descriptions in a manageable form and to summaries numerous numerical facts concisely (Ayyanar, 2016). Descriptive statistics is concerned with the display of numerical data as tables or graphs and the methods of data analysis. It enables researchers to synthesize and

describe numerical data obtained in a manner that allows readers to easily comprehend the results (Lawless & Heymann, 2010).

For the inferential analysis, this study employed Partial Least Square-Structural Equation Modelling (PLS-SEM). PLS-SEM is a comprehensive statistical tool for evaluating associations between groups, encompassing latent and observable variables. The primary variables are the conceptual phrases used to demonstrate conceptual notions. A circle is used to represent these variables graphically. Therefore, the observed variables relate to the items, measurements, and indicators of the variables that are physically measured and graphically represented by a box in the model (Rasoolimanesh, 2022). Primary factors may be either exogenous (independent variables) or endogenous (dependent variables). The underlying variable is characterized as a hypothetical construct or an unobserved variable, which is a theoretical concept that cannot be measured directly but is nonetheless useful. The hidden variable cannot be generated from numerous measured variables, also known as observable variables, indicators, items, or measures (Afthanorhan et al., 2016).

The PLS-SEM method is one of the most significant aspects of multivariate applied statistical analysis. Numerous biologists, economists, educators, marketers, medical professionals, and a variety of sociologists and behaviorists have utilized this methodology (Yudatama et al., 2019). In reality, SEM is a statistical technique that employs a confirmatory technique (i.e., hypothesis testing) to investigate the structural theory of a given phenomenon (Karpievitch et al., 2012). PLS-SEM is typically considered as a theory that exposes 'causal' procedures that offer feedback on numerous factors. This technique represents two fundamental concepts: a) that a set of

structural equations (i.e., regression) can provide the studied causal processes by examining measurement error, and b) that these structural relationships can be modelled visually to simplify and facilitate the clearest visualization of the theory and assumptions studied (Tehseen & Sajilan, 2017).

### **3.12 Research Ethics**

This research was based on some primary research ethics (De Wet, 2010; Gillan & Pickerill, 2012; Rogelberg, 2004). First, the respondents were provided with informed consent. According to Reijers et al. (2018), Informed consent plays a crucial role in research ethics, acting as a foundational direction to ensure the interest and autonomy of research participants. Obtaining informed consent involves transparently communicating the research's goal, procedures, possible risks, and benefits to participants, allowing them to make voluntary and knowledgeable decisions about their participation. This ethical practice promotes trust between researchers and participants, supports individual autonomy, and protects against potential harm. Informed consent is not merely a procedural prerequisite; it reflects a rudimentary respect for the dignity and privileges of individuals involved in research, contributing to scientific investigations' integrity and credibility. Also, adherence to informed consent principles is important for meeting regulatory and ethical standards, encouraging responsible research conduct, and advancing research outcomes' reliability and validity (Singhapakdi et al., 2008; Sroka & Lőrinczy, 2015). They were briefed about the study objectives, problems, and importance (Golder et al., 2017). Further, the respondents were ensured that their data will be kept confidential, and the researcher will refrain from using their data for any commercial purposes. Notably, data confidentiality in research is paramount as it underpins the trust and cooperation

necessary for successful studies involving human participants. Protecting participants' privacy by assuring the confidential handling of their sensitive information adheres to ethical standards and protects individuals from possible harm (M. A. Cascio & Racine, 2018). Participants are more likely, to be honest and open in their responses when they trust their data will be treated with confidentiality. Maintaining data confidentiality respects the autonomy and privileges of participants and mitigates possible risks, promoting a sense of security and encouraging broader participation in research endeavours (Hoeyer, 2008). Researchers implement robust confidentiality measures, such as anonymization and safe storage, to uphold the ethical obligation of protecting participants' information, thereby strengthening the credibility and ethical standing of the research study (Biedenweg et al., 2013). Finally, a formal permission was taken by the head of the institution to avoid any uncertain circumstances later (Kaiser, 2009). According to Hardicre (2014), seeking permission from institutions is a critical ethical practice in research, as it specifies a framework for reliable and accountable conduct. Academic or organizational institutions serve as protectors of ethical standards and guidelines. Acquiring permission represents a commitment to transparency, collaboration, and commitment to established ethical principles (Dooly et al., 2017). It assures that the research aligns with the institution's values and policies, supports participants' welfare, and mitigates possible risks and conflicts. Institutional review processes also contribute to the overall credibility and probity of the research, ensuring stakeholders and the broader community that ethical considerations have been thoroughly assessed. By securing institutional permission, researchers respect the governance structures that govern ethical standards, promoting public trust and confidence in the research results and the broader scientific community (R. J. Levine, 2008; Øye et al., 2016; Wiles et al., 2006).

### **3.13 Summary**

This chapter describes the methodology part of the research. After introducing this chapter, it contains research philosophy, the framework of the study, research design, population and the sample of the study, sampling technique, questionnaire design, and operationalization of variables. This chapter also explained the details about the data collection procedures, pilot study, and the data analyses techniques.



## **CHAPTER FOUR**

### **ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter provides an extensive study analysis overview based on different statistical procedures. According to Genser et al. (2007), data analysis is crucial in empirical research by allowing researchers to make sense of the gathered data and draw meaningful conclusions. It involves transforming raw data into information that can be used to answer research questions, assess hypotheses, and make informed decisions.

Liao and Valliant (2012) argued that data analysis enables researchers to analyze and explain the data's characteristics. Descriptive statistics, such as measures of central tendency, variability, and distributions, summarize the data. These statistical approaches help researchers comprehend the data's structure, recognize patterns, and acquire insights into the investigated variables. First, the descriptive analysis is conducted and presented with its results in tabular and written form. Further, the inferential statistics results are represented to understand better the data gathered from the respondents. This chapter will also provide details about the results that further helped to make the conclusions and propose theoretical and practical implications.

Notably, this research uses reflective and formative measures to operationalize key constructs, each serving distinct purposes in capturing the underlying phenomena. Reflective measures are utilized for organizational creativity, innovation, financial governance, and performance. These measures treat the constructs as latent variables that cause a set of observed indicators or items. For instance, organizational creativity is assessed through dimensions such as Task Motivation and Skills and Process, where items are designed to reflect the underlying construct by capturing various aspects of creative behaviour and thinking. Similarly, innovation, financial governance, and organizational performance measures involve items assumed to indicate or reflect the latent constructs being measured. These reflective measures provide a holistic understanding of the constructs by considering multiple facets or dimensions, thereby capturing the complexity and multidimensionality of the phenomena under investigation.

On the other hand, formative measures are not explicitly utilized in this research. Formative measures conceptualize constructs as being formed or shaped by a set of observed indicators or items. Unlike reflective measures, where items are seen as indicators of a latent construct, items define or constitute the construct itself in formative measures. While reflective measures are more common in psychological and organizational research due to their ability to capture latent constructs comprehensively, formative measures may be appropriate in contexts where constructs are more clearly defined by their constituent parts. However, this research focuses on employing reflective measures to capture the complexity and nuances of the constructs under investigation, ensuring a robust and comprehensive examination of organizational phenomena within the Ministry of Interior UAE.

## **4.2 Data Gathering**

Data was collected from May 13<sup>th</sup> to Jun 13<sup>th</sup>, 2023. The researcher personally visited the head office of the Ministry of Interior United Arab Emirates for data collection purposes. Notably, formal permission was first given from the head of the institution to proceed with assessing the employees. The respondents were briefly guided and informed about the study topic, purposes, and the importance of prospective results regarding the implications. The researcher also introduced herself before the formal distribution of the questionnaires. The respondents provided informed consent as an important ethical consideration in empirical research (Ermine et al., 2004). They were also informed that their personal data would be kept confidential, and the researcher would not use it for any commercial purposes. The respondents were also informed that their participation is voluntary, and they can quit responding anytime they want without any further obligations or questions. The researchers remained with the respondents while they were filling out the questionnaires to answer any of their queries or provide support regarding the statements. The respondents were given a maximum of 30 minutes to fill out the questionnaire and handover to the researcher.

## **4.3 Response Rate**

As the sample size was determined using Krejci and Morgan's formula (Kenpro, 2012), the questionnaire was distributed among the  $n = 346$  individuals working in different positions in the relevant organization. After the data collection process, the collected survey questionnaires were carefully evaluated, and it found  $n = 11$  questionnaires needing to be correctly filled by the respondents. Thus, the wrongly filled questionnaires were eliminated and finalized the 335 questionnaires for further analysis. In this regard, the response rate remained at 96.8%, higher than the minimum

response rate of 60.0% (Deutskens et al., 2004), indicating that the results would be generalizable. Table 4.1 summarizes the details of the response rate in the current research study.

Table 4. 1  
*Summary of Response Rate*

| Description                          | N     |
|--------------------------------------|-------|
| Number of Distributed Questionnaires | 346   |
| Number of Obtained Questionnaires    | 335   |
| Total Response Rate                  | 96.8% |

#### 4.4 Data Screening

According to Ferreira (2020), data screening is an important step in the research statistical analysis process. It concerns examining and organizing the gathered data to confirm its quality, integrity, and practicality for analysis. Data screening helps to identify and handle missing data, outliers, and possible errors or inconsistencies during data screening. It also helps check data entry errors, evaluate the distributional properties of variables, and examine assumptions necessary for statistical tests. Mishra et al. (2019) stated that data screening helps assure the reliability and validity of the analysis by addressing data issues during the initial stages, helping researchers to make informed decisions about data inclusion or exclusion, and ensuring that the next statistical analyses are based on robust and precise data.

##### 4.4.1 Common Method Bias

In this study, the potential for common method bias (CMB) was carefully assessed to ensure the validity and reliability of the findings. Various methodological approaches, such as procedural remedies and statistical techniques, were employed to mitigate the risk of CMB. Specifically, a common method bias test was conducted using Harman's

single-factor test, which examines the variance explained by a single factor when all variables are loaded into a single-factor analysis. (Çizel et al., 2020). The results revealed a CMB of 19.3%, which falls well below the commonly accepted threshold of 50%, indicating that common method bias is not a significant concern in this research. Additionally, procedural remedies, including anonymity assurances and clear instructions for participants, were implemented to minimize any potential biases introduced by the research methodology. By addressing and mitigating common method bias, this study improves the robustness and credibility of its findings (MacKenzie & Podsakoff, 2012), ensuring that the conclusions drawn are based on valid and unbiased data.

#### **4.4.2 Missing Value Analysis (Constant Variables)**

Missing data indicates the dearth of a data point within a dataset. It mainly arises when respondents need to provide answers to specific questions or errors during data gathering or entry. According to Abidin et al. (2018), it is critical to address missing data by conducting a thorough analysis during the data-cleaning process. As a result, missing value analysis prevents misleading results if missing values are not properly handled. Christopher et al. (2019) stated that a common challenge is dealing with missing values within the dataset. The existence of missing values can affect the accuracy and reliability of result estimations, depending on the extent of the missing data. As a result, researchers often employ complete data analysis, which involves analyzing only the complete cases without missing values to address this issue. Thus, this study also involved Missing Value Analysis as an important part of data screening.

Thus, the Missing Value Analysis of the constant variables also revealed missing values below 15, as only 01 (.3%) values are missing in each constant variable. It is found that the dataset related to constant variables does not contain any errors, and missing values are under control. Table 4.2 summarizes the results of the Missing Value Analysis concerning constant variables.

Table 4. 2  
*Missing Value Analysis of Constant Variables*

| Items | Mean   | SD      | Missing |         | No. of Extremes |      |
|-------|--------|---------|---------|---------|-----------------|------|
|       |        |         | Count   | Percent | Low             | High |
| FG1   | 3.7343 | .86750  | 1       | .3      | 3               | 0    |
| FG2   | 4.0328 | .84172  | 1       | .3      | 0               | 0    |
| FG3   | 4.3015 | .80148  | 1       | .3      | 7               | 0    |
| FG4   | 4.0657 | .77490  | 1       | .3      | 0               | 0    |
| FG5   | 3.4716 | 1.22777 | 1       | .3      | 0               | 0    |
| DTY1  | 3.6866 | .99413  | 1       | .3      | 10              | 0    |
| DTY2  | 4.0567 | .78900  | 1       | .3      | 7               | 0    |
| DTY3  | 3.9463 | .92703  | 1       | .3      | 0               | 0    |
| DTY4  | 4.0597 | .78688  | 1       | .3      | 8               | 0    |
| DTY5  | 3.6179 | 1.12815 | 1       | .3      | 0               | 0    |
| DTY6  | 4.3552 | .89698  | 1       | .3      | 0               | 0    |
| ACC1  | 3.6627 | .90720  | 1       | .3      | 3               | 0    |
| ACC2  | 3.9761 | .84734  | 1       | .3      | 0               | 0    |
| ACC3  | 4.1910 | .84018  | 1       | .3      | 5               | 0    |
| ACC4  | 4.0478 | .77234  | 1       | .3      | 0               | 0    |
| ACC5  | 3.4866 | 1.24978 | 1       | .3      | 0               | 0    |
| ACC6  | 3.6806 | .92021  | 1       | .3      | 4               | 0    |
| DSR1  | 4.0388 | .82349  | 1       | .3      | 3               | 0    |
| DSR2  | 4.2388 | .77940  | 1       | .3      | 1               | 0    |
| DSR3  | 4.0388 | .76310  | 1       | .3      | 6               | 0    |
| DSR4  | 3.3463 | 1.20358 | 1       | .3      | 3               | 0    |
| DSR5  | 4.4388 | .85908  | 1       | .3      | 4               | 0    |
| OC1   | 3.7433 | .92199  | 1       | .3      | 4               | 0    |
| OC2   | 4.0358 | .85396  | 1       | .3      | 9               | 0    |
| OC3   | 4.1403 | .86586  | 1       | .3      | 5               | 0    |
| OC4   | 3.9433 | .76198  | 1       | .3      | 0               | 0    |
| OC5   | 3.7045 | 1.09946 | 1       | .3      | 0               | 0    |
| OC6   | 3.7343 | 1.04874 | 1       | .3      | 0               | 0    |

|              |        |         |   |    |    |   |
|--------------|--------|---------|---|----|----|---|
| <b>OC7</b>   | 3.8716 | .87459  | 1 | .3 | 0  | 0 |
| <b>SP1</b>   | 4.1313 | .80830  | 1 | .3 | 3  | 0 |
| <b>SP2</b>   | 4.0985 | .78104  | 1 | .3 | 8  | 0 |
| <b>SP3</b>   | 3.6269 | 1.08661 | 1 | .3 | 9  | 0 |
| <b>SP4</b>   | 4.0776 | 1.05249 | 1 | .3 | 0  | 0 |
| <b>SP5</b>   | 3.9224 | .99697  | 1 | .3 | 0  | 0 |
| <b>SP6</b>   | 4.0090 | .89069  | 1 | .3 | 0  | 0 |
| <b>ISO1</b>  | 3.9224 | .89574  | 1 | .3 | 0  | 0 |
| <b>ISO2</b>  | 3.6985 | 1.17171 | 1 | .3 | 0  | 0 |
| <b>ISO3</b>  | 3.6985 | .93909  | 1 | .3 | 7  | 0 |
| <b>ISO4</b>  | 4.0478 | .86036  | 1 | .3 | 0  | 0 |
| <b>ISO5</b>  | 4.0896 | .88452  | 1 | .3 | 2  | 0 |
| <b>ISO6</b>  | 3.9284 | .89957  | 1 | .3 | 0  | 0 |
| <b>ISO7</b>  | 3.5164 | 1.14732 | 1 | .3 | 4  | 0 |
| <b>ISO8</b>  | 4.0627 | 1.08843 | 1 | .3 | 0  | 0 |
| <b>ISO9</b>  | 4.0000 | .96029  | 1 | .3 | 0  | 0 |
| <b>ISO10</b> | 3.9821 | .89892  | 1 | .3 | 0  | 0 |
| <b>OP1</b>   | 3.9851 | .90064  | 1 | .3 | 11 | 0 |
| <b>OP2</b>   | 3.6896 | 1.02909 | 1 | .3 | 13 | 0 |
| <b>OP3</b>   | 4.0149 | .93969  | 1 | .3 | 0  | 0 |
| <b>OP4</b>   | 3.9582 | .94047  | 1 | .3 | 0  | 0 |
| <b>OP5</b>   | 3.7343 | .89133  | 1 | .3 | 12 | 0 |
| <b>OP6</b>   | 3.7701 | .94979  | 1 | .3 | 10 | 0 |

#### 4.4.3 Test of Normality

According to Mishra et al. (2019), descriptive statistics are crucial in summarizing and describing the fundamental characteristics of the data under examination. These statistics offer brief overviews of the sample and its measures. Researchers effectively represent quantitative data by using measures of central tendency and dispersion. Assessing the normality of continuous data is critical to determine the appropriate measures of central tendency and statistical approaches for data analysis. If the data follows a normal distribution, parametric tests compare groups. Nevertheless, if the data varies from normality, nonparametric methods are utilized. This careful

consideration confirms that appropriate statistical approaches are used based on the nature of the data (Tsagris & Pandis, 2021).

Khatun (2021) stated that normality tests have different implications across different sectors. One typical use of normality tests is on the residuals acquired from a linear regression model. If the residuals do not follow a normal distribution, using them in Z tests or other tests that depend on the normality assumption is inappropriate. Rani Das (2016) stated that if the residuals deviate from normality, there may be issues with the functional form of the dependent variable or at least one explanatory variable, or influential variables may be missing from the model. Thus, addressing these systematic errors and making suitable corrections makes acquiring residuals that ensure a normal distribution. Normality was also examined in the current study by using the Kolmogorov-Smirnov-Z test. According to Kwak and Park (2019), The Kolmogorov-Smirnov test, also called the Kolmogorov-Smirnov-Z test, is a statistical test to determine if a dataset follows a specific distribution. It is a nonparametric test that does not require assumptions about the underlying distribution. The Kolmogorov-Smirnov test compares the empirical cumulative distribution function (ECDF) of the sample(s) dataset with the theoretical cumulative distribution function (CDF) of the specified distribution.

The inclusion of the Kolmogorov-Smirnov (KS) test and the Shapiro-Wilk test in this research ensures robustness in assessing the normality of the data distribution. While the Shapiro-Wilk test is widely used and often preferred for its sensitivity to deviations from normality, the Kolmogorov-Smirnov test provides complementary information by assessing normality based on the maximum difference between the empirical

cumulative distribution function (ECDF) and the theoretical cumulative distribution function (CDF). By employing both tests, the research enhances the reliability of the normality assessment, as the strengths and limitations of each test are considered. This comprehensive approach contributes to the validity and rigour of the statistical analysis, ensuring that appropriate parametric or non-parametric tests are applied based on the distributional characteristics of the data. Consequently, the utilization of both the Kolmogorov-Smirnov and Shapiro-Wilk tests strengthens the methodological soundness of the research, providing a solid foundation for subsequent statistical analyses and interpretations.

Kolmogorov-Smirnov test in the current research revealed that the normal data distributions as both values associated to each constructed are below the minimum cutoff values (skewness= .5- 5, kurtosis= 8), indicating normal data distribution in the current research (Financial Governance Skewness= -.347, Kurtosis= 1.029)(Organizational Creativity Skewness= -.193, Kurtosis= .017)(Innovation Skewness= -.291, Kurtosis= -.043)(Organizational Performance Skewness= -.539, Kurtosis= .360).

Furthermore, the results of the Kolmogorov-Smirnov test indicated the K-S values exceeded the cutoff value of 1.0 (Kwak & Park, 2019). Besides, the significance values were also above 0.05, indicating that the null hypothesis is accepted. Overall, the normality test revealed the data is normally distributed in the current research. Table 4.3 summarizes the results of normality testing.

Table 4. 3

*Test of Normality- Kolmogorov-Smirnova Test*

| Items       | Statistic | df  | Sig. | Items        | Statistic | df  | Sig. |
|-------------|-----------|-----|------|--------------|-----------|-----|------|
| <b>FG1</b>  | .228      | 335 | .541 | <b>SP1</b>   | .244      | 335 | .633 |
| <b>FGT2</b> | .213      | 335 | .532 | <b>SP2</b>   | .238      | 335 | .173 |
| <b>FG3</b>  | .292      | 335 | .519 | <b>SP3</b>   | .210      | 335 | .832 |
| <b>FG4</b>  | .215      | 335 | .509 | <b>SP4</b>   | .275      | 335 | .030 |
| <b>FG5</b>  | .193      | 335 | .461 | <b>SP5</b>   | .206      | 335 | .532 |
| <b>DTY1</b> | .218      | 335 | .531 | <b>SP6</b>   | .227      | 335 | .535 |
| <b>DTY2</b> | .230      | 335 | .530 | <b>ISO1</b>  | .221      | 335 | .227 |
| <b>DTY3</b> | .269      | 335 | .528 | <b>ISO2</b>  | .186      | 335 | .330 |
| <b>DTY4</b> | .237      | 335 | .533 | <b>ISO3</b>  | .202      | 335 | .397 |
| <b>DTY5</b> | .194      | 335 | .536 | <b>ISO4</b>  | .224      | 335 | .426 |
| <b>DTY6</b> | .358      | 335 | .539 | <b>ISO5</b>  | .233      | 335 | .453 |
| <b>ACC1</b> | .215      | 335 | .525 | <b>ISO6</b>  | .266      | 335 | .311 |
| <b>ACC2</b> | .260      | 335 | .496 | <b>ISO7</b>  | .180      | 335 | .303 |
| <b>ACC3</b> | .243      | 335 | .510 | <b>ISO8</b>  | .271      | 335 | .328 |
| <b>ACC4</b> | .214      | 335 | .465 | <b>ISO9</b>  | .230      | 335 | .259 |
| <b>ACC5</b> | .216      | 335 | .536 | <b>ISO10</b> | .224      | 335 | .198 |
| <b>ACC6</b> | .212      | 335 | .531 | <b>OP1</b>   | .259      | 335 | .256 |
| <b>DSR1</b> | .239      | 335 | .526 | <b>OP2</b>   | .213      | 335 | .346 |
| <b>DSR2</b> | .254      | 335 | .536 | <b>OP3</b>   | .220      | 335 | .457 |
| <b>DSR3</b> | .244      | 335 | .227 | <b>OP4</b>   | .218      | 335 | .416 |
| <b>DSR4</b> | .198      | 335 | .330 | <b>OP5</b>   | .280      | 335 | .429 |
| <b>DSR5</b> | .391      | 335 | .397 | <b>OP6</b>   | .231      | 335 | .217 |
| <b>OC1</b>  | .210      | 335 | .426 |              |           |     |      |
| <b>OC2</b>  | .250      | 335 | .453 |              |           |     |      |
| <b>OC3</b>  | .243      | 335 | .311 |              |           |     |      |
| <b>OC4</b>  | .234      | 335 | .303 |              |           |     |      |
| <b>OC5</b>  | .175      | 335 | .328 |              |           |     |      |
| <b>OC6</b>  | .182      | 335 | .259 |              |           |     |      |
| <b>OC7</b>  | .236      | 335 | .198 |              |           |     |      |

Thus, the non-normal data distribution acknowledges a common occurrence in empirical research as the assumption of normality is violated due to various factors. By explicitly stating the non-normal distribution of the data, the current research

justifies the use of parametric tests. This justification ensures that appropriate statistical methods are employed despite the deviation from normality, thereby enhancing the validity and reliability of the analysis. It emphasizes the researcher's diligence in selecting appropriate analytical techniques tailored to the dataset's characteristics, ultimately strengthening the credibility of the research findings.

#### **4.4.4 Multicollinearity Analysis**

The term “multicollinearity” was coined by Ragnar Frisch to explain a situation where there is an ideal or actual relationship between the variables used in a regression analysis. Linear regression assumes that there is no such ideal relationship among these variables. When this assumption is transgressed, it leads to multicollinearity (Asthana, 2018). Alin (2010) argued that Multicollinearity analysis is a statistical method that helps determine the presence and stringency of multicollinearity in a regression model. Multicollinearity happens when two or more independent variables in a regression model are highly correlated. This problem can cause problems in the model, including precarious coefficients, excessive standard errors, and complications in interpreting the effects of individual variables.

Multicollinearity can result in wider confidence intervals, leading to less reliable probabilities when evaluating the impact of independent variables in a model. Within technical analysis, multicollinearity can show erroneous assumptions about the phenomenon under study. This issue often arises when multiple indicators of the exact nature are utilized to analyze a particular dataset. Based on the relevant premises, multicollinearity was also examined in the current research using the Variance Inflation Factor (VIF) analysis (Daoud, 2017). The Variance Inflation Factor (VIF) is

a statistical calculation that quantifies the multicollinearity in a regression model. In simple words, VIF assesses how much the variance of the estimated regression coefficients is inflated due to multicollinearity. The VIF is calculated for each independent variable in the model. The Variance Inflation Factor (VIF) analysis is primarily determined by dividing the variance of its estimated coefficient by the variance of the coefficient if that variable were completely uncorrelated with the other independent variables (Daoud, 2017). Table 4.5 shows the result of the Variance Inflation Factor (VIF) analysis indicating the sub-constructs related to predictor variables are uncorrelated. Generally speaking, the Variance Inflation Factor (VIF) values of each item are below 3.0 (range from 1.147 to 1.695) (Alin, 2010). Thus, it is found that there is multicollinearity between the constructs in the current research study. Table 4.4 summarizes the Variance Inflation Factor (VIF) analysis results, including VIF values, Tolerance Values, and Confidence Intervals.

Table 4. 4  
Variance Inflation Factor (VIF) Analysis

| Items | Collinearity Statistics |       | 95.0% Confidence Intervals |             |
|-------|-------------------------|-------|----------------------------|-------------|
|       | Tolerance               | VIF   | Lower Bound                | Upper Bound |
| OC1   | .603                    | 1.163 | .645                       | 3.196       |
| OC2   | .601                    | 1.665 | -.095                      | .162        |
| OC3   | .617                    | 1.621 | -.156                      | .117        |
| OC4   | .871                    | 1.148 | -.049                      | .178        |
| OC5   | .876                    | 1.141 | -.131                      | .125        |
| OC6   | .762                    | 1.312 | -.065                      | .125        |
| OC7   | .816                    | 1.225 | -.218                      | -.024       |
| SP1   | .590                    | 1.695 | -.126                      | .147        |
| SP2   | .617                    | 1.620 | -.165                      | .123        |
| SP3   | .691                    | 1.448 | -.114                      | .168        |
| SP4   | .720                    | 1.388 | -.119                      | .079        |
| SP5   | .764                    | 1.310 | -.062                      | .137        |

|              |      |       |       |       |
|--------------|------|-------|-------|-------|
| <b>SP6</b>   | .803 | 1.245 | -.077 | .127  |
| <b>ISO1</b>  | .746 | 1.341 | -.026 | .212  |
| <b>ISO2</b>  | .872 | 1.147 | -.013 | .206  |
| <b>ISO3</b>  | .754 | 1.326 | -.223 | -.043 |
| <b>ISO4</b>  | .778 | 1.285 | -.096 | .125  |
| <b>ISO5</b>  | .593 | 1.687 | -.281 | -.004 |
| <b>ISO6</b>  | .607 | 1.648 | -.080 | .186  |
| <b>ISO7</b>  | .621 | 1.610 | .012  | .271  |
| <b>ISO8</b>  | .799 | 1.252 | -.106 | .073  |
| <b>ISO9</b>  | .735 | 1.361 | .000  | .196  |
| <b>ISO10</b> | .698 | 1.432 | -.030 | .198  |

#### 4.5 Descriptions of Respondents' Personal Profile

According to Ferreira (2020), descriptive statistics play a critical role in summarizing and presenting data meaningfully and concisely as it summarizes large and intricate datasets. Descriptive statistics present an overview of the data's central tendencies, variabilities, and distributions by calculating measures, i.e., the mean, median, mode, range, and standard deviation. It also calculates numbers and percentages by simplifying the data representation. Thus, descriptive statistics were also used to calculate the respondent's profiles, including their gender, age, academic qualification, nationality, and location. According to the descriptive analysis of the respondents' gender, most of the respondents were males (83.3%), and  $n = 56$  (16.7%) were females.

Table 4.5 summarizes the descriptives of respondents' gender.

Table 4. 5  
*Gender of Study Respondents*

| <b>Variable</b> | <b><i>N</i></b> | <b><i>%</i></b> |
|-----------------|-----------------|-----------------|
| Male            | 279             | 83.3            |
| Female          | 56              | 16.7            |

The descriptive analysis of respondents' age revealed that 29.2% were 20-30 years of age, 3.5% were 31-40 years of age, 25.6% were 41-50 years old, and 11.3% were 50 years old or above. Table 4.6 summarizes the descriptives of respondents' age.

Table 4. 6  
*Age of Study Respondents*

| Variable          | N  | %    | Mean ± SD   |
|-------------------|----|------|-------------|
| 20-30 years       | 98 | 29.2 | 1.03 ± .186 |
| 31-40 years       | 12 | 3.5  |             |
| 41-50 years       | 86 | 25.6 |             |
| 50 years or above | 38 | 11.3 |             |

The analysis revealed that 8.4% of respondents had graduated, 89.3% had Post Graduation, and 2.4% had Doctorate qualifications. Table 4.7 summarizes the descriptives of respondents' academic qualifications.

Table 4. 7  
*Academic Qualification of Study Respondents*

| Variable  | N   | %    | Mean ± SD   |
|-----------|-----|------|-------------|
| Bachelors | 28  | 8.4  | 1.94 ± .322 |
| Masters   | 299 | 89.3 |             |
| Doctorate | 8   | 2.4  |             |

Descriptives of the living location of study respondents revealed that most of the respondents (86.3%) live in the city (urbanized areas), 13.7% live in nomadic areas, and none of the respondents live in a village (rural area). Table 4.8 summarizes the descriptives of respondents' living location.

Table 4. 8  
*Living Location of Study Respondents*

| Variable | N   | %    | Mean ± SD   |
|----------|-----|------|-------------|
| City     | 289 | 86.3 | 1.27 ± .689 |
| Village  | 00  | 00   |             |
| Nomadic  | 46  | 13.7 |             |

According to the social status of the respondents, most of the respondents were single. Data revealed that 55.5% were single, 43.3% were married, and 1.2% were widowed. Table 4.9 summarizes the descriptive of respondents' social status.

Table 4. 9  
*Social Status of Study Respondents*

| Variable | N   | %    | Mean ± SD   |
|----------|-----|------|-------------|
| Single   | 186 | 55.5 | 1.45 ± .522 |
| Married  | 145 | 43.3 |             |
| Widowed  | 4   | 1.2  |             |

According to the descriptive of respondents' nationality, 52.8% of respondents had Emirati nationality, 11.0% were from Gulf Region countries, and 20.9% were from the Arabian region. 6.6% were foreigners, and 8.4% marked "others". Table 4.10 summarizes the descriptives of respondents' nationality.

Table 4. 10  
*Nationality of Study Respondents*

| Variable  | N   | %    | Mean ± SD   |
|-----------|-----|------|-------------|
| UAE       | 177 | 52.8 | 2.10 ± 2.15 |
| Arabian   | 70  | 20.9 |             |
| Foreigner | 22  | 6.6  |             |
| GCC       | 37  | 11.0 |             |
| Other     | 28  | 8.4  |             |

The descriptive analysis revealed the job title(s) study respondents based on mainly three positions: Director, Head of Department, and Employee. It was found that 3.6% of respondents were directors of their respective organizations, 13.4% were heads of departments, and 83.0% were employees. Notably, employees constitute the backbone of operations, contributing firsthand insights into day-to-day functioning, operational challenges, and opportunities for improvement. Despite not holding top management positions, their perspectives are invaluable as they interact directly with various facets of the organization. A holistic understanding of the organizational culture, employee

engagement, and operational efficiencies is gained by including most employees in the research sample. These insights were crucial for identifying potential bottlenecks, enhancing communication channels, and fostering a conducive work environment. Moreover, employees' perceptions often reflect frontline experiences, offering practical insights that may only sometimes be evident to top management. Therefore, while top managers provide strategic direction, employees' perspectives were equally vital for understanding the ground realities and implementing effective organizational strategies. Hence, prioritizing the inclusion of employees ensures a well-rounded analysis, enriching the research findings with diverse viewpoints and facilitating a comprehensive understanding of the organizational dynamics. Table 4.11 summarizes the descriptives of respondents' locations.

Table 4. 11  
*Job Title of Study Respondents*

| Variable           | N   | %    | Mean ± SD   |
|--------------------|-----|------|-------------|
| Director           | 12  | 3.6  |             |
| Head of Department | 45  | 13.4 | 2.79 ± .490 |
| Employee           | 278 | 83.0 |             |

#### 4.6 Descriptives of Constant Variables

Table 4.12 summarizes the findings of the descriptives of the constant variables. Notably, except for the demographics, all the variables were based on a five-point Likert scale (1= Disagree, 2= Strongly Disagree, 3= Neutral, 4= Strongly Agree, 5= Agree). The chosen scale was divided into distinct categories or ranges of equal size to ensure a clear understanding and transparency of further analysis. These categories were labelled as low, moderate, and high. A score below 2.30 (considered low) was determined based on the lower value of 1 added to 4/3. Scores between 3.70 and 3.80 were considered moderate, while those exceeding 3.90 were considered high. Thus, the mean value for financial governance was 3.93 (high), Organizational Creativity

was 3.92, Innovation was 3.92 (high), and Organizational Performance was 3.85 (moderate).

Table 4. 12

*Descriptives of Constant Variables*

|                                   | Range | Min  | Max  | Mean   | SD     |
|-----------------------------------|-------|------|------|--------|--------|
| <b>Financial Governance</b>       | 2.32  | 2.50 | 4.82 | 3.9307 | .36177 |
| <b>Organizational Creativity</b>  | 2.00  | 2.92 | 4.92 | 3.9261 | .34149 |
| <b>Innovation</b>                 | 2.20  | 2.80 | 5.00 | 3.8946 | .43130 |
| <b>Organizational Performance</b> | 2.67  | 2.17 | 4.83 | 3.8587 | .47939 |

## 4.7 Structural Equation Modelling

As this study involves Partial Least Square Structural Equation Modelling, a two-step approach, including the inner model analysis and the outer model analysis, was followed. According to Fauzi (2022), Structural Equation Modelling consists of two main components: the measurement model assessment (instrument) and the structural model. The measurement model mainly probes the connections between indicators (measures of certain constructs) and the constructs they represent (factors). On the other hand, the structural model explores the directional relationships between the proposed constructs under the study hypotheses. The measurement instrument reflects and tests the constructs to conduct a comprehensive SEM analysis. In contrast, the structural model tests and establishes the proposed relationships between the constructs. This two-step approach enables a more in-depth understanding of the relationships within the research model.

### 4.7.1 Convergent Validity Assessment

The inner model analysis primarily focuses on examining the measurement instrument's reliability and validity to ensure the generalizability of the findings. Also,

Carlson (2010) suggests that the inner model analysis involves assessing the variables separately within the model. Thus, this research study first focused on testing convergent validity, which measures the extent of correlation among the study constructs. In this regard, first, the Factor Loads (FL), Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach Alpha values (CA) were estimated to scrutinize the convergent validity. According to Chin and Yao (2014), convergent validity involves Confirmatory Factor Analysis (CFA) to analyze underlying factors contributing to score variability. It is a deductive technique used to assess hypotheses about these hidden factors, which explain the common patterns observed in the scores. Although CFA can be used independently to evaluate relationships among variables, it is more accurately considered a precise type of structural equation modelling (SEM). Tables 4.13(a) and 4.13(b) display the results of the CFA, indicating most Factor Loads exceed the minimum threshold of  $>0.5$ , indicating satisfactory convergent validity. However, some items have lower loading values ( $<0.5$ ) that would be removed to nullify potential effects on structural model testing. Further, all the AVE values are above  $>0.5$  (Financial Governance 0.564, Organizational Creativity 0.567, Organizational Innovation 0.556, and Organizational Performance 0.558), further supporting the convergent validity in the current research study.

Table 4. 13

*(a) Measurement Model (Instrument) Analysis*

| Variable(s) | Items | Loads | AVE   | CA    | CR    |
|-------------|-------|-------|-------|-------|-------|
|             | FG1   | 0.292 |       |       |       |
|             | FG2   | 0.253 |       |       |       |
|             | FG3   | 0.143 |       |       |       |
|             | FG4   | 0.242 |       |       |       |
|             | FG5   | 0.225 |       |       |       |
|             | DTY1  | 0.354 |       |       |       |
|             | DTY2  | 0.294 |       |       |       |
|             | DTY3  | 0.394 | 0.564 | 0.730 | 0.769 |

|                                  |             |        |       |       |       |
|----------------------------------|-------------|--------|-------|-------|-------|
| <b>Financial Governance</b>      | <b>DTY4</b> | 0.037  |       |       |       |
|                                  | <b>DTY5</b> | 0.272  |       |       |       |
|                                  | <b>DTY6</b> | 0.312  |       |       |       |
|                                  | <b>ACC1</b> | 0.178  |       |       |       |
|                                  | <b>ACC2</b> | 0.191  |       |       |       |
|                                  | <b>ACC3</b> | 0.004  |       |       |       |
|                                  | <b>ACC4</b> | 0.024  |       |       |       |
|                                  | <b>ACC5</b> | -0.013 |       |       |       |
|                                  | <b>ACC6</b> | 0.178  |       |       |       |
|                                  | <b>DSR1</b> | 0.705  |       |       |       |
|                                  | <b>DSR2</b> | 0.625  |       |       |       |
|                                  | <b>DSR3</b> | 0.715  |       |       |       |
|                                  | <b>DSR4</b> | 0.544  |       |       |       |
|                                  | <b>DSR5</b> | 5.060  |       |       |       |
|                                  | <b>OC1</b>  | 0.161  |       |       |       |
|                                  | <b>OC2</b>  | -0.215 |       |       |       |
| <b>Organizational Creativity</b> | <b>OC3</b>  | 0.036  |       |       |       |
|                                  | <b>OC4</b>  | 0.114  |       |       |       |
|                                  | <b>OC5</b>  | 0.060  |       |       |       |
|                                  | <b>OC6</b>  | 0.490  | 0.567 | 0.723 | 0.778 |
|                                  | <b>OC7</b>  | 0.712  |       |       |       |
|                                  | <b>SP1</b>  | 0.720  |       |       |       |
|                                  | <b>SP2</b>  | 0.650  |       |       |       |
|                                  | <b>SP3</b>  | 0.554  |       |       |       |
|                                  | <b>SP4</b>  | 0.181  |       |       |       |
|                                  | <b>SP5</b>  | 0.121  |       |       |       |
|                                  | <b>SP6</b>  | -0.014 |       |       |       |

Similarly, the study evaluated construct reliability, finding that all Cronbach Alpha (CA) values exceeded the minimum threshold value of 0.7 (Financial Governance 0.730, Organizational Creativity 0.723, Organizational Innovation 0.712, and Organizational Performance 0.726). The Composite Reliability (CR) calculations yielded the following values: Financial Governance 0.769, Organizational Creativity 0.778, Organizational Innovation 0.743, and Organizational Performance 0.711.

Therefore, the inner model analysis confirmed the measurement instrument's validity and reliability, and the study constructs exhibited adequate internal consistency.

Table 4. 14

*(b) Measurement Model (Instrument) Analysis*

| Variable(s)                       | Items | Loads  | AVE   | CA    | CR    |
|-----------------------------------|-------|--------|-------|-------|-------|
| <b>Organizational Innovation</b>  | ISO1  | 0.159  |       |       |       |
|                                   | ISO2  | -0.009 |       |       |       |
|                                   | ISO3  | 0.262  |       |       |       |
|                                   | ISO4  | 0.461  |       |       |       |
|                                   | ISO5  | 0.721  | 0.556 | 0.712 | 0.743 |
|                                   | ISO6  | 0.776  |       |       |       |
|                                   | ISO7  | 0.711  |       |       |       |
|                                   | ISO8  | 0.177  |       |       |       |
|                                   | ISO9  | 0.394  |       |       |       |
|                                   | ISO10 | 0.389  |       |       |       |
| <b>Organizational Performance</b> | OP1   | 0.043  |       |       |       |
|                                   | OP2   | 0.651  |       |       |       |
|                                   | OP3   | 0.790  | 0.558 | 0.726 | 0.711 |
|                                   | OP4   | 0.860  |       |       |       |
|                                   | OP5   | 0.119  |       |       |       |
|                                   | OP6   | 0.065  |       |       |       |

#### 4.7.2 Goodness of Fit

According to Mérigot et al. (2010), Goodness-of-fit (GoF) refers to comparing the observed and expected data from a precise model using various fit statistics or discrepancy criteria like residuals, Chi-square, or deviance. (GoF) plays a critical role in any analysis as the model represents a set of hypotheses concerning the ecological and observation processes that yielded the data. When the model "fits" statistically, it indicates consistency with the research assumptions. In other words, the data does not

conflict with the model's premises, further confirming the adequacy of the research model. Table 4.15 summarizes the findings of the model fit in the current research. The items from the factor loads were below 0.5, so they were removed to reduce the chances of adverse effects on structure model testing. After removing certain items, the Chi-square value was  $\chi^2 = 4.65$  ( $<5.0$ ). The Tucker and Lewis (TLI) value was 0.802, which remained near 1.0. The Non-Fit Indices value was 0.608, and Standardized Root Mean Square (SRMR) value was 0.103 ( $<0.85$ ). Overall, the model indicated a good fit for the further process.

Table 4. 15  
*Goodness of Fit*

|            | Acquired Values | Criterion   |
|------------|-----------------|-------------|
| SRMR       | 0.103           | $<0.85$     |
| TLI        | 0.802           | Between 0-1 |
| Chi-square | 4.6583          | $<5.0$      |
| NFI        | 0.608           | Between 0-1 |

#### 4.7.3 Discriminant Validity Assessment

According to Mello and Collins (2001), evaluating discriminant validity is an important step while testing the measurement instrument (model) to analyze how well a specific construct differs from others within the structural model. In other words, it helps determine whether a construct is truly distinct from others in the study. This research also tested the discriminant validity by applying two approaches: the Fornell-Larcker criterion and the Hetreotrait-Monotrait ratio. According to Shiu et al. (2011), Fornell-Larcker helps compare the squared variance within a construct (known as Average Variance Extracted) with the squared inter-construct correlation. The squared inter-construct correlation estimates the amount of shared variance between the particular construct and all other constructs measured reflectively within the structural model. This analysis enables researchers to confirm each construct's distinctiveness

and improves their findings' reliability. Table 4.16 indicates that applying the Fornell-Larcker criterion shows no correlation between the study variables as the correlation between each variable is distinct, further nullifying the probability of correlations among them.

Table 4. 16  
*Hetreotrait-Monotrait Ratio*

|                                       | <b>Creativity</b> | <b>Financial<br/>Governance</b> | <b>Innovation</b> | <b>Organizational<br/>Performance</b> |
|---------------------------------------|-------------------|---------------------------------|-------------------|---------------------------------------|
| <b>Organizational<br/>Creativity</b>  |                   |                                 |                   |                                       |
| <b>Financial<br/>Governance</b>       | 0.378             |                                 |                   |                                       |
| <b>Innovation</b>                     | 0.499             | 0.401                           |                   |                                       |
| <b>Organizational<br/>Performance</b> | 0.187             | 0.254                           | 0.683             |                                       |

According to Voorhees (2016), the Hetreotrait-Monotrait ratio (HTMT) further assesses discriminant validity in research studies involving multiple constructs. It is based on comparing the correlations between constructs (heterotrait correlations) with the correlations between items within the same construct (monotrait correlations). A low HTMT value, generally less than 0.85, suggests good discriminant validity, implying that the constructs are empirically distinct. Thus, the HTMT value of each variable remained less than 0.850, indicating that all the variables are distinct, not correlated. Table 4.17 shows the results of the Hetreotrait-Monotrait Ratio.

Table 4. 17  
*Fornel-Larcker Criterion*

|                                   | <b>Creativity</b> | <b>Financial<br/>Governance</b> | <b>Innovation</b> | <b>Organizational<br/>Performance</b> |
|-----------------------------------|-------------------|---------------------------------|-------------------|---------------------------------------|
| <b>Organizational Creativity</b>  | 0.684             |                                 |                   |                                       |
| <b>Financial Governance</b>       | 0.319             | 0.405                           |                   |                                       |
| <b>Innovation</b>                 | 0.284             | 0.254                           | 0.596             |                                       |
| <b>Organizational Performance</b> | 0.055             | 0.003                           | 0.47              | 0.677                                 |

## **4.8 Structural Model Testing**

### **4.8.1 Complexity of Structural Model**

In the current research, justifying the complexity of the model entails demonstrating why the chosen level of intricacy is essential for accurately representing the relationships between variables and addressing the research objectives effectively. The complexity of the model is warranted due to the multifaceted nature of the organizational phenomena under investigation within the Ministry of Interior UAE. Organizational performance, innovation, financial governance, and creativity are intricate constructs influenced by numerous factors operating at different levels within the organization. Thus, employing a complex model allows for a more nuanced examination of these constructs, capturing their multidimensional nature and the interplay between various factors that influence organizational outcomes. Additionally, the complexity of the model is justified by the need to account for potential interactions, nonlinear relationships, and moderating factors that may impact the study variables. By embracing complexity, the research aims to comprehensively understand organizational performance dynamics and inform evidence-based decision-making within the Ministry of Interior UAE.

Furthermore, justifying the complexity of the model also involves demonstrating that more than simpler alternatives are needed for capturing the richness and intricacies present in the data. Through comparative analyses and sensitivity testing, the research establishes that simpler models must adequately represent the complexity of the organizational phenomena under investigation. Simpler models may need more attention to important nuances, leading to biased or incomplete conclusions. By contrast, the complex model offers superior explanatory power and predictive accuracy, providing insights essential for comprehensively addressing the research

objectives. Moreover, practical considerations such as computational resources and interpretability are carefully weighed to ensure that the chosen level of complexity strikes a balance between theoretical sophistication and practical feasibility. In essence, the complexity of the model is justified by its ability to offer a more accurate, nuanced, and comprehensive understanding of the organizational dynamics within the Ministry of Interior UAE, ultimately enhancing the validity and relevance of the research findings.

#### **4.8.2 Coefficient of Determination $R^2$**

The coefficient of determination, usually denoted as  $R^2$  (or  $r^2$ ) in statistics, is a metric used to evaluate a model's predictive ability or explanatory power in linear regression.  $R^2$  especially quantifies the proportion of the variance in the dependent variable (Y) that can be predicted or explained by the linear relationship with the predictor variable (X or independent variable) (Lee et al., 2012). When new predictor variables are added to the model, the  $R^2$  value tends to advance, even if those new predictors are not significantly linked with the outcome. To address this issue and obtain a more reliable measure, the adjusted  $R^2$  is used. The adjusted  $R^2$  comprises the same information as the regular  $R^2$  but also considers the number of predictor variables included in the model as a penalty. As a result, when multiple predictor variables are added to a multiple linear regression model, the  $R^2$  value may increase. Still, the adjusted  $R^2$  will only increase if the improvement in  $R^2$  is greater than what would be expected by probability alone. Thus, the adjusted  $R^2$  provides a more realistic estimate of the proportion of the variation in the dependent variable that can be effectively indicated by the covariates included in the model. It is found that the  $R^2$  value is 0.283 while the adjusted  $R^2$  is 0.277. (Nakagawa et al., 2018) According to Piepho (2019), 20.0%

variance in the management sciences, social sciences, and economics is considered good, indicating that both  $R^2$  (28.3%) and Adjust  $R^2$  (27.7%) indicate an ideal variance by the predictor variables (Organizational Creativity, Organizational Innovation).

Table 4.18 indicates the results of the coefficient of determination  $R^2$ .

Table 4. 18

*Coefficient of Determination  $R^2$*

| Variable                   | $R^2$ | $R^2$ adjusted |
|----------------------------|-------|----------------|
| Organizational Performance | 0.283 | 0.277          |

### 4.8.3 Effect Size $f^2$

An effect size ( $f^2$ ) is a numerical measure in statistics that exhibits the strength of the relationship between two variables within a population or based on a sample of data. It represents the value of a statistic calculated from a data sample, the value of a parameter for an imaginary population, or the equation that describes how statistics or parameters contribute to the effect size value (Lorah, 2018). Effect sizes can take various forms, such as the correlation between two variables or the regression coefficient in a regression analysis. They are used alongside statistical hypothesis testing and are crucial in power analyses, sample size planning, and meta-analyses. Collecting data analysis techniques that deal with effect sizes is known as estimation statistics (Selya et al., 2012). In empirical research, it is important to report effect sizes or their estimates (often called effect estimates or estimates of effect). Reporting the results improves the interpretation of the significance and implication of a research result beyond just its statistical significance (Kraft, 2020). Table 4.19 shows the findings of effect size  $f^2$ . Thus, the effect size of the variable Organizational Creativity was 1.969 ( $> 0.8$ ), and Organizational Innovation was 1.658 ( $> 0.8$ ), indicating the effect size  $f^2$  for both predictors remained large in the current research.

Table 4. 19

*Effect Size ( $f^2$ )*

| Exogenous<br>Latent Variable | Endogenous Latent<br>Variable | $R^2$<br>Included | $R^2$<br>Excluded | $f^2$ | Effect<br>Size |
|------------------------------|-------------------------------|-------------------|-------------------|-------|----------------|
| Organizational<br>Creativity | Organizational<br>Performance | 0.077             | .006              | 1.969 | Large          |
| Organizational<br>Innovation | Organizational<br>Performance | 0.395             | 0.156             | 1.658 | Large          |

#### 4.8.4 Predictive Relevance $Q^2$

According to Samartha and Kodikal (2018), it is crucial to assess its predictive relevance when assessing the effectiveness of a predictive model, which measures how accurately the model can predict a specific target variable or outcome. In the present research study, the predictive relevance of the  $Q^2$  measure was also scrutinized. This analysis generally involves using the cross-validated commonality and redundancy approach. Many researchers employ the cross-validated commonality technique, combining information from the study's measurement and structural models to evaluate data points that should have been included in calculating the  $Q^2$  values (Purwanto & Juliana, 2022). Thus, it was found that the predictive relevance of Organizational Creativity was 0.063 (moderate), Organizational Innovation was 0.037 (moderate), and Financial Governance was 0.907 (strong). Hence the relevant analysis indicated that all the variables have an acceptable level of predictive relevance according to the criteria suggested by Akter and D'Ambra (2011). Table 4.20 shows the results of the predictive relevance  $Q^2$  analysis.

Table 4. 20  
*Predictive Relevance Q2 Analysis.*

|                               | <b>Q<sup>2</sup>predict</b> | <b>RMSE</b> | <b>Size</b> |
|-------------------------------|-----------------------------|-------------|-------------|
| Creativity                    | 0.063                       | 0.973       | Moderate    |
| Innovation                    | 0.037                       | 0.984       | Moderate    |
| Organizational<br>Performance | 0.907                       | 0.863       | Strong      |

#### 4.8.5 Hypotheses Testing

Hypothesis testing plays a critical role in research as it provides a systematic and objective way to assess the validity of research questions and make evidence-based conclusions. Researchers design studies with clear objectives, enabling them to focus their efforts on investigating relevant relationships and patterns (Palese et al., 2019). According to Streiner (2005), hypothesis testing helps researchers quantitatively assess their findings' significance and draw meaningful inferences from the data. Thus, the three directional hypotheses were proposed in the current research and tested by applying path analysis. Valenzuela and Bachmann (2017) argued that path analysis is a statistical method used to explore and assess the connections between a group of observed variables. This technique allows researchers to simultaneously study multiple direct and indirect relationships among variables. It is considered a specific type of broader statistical approach known as structural equation modelling. The results of path analysis are generally depicted using a path diagram, where boxes represent variables, and arrows illustrate the paths that illustrate the relationships between the variables. Path analysis provides a comprehensive and visual way to analyze complex interconnections between variables in a research study. The path analysis in the current research examined the direct effect of Organizational Creativity and Organizational Innovation on Organizational Performance. Later, the mediating effect of Financial Governance on both relationships was examined.

Table 4. 21

*Results of Hypotheses Testing (Path Analysis, Mediation Analysis)*

| S/R. | Hypotheses                                                                            | $\beta$ | Mean   | t- values | P- values | Decision  |
|------|---------------------------------------------------------------------------------------|---------|--------|-----------|-----------|-----------|
| H1.  | Organizational Creativity -><br>Organizational Performance                            | -0.055  | -0.155 | 11.368    | 0.000     | Supported |
| H2.  | Organizational Innovation -><br>Organizational Performance                            | 0.514   | 0.800  | 9.796     | 0.000     | Supported |
| H3.  | Organizational Creativity →<br>Financial Governance                                   | 0.275   | 0.417  | 9.847     | 0.000     | Supported |
| H4.  | Organizational Innovation<br>→ Financial Governance                                   | 0.172   | 0.176  | 10.352    | 0.000     | Supported |
| H5.  | Financial Governance →<br>Organizational Performance                                  | 0.634   | 0.163  | 7.826     | 0.000     | Supported |
| H5.  | Organizational Creativity -><br>Financial Governance -><br>Organizational Performance | 0.319   | 0.485  | 11.368    | 0.000     | Supported |
| H6.  | Organizational Innovation -><br>Financial Governance -><br>Organizational Performance | 0.254   | 0.358  | 15.068    | 0.000     | Supported |

First, **H1** proposed a significant effect of Organizational Creativity on the Organizational Performance of employees in the Ministry of Interior (MOI) United Arab Emirates (UAE). The proposed effect remained significant with the beta coefficient value  $\beta = -0.055$ , t-value at 11.368, and significance value  $p > 0.000$ . Further, regarding the **H2** of the current research, the direct effect of Organizational Innovation on the Organizational Performance of the employees in MOI. The second hypothesis also remained significant, with a significance value of  $p < 0.000$ , a t-value of 9.796, and a beta coefficient value of 0.514.

Before conducting the mediation analysis, the direct effects of predictor variables on the mediator variable were examined. As shown in Table 4.20, the direct effect of Organizational Creativity on the Financial Governance as proposed in the H3 of the

study, remained significant beta coefficient value  $\beta = 0.275$ , t-value at 9.847, and significance value  $p > 0.000$ . Further, the proposed direct effect of Organizational Innovation on the Financial Governance in H4 also remained significant with the beta coefficient value  $\beta = 0.172$ , t-value at 10.352, and significance value  $p > 0.000$ .

The final hypothesis (H5) assessing an proposing the direct effects of financial governance on organizational performance was further remained significance with the with the beta coefficient value  $\beta = 0.634$ , t-value at 7.826, and significance value  $p > 0.000$ .

#### **4.8.6 Mediation Analysis**

Thus, after examining the direct effects of predictor variables on the mediator variable, last two hypotheses examined the mediating effect of Financial Governance on the relationship between Organizational Creativity and Organizational Innovativeness on Organizational Performance. First, the indirect effect of Financial Governance on the relationships between Organizational Creativity and Organizational Performance was examined. With a beta coefficient value of 0.319, a t-value of 11.368, and a significance value of  $p < 0.000$  (indirect effects -0.024), the mediation of Financial Governance on the relationships between Organizational Creativity and Organizational Performance remained significant. Finally, the second proposed mediation (H7) of Financial Governance on the relationship between organizational Innovation and Organizational Performance also remained significant with the beta coefficient value 0.254, t-value 15.068, and significance value  $p < 0.000$  (indirect effects 0.155). Overall, the path between Organizational Innovation and Organizational remained strongest (0.514). Thus, the results remained supportive,

approving all the proposed hypotheses. Table 4.20 shows the summary of hypotheses testing.

#### 4.9 Summary of Hypotheses Assessment

The current study applied all the suitable methodological approaches to analyze the gathered data, including descriptive and inferential statistics. It was found that both predictor variables (Organizational Creativity and Organizational Innovation) on the Organizational Performance of the employees in the Ministry of Interior. Further, the mediation of Financial Governance also remained significant. Figure 4.1 shows the measurement model, and Figure 4.2 shows the structural model. Table 4.22 shows the summary of the hypotheses assessment.

Table 4. 22  
*Summary of Hypotheses Assessment*

| S/R. | Hypotheses                                                                                                       | Status   | Threshold Value |
|------|------------------------------------------------------------------------------------------------------------------|----------|-----------------|
| H1.  | Organizational Creativity significantly affects the organizational performance of the Ministry of Interior UAE.  | Accepted | $P < .000$      |
| H2.  | Innovation significantly affects the organizational performance of the Ministry of Interior UAE.                 | Accepted | $P < .000$      |
| H3.  | Organizational Creativity significantly affects the financial governance in the Ministry of Interior UAE.        | Accepted | $P < .000$      |
| H4.  | Organizational Creativity significantly affects the financial governance in the Ministry of Interior UAE.        | Accepted | $P < .000$      |
| H5.  | Financial Governance significantly affects the organizational performance of the Ministry of Interior UAE.       | Accepted | $P < .000$      |
| H6.  | Financial governance mediates the relationship between organizational Creativity and organizational performance. | Accepted | $P < .000$      |
| H7.  | Financial governance mediates the relationship between Innovation and organizational performance.                | Accepted | $P < .000$      |

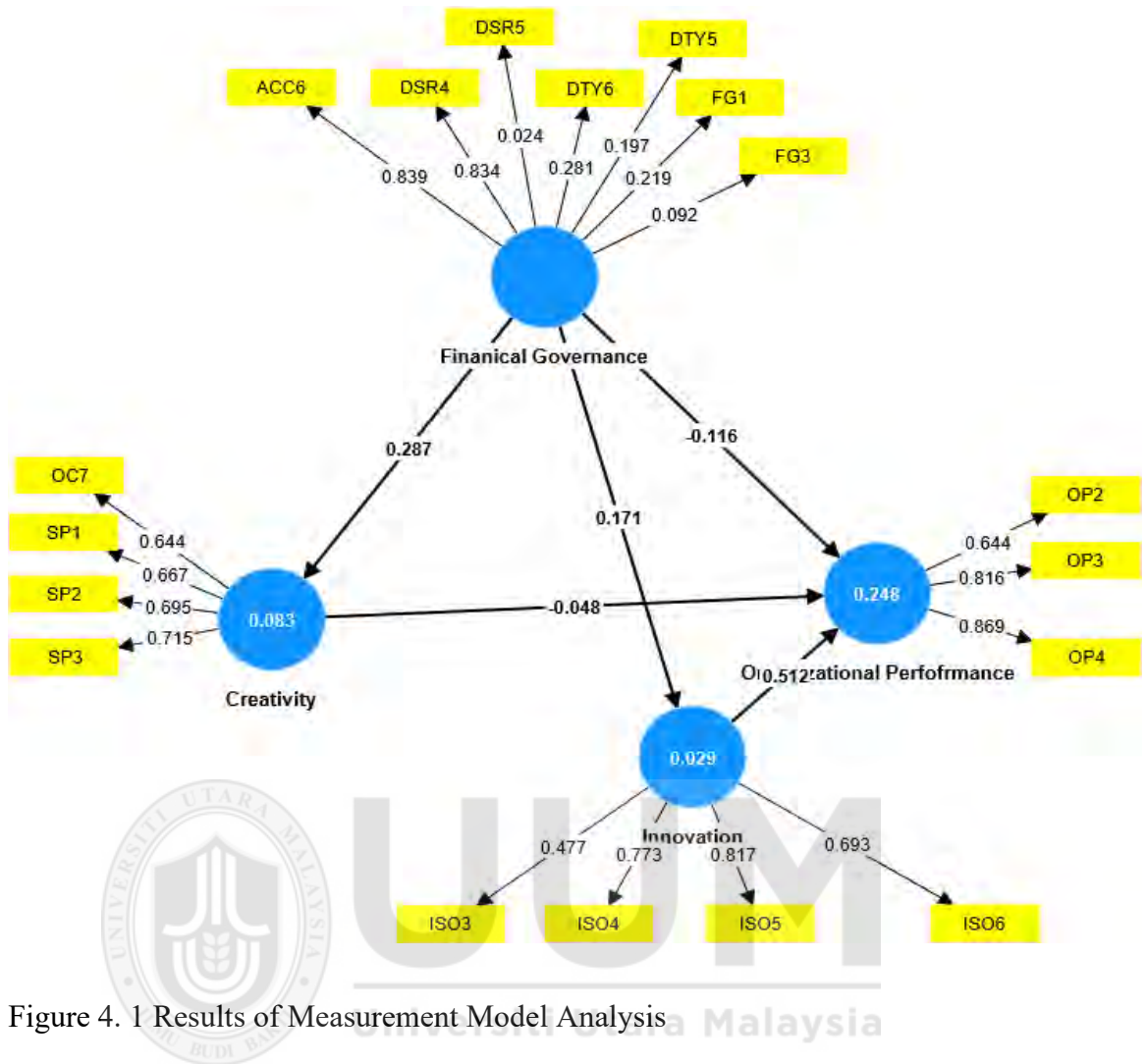


Figure 4. 1 Results of Measurement Model Analysis

Figure 1 shows the measurement model in the current research study after removing items below 0.5 as the threshold value. These relevant items were removed to ensure the goodness of fit further. As shown in the figure, a few items were removed, and the rest were retained and finalized for further analysis.

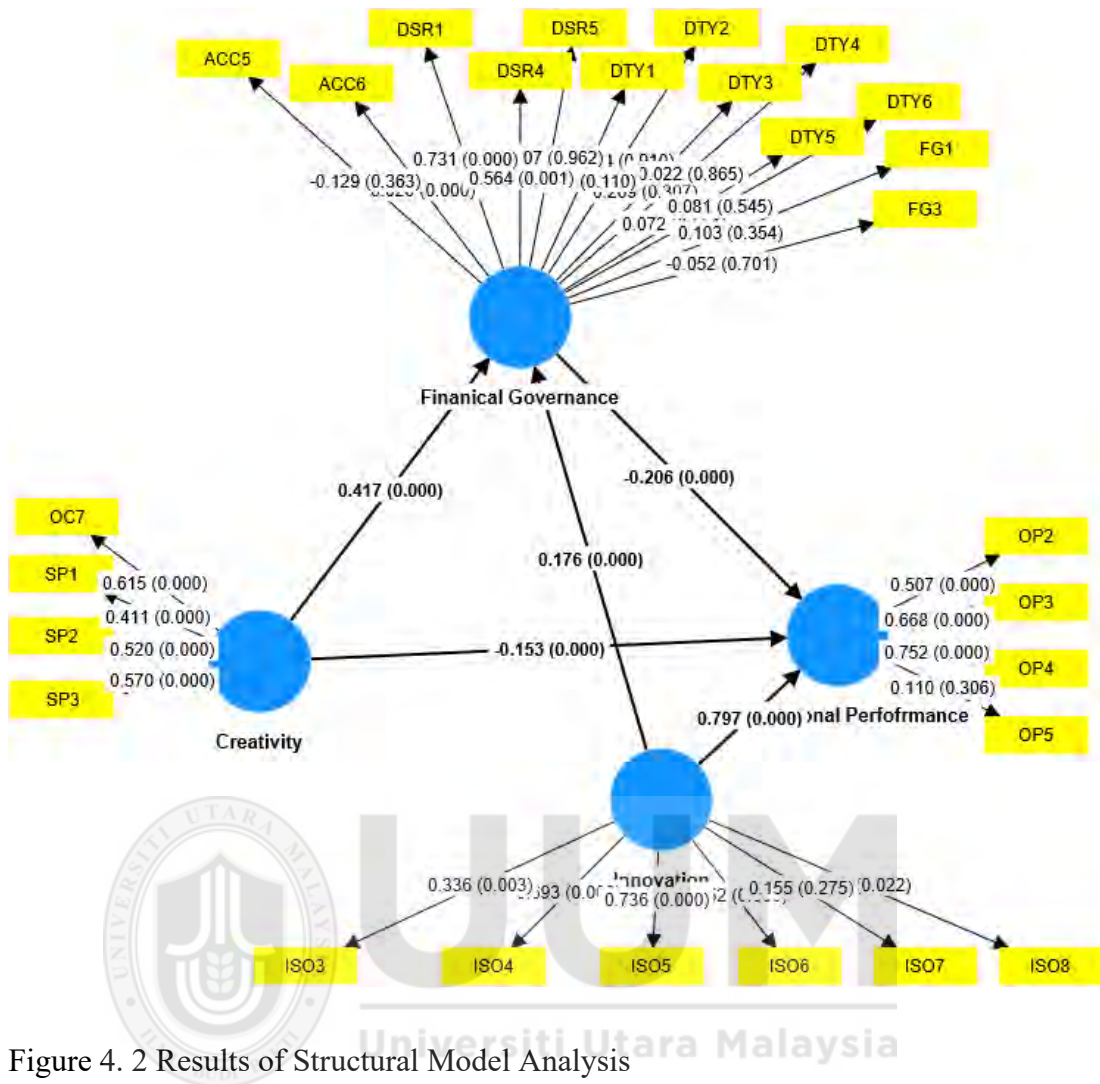


Figure 4. 2 Results of Structural Model Analysis

Figure 4.2 shows the final structural model of the current study after conducting the path analysis. It indicates the path values and significance values, further determining the status of the structural relationship proposed between the study variables. All the hypotheses are well-tested and are supported by the path analysis. Overall, these results are supportive and indicate that the conceptual framework in this study is accepted.

#### 4.10 Chapter Summary

This chapter was based on analyzing the gathered data and generating results to conclude the study accordingly. First, the descriptive analysis is conducted to examine the missing values, normality of the data, demographics of respondents. Further,

inferential statistics was conducted based on Partial Least Square-Structural Equation modelling (PLS-SEM). Notably, the relevant analysis was based on two step approach including measurement model testing and further structural modelling testing. Finally, the chapter provided the summary of hypotheses testing and graphical illustrations of final measurement model and structural model.



## **CHAPTER FIVE**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Chapter Introduction**

This section discusses and highlights the research results derived from data analysis and works as the concluding observations for the study. All proposed hypotheses obtained support from the path analysis, emphasizing the crucial role of organizational creativity and innovation in affecting organizational performance among employees within the Ministry of Interior (MOI), United Arab Emirates. The chapter initially provides a concise overview of this context's research summary and approaches. Further, the results are discussed, and each hypothesis is scrutinized deeply, aligning with the research objectives and questions. The importance of these findings is then discussed in detail concerning existing literature, contributing to an extensive understanding of the studied phenomenon. Following the discussion, methodological, theoretical, and practical implications are proposed. Finally, this chapter outlines the limitations of the research and provides recommendations for future studies.

#### **5.2 Research Summary**

This research investigated the Ministry of Interior in the UAE, primarily focusing on understanding the effect of organizational creativity and innovation on its overall performance. The project begins with a comprehensive introduction, providing

systematic grounds for the subsequent exploration into the dynamics of organizational effectiveness within the relevant government institution. The introduction provides an overview of organizational performance's significance in the Ministry of Interior context. It highlighted the crucial role that creativity and innovation play in shaping the success and efficiency of governmental entities (Hasan & Hassan, 2021). The literature review further discussed and supported the existing work, synthesizing insights from various sources to establish a theoretical foundation for the study. The literature review guided the investigation of organizational creativity and innovation in the context of government institutions (Chourasia et al., 2023; Pokharel & Ok Choi, 2015). It explained how creativity and innovation contribute to improved performance, drawing on examples from both public and private sectors. Also, it identified gaps in the current knowledge and helped propose research questions that would be addressed through the preferred methodology.

The research methodology was selected to provide a robust data-gathering and analysis framework. A cross-sectional research design was adopted, and the survey approach was chosen to collect insights from the Ministry of Interior employees. The decision to use structural equation modelling highlighted a rigorous analytical approach, confirming the validity and reliability of the findings. Further, survey participants were selected systematically, striving for a representative sample that would capture the diverse perspectives within the Ministry. The survey tool measured organizational creativity, innovation, financial governance, and overall organizational performance. This methodological approach aimed to comprehend the complex relationships among these variables thoroughly. As data-gathering evolved, the structural equation modelling approach was applied to examine the complex connections between

organizational creativity, innovation, financial governance, and performance. The results indicated by the analysis underscored the positive and significant impact of organizational creativity and innovation on the overall performance of the Ministry of Interior. These results resonated with the literature reviewed (Notanubun, 2021), confirming the relevance of promoting creativity and innovation within governmental institutions, particularly the Ministry of Interior (MOI), UAE.

Similarly, the research investigated the mediating role of financial governance. The analysis indicated that financial governance acts as a mediator, explaining how effective financial management enables the translation of organizational creativity and innovation into improved organizational performance. This discernment contributes not only to the specific context of the Ministry of Interior but also offers broader implications for governmental institutions seeking to improve their efficiency.

### **5.3 Discussion on Results**

As previously mentioned, this research relies on four preliminary research hypotheses. This section thoroughly examines each hypothesis, accompanied by the pertinent research question and context for an extensive discourse. The discussion of each hypothesis includes a review of relevant literature providing empirical and theoretical support establishing the study's connection with prior research conducted on similar topics.

#### **5.3.1 The Effect of Organizational Creativity on Organizational Performance**

The first study objective was “To examine the effect of organizational creativity on the organizational performance of the Ministry of Interior UAE” following the RQ1

of the current research study “How does organizational creativity affect the organizational performance of the Ministry of Interior UAE?” Notably, the relevant question was aimed at examining how factors like task motivation and skills and process provided by the MOI affect the overall performance (such as excellence, strategies, effectiveness, and others) of the relevant organization. Guided by the first hypothesis “Organizational Creativity significantly affects the organizational performance of the Ministry of Interior UAE”, the proposed effect of Organizational Creativity on the Organizational Performance of the Ministry of Interior remained significant. These results are consistent with the existing literature witnessing organizational effective as indicators of strong organizational performance, success, and excellence (Ali Taha et al., 2016; Mikalef & Gupta, 2021; Shahzad et al., 2016). For example, in a case study by Ali Taha et al. (2016), the researchers examined the organizational culture facilitating creativity and excellence among the employees in the public sector organizations in Slovakia. Results indicated strong relationship between organizations promoting psychological health, new ideas, and strategies to ensure employee well-being, and also encouraging employee opinion, further leading to better organizational performance.

Based on the framework of organizational climate theory, Shanker et al. (2017) examined the mediating effect of innovative work behaviour on the correlation between organizational creativity for excellence and organizational performance. The results, acquired from a survey of 202 managers in Malaysian companies, indicated that organizational creativity for excellence and organizational performance have a significant correlation. Further, innovative work behaviour mediates the relationship between the organizational climate for innovation and organizational performance.

Another study by (Boso, 2017) examined the correlation between organizational creativity and organizational performance, which is further affected by the organization's ability in new product development (NPD). Data was acquired from a sample of 221 small- and medium-sized enterprises (SMEs) in Africa, indicating that process and product NPD capabilities partially mediate the effect of novelty and usefulness aspects of organizational creativity on organizational performance. Also, it identified that the impact of environmental dynamism strains the indirect effects of organizational creativity's novelty and usefulness, mediated by process and product NPD abilities, on organizational performance. Nevertheless, these effects are strengthened when there is an increased responsiveness to the target market's needs. Jaffal and Alshawabkeh (2021) also witnessed the significant effects of organizational creativity on organizational performance in the Jordanian pharmaceutical companies. Data gathered from 350 employees from the local companies revealed that those respondents explained the significant importance of all aspects of organizational creativity. Also, the research established an apparent impact of organizational creativity on its various dimensions, including performance within pharmaceutical companies in Jordan. Thus, organizational creativity is important for innovation and adaptability within any enterprise. It catalyzes the development of novel ideas, solutions, and strategies to challenges, promoting a culture of continuous improvement. Organizations prioritizing creativity in an increasingly dynamic professional environment are better placed to steer complexities and stay ahead of the competition. Creative thinking enables employees to break away from traditional modes of problem-solving, enabling a more adaptable and agile organizational mindset (Anderson et al., 2017).

### 5.3.2 The Effect of Innovation on Organizational Performance

The second study objective was “To analyze the effect of innovation on the organizational performance of the Ministry of Interior UAE” further probed by the RQ2 of the study “How does the innovation affect the organizational performance of the Ministry of Interior UAE?”. The construct Innovation is measured by using certain innovation strategies, such as redesign/reengineering, developing news ideas, treating employees as a vital source of competitive advantage, and others. Guide by the H2 “Innovation significantly affects the organizational performance of the Ministry of Interior UAE”, the second assumption remained significant, indicating that innovation having significant effect on Organizational Performance in the Ministry of Interior (MOI), UAE. These findings are consistent with the existing literature witnessing innovation as an important strategies approach, ensuring improved organizational performance and excellence (Al-Hakim & Hassan, 2016; El-Kassar & Singh, 2019; Fartash et al., 2018).

For example, a study by Alosani and Al-Dhaafri (2023) examined the mixed effect of innovation and strategic planning on the organizational performance of Dubai Police. Data was gathered from structured questionnaires among 150 police employees. The results affirmed the significant impact of both strategic planning and innovation on the organizational performance of Dubai Police, suggesting that the interplay between strategic planning and innovation plays a crucial role in shaping the overall effectiveness and excellence of the organization. Another case study by (Walker et al., 2017) investigated the innovation's direct and indirect impact on organizational performance, focusing on the mediating role of performance management (PM). The results revealed that the impact of innovation on performance is direct and is further

mediated by performance management. Also, the study disclosed a positive impact of performance management on organizational performance.

A study by Damanpour et al. (2019) analyzed the results associated with adopting three types of innovation—service, technological process, and administrative process—in service organizations. The central idea posited that innovation's effect on organizational performance depends upon the mix of innovation types over time. To evaluate this hypothesis, Damanpour and their colleagues analyzed innovative activities in a committee consisting of 428 public service organizations in the UK over four years. The results indicated that a particular focus on embracing a specific innovation type each year has harmful effects. Contrarily, maintaining consistency in adopting the same composition of innovation types over numerous years yields a significant impact. Also, deviating from the industry norm in adopting innovation types benefits organizational performance. As noted by Samuelsson (2023) innovation and differentiation have become critical requirements for an organization in the present highly competitive market landscape, marked by a quick surge in innovative strategies over the past two decades. Simultaneously, organizations must search for new possibilities, develop innovative products or services, and enter new markets to improve organizational performance and sustain a sustainable competitive advantage. The competitiveness of firms is intricately linked to their ability to innovate, allowing them to acquire cost efficiencies, deliver higher quality, meet clients' demands, and introduce novel services. Innovation is instrumental in shaping a firm's competitiveness. In this context, integrating new ideas and introducing and developing innovative services are commonly acknowledged as forms of technological innovation.

### **5.3.3 Effect of Financial Governance on Organizational Performance**

Next, this research aimed to examine the effect of financial governance on the organizational performance in the Ministry of Interior UAE. Existing literature witnesses the importance and effect of financial governance as a important consideration for organizations today. Results indicated a positive and significant effect of financial governance on the performance of the Ministry of Interior UAE. Study respondents remained agreed that financial governance is important for managing and sustaining the performance of the relevant organization in a better possible manner.

Consistent with the current study results, argued that Financial governance plays a pivotal role in driving organizational performance and fostering growth. Muktiadji et al. (2020) suggest that financial performance encapsulates the quantification of various actions, aiming to help companies pinpoint financial hurdles and enhance operational effectiveness and efficiency (Olayiwola, 2018). Effective financial governance serves as a compass, steering companies toward sustainable growth by ensuring prudent management of resources and strategic planning.

Notably, traditional methods predominantly rely on financial metrics derived from historical data, such as growth, profit, return on investment (ROI), economic value added, and cash flow (Shahwan, 2015). However, traditional approaches have been criticized for their backward-looking nature, prompting the emergence of non-traditional methods like the balanced scorecard pioneered (Muktiadji et al., 2020). The balanced scorecard integrates financial and non-financial perspectives, including

customer satisfaction, internal processes, and learning and growth initiatives, offering a more holistic view of organizational performance.

Financial performance, particularly profitability, is a key indicator of organizational health and success (Kyere, 2020). Profitability metrics like return on assets (ROA), return on equity (ROE), and profit margin provide insights into the efficiency of asset utilization, shareholder value creation, and operational effectiveness (Shahin et al., 2014). Shareholders closely monitor profitability metrics, directly influencing stock prices and dividend payouts (Muktiadji et al., 2020).

Effective financial governance ensures that resources are allocated optimally, risks are managed prudently, and strategic objectives are aligned with financial goals. By implementing robust governance practices, organizations can enhance transparency, accountability, and compliance, fostering investor confidence and facilitating access to capital for expansion and innovation. Ultimately, sound financial governance safeguards organizational assets and fuels sustainable growth and competitive advantage in an increasingly dynamic business landscape (Surroca et al., 2010).

#### **5.3.4 The Mediation of Financial Governance on the Relationship between Organizational Creativity and Organizational Performance**

The further aim of this research was “To scrutinize the indirect effect of financial governance on the relationship between organizational creativity and organizational performance in the Ministry of Interior UAE. The relevant aim is further investigated by the RQ of the study “To what extent does financial governance mediate the relationship between organizational creativity and organizational performance in the Ministry of Interior UAE??”. The relevant mediation is based on the previous

literature, indicating financial governance as one of the central aspects of government sector organizations (D. Fernandez et al., 2017; Pang, 2020; Thi Tran et al., 2022). According to Bovaird and Loeffler (2019), financial governance is critical in government sector organizations, operating as a foundation for responsible fiscal management and accountability. Effective financial governance assures that public funds are used transparently, efficiently, and by specified regulations and policies (Muttaqin & Mulyasari, 2018). Financial governance is important in promoting public trust in the government sector, where taxpayers often acquire resources. Dooren Wouter Van (2018) argued that transparent budgeting processes, stringent financial controls, and extensive reporting mechanisms are required for financial governance. These practices contribute to the deterrence of financial mismanagement and fraud and promote the efficient distribution of resources to meet the diverse needs of the public. A well-established financial governance framework in government organizations is elemental for retaining credibility, fostering public confidence, and assuring financial resources are directed toward providing essential services and society's well-being.

Thus, based on the utmost importance of financial governance for the government sector organizations (García-Juan et al., 2018; Gilbert & Von Glinow, 2017), particularly Ministry of Interior (Moi), UAE, the third research hypothesis “Financial governance mediates the relationship between organizational Creativity and organizational performance” also remained significant. Results indicated a partial mediation of financial governance in the relationship between organizational creativity and organizational performance. These results are consistent with the existing literature, witnessing financial governance as affecting organizational performance (Ali et al., 2021; Hoai et al., 2022; Lustrilanang, 2023). A study conducted by

Kamaruddin et al. (2021) investigated how financial governance practices affect Islamic work ethic and performance, subsequently impacting Islamic social enterprises (ISEs) accountability. Data from 102 Malaysian Islamic banks showed a direct association between Islamic work ethic and performance. On the other hand, the relationship between financial management and accountability remained indirect and mediated by financial governance. Thus, the relevant study supported the conclusion that financial governance mediates the relationships between financial management, Islamic work ethic, and the accountability of the Islamic banking sector in Malaysia.

In their study, Najm et al. (2022) assessed how various dimensions of financial governance impact three preceding forms of organizational commitment and performance in the service sector in Jordan. The financial governance dimensions under consideration include compliance with the financial governance code, top management, control environment, transparency, accountability, disclosure, and the rights of shareholders and stakeholders. Also, the study explored the role of organizational creativity as a mediating variable in affecting the relationship between financial governance dimensions and organizational commitment. Data collected from 152 respondents validated the positive impact of three specific corporate governance dimensions—compliance with the financial governance code, accountability, and control environment—on all three types of organizational commitment (affective, continuance, and normative). Further, the results indicate that transparency, disclosure, and the rights of shareholders and stakeholders significantly impact affective and normative commitment.

### **5.3.5 The Mediation of Financial Governance on the Relationship between Innovation and Organizational Performance**

According to Atmaja et al. (2023), financial governance in government sectors is important for promoting economic resilience and sustainable development. Effective financial governance practices contribute to long-term fiscal discipline, avoiding budgetary depletion and unsustainable debt levels (Anwar & Abdullah, 2021; B. George et al., 2019; Khaltar & Moon, 2020; A. J. Khan & Iqbal, 2020). By complying with the principles of transparency and accountability, government organizations can attract domestic and international investment, promoting economic growth. (Kyerere & Ausloos, 2021) stated that financial governance allows governments to prioritize and implement strategic initiatives necessary for societal advancement, such as infrastructure development, education, and healthcare. Hence, financial governance in the government sector serves as a linchpin for the responsible stewardship of public resources, promoting economic stability and assuring that government actions align with citizens' best interests (Firman, 2022; Kassim et al., 2017; Storey et al., 2016).

Thus, the further study objective was “To scrutinize the indirect effect of financial governance on the relationship between innovation and organizational performance in the Ministry of Interior UAE”. The RQ4 of the study was consistent with the relevant objective “To what extent does financial governance mediate the relationship between innovation and organizational performance in the Ministry of Interior UAE?”. Results indicated that the proposed mediation of the financial governance on the relationship between innovation and organizational performance demonstrating that the H4 “Financial governance mediates the relationship between Innovation and organizational performance” remained validated. The path analysis indicated partials mediation of financial governance as the direct relationship between organizational

creativity and organizational performance was also supported. These findings are consistent with the existing literature indicating financial governance as robust factor affecting organizational performance (Aboramadan et al., 2020; AlTaweel & Al-Hawary, 2021; Becerra-Vicario et al., 2023; Nawaz Khan et al., 2019).

A study by Asensio-López et al. (2018) employed a literature review approach to examine the impact of financial governance and innovation on organizational excellence, elucidating how distinct internal financial governance mechanisms might shape excellence. Findings indicated consensus concerning the correlation between financial governance and innovation, further affecting organizational excellence. Another case study by Bui (2023) examined the correlation between financial governance (FG) and the financial performance of publicly listed companies in Vietnam from 2019 to 2021. The researchers employed generalized system methods of moments to tackle potential endogeneity concerns in FG research. Financial performance metrics such as Tobin's Q, return on equity (ROE) (S. Hussain, 2020; Isaac, 2018), and return on assets (ROA) (Vintilă et al., 2020) were used. These indicators, aligned with OECD standards, evaluate FG practices' effect on accounting information (ROA and ROE) and market performance. Key results underlined a positive relationship between transparency disclosure and financial performance and a positive correlation between FG and company size. The study notes a decrease in transparency and information index scores in 2021 due to the COVID-19 pandemic's impact on delayed General Meetings of Shareholders. Yet, the study did not identify a relationship between shareholder rights index ("cg\_rosh") and board responsibility ("cg\_reob") and financial performance.

## 5.4 Conclusion

This research focused on apprehending how organizational creativity, innovation, and financial governance influence the performance of the Ministry of Interior UAE, a critical element in the Emirati government sector. The preliminary goal was to shed light on these factors' implications within a government organization's context. Organizational performance is important for the Ministry of Interior UAE, influencing its efficiency and success in fulfilling different responsibilities. This study highlights the role of organizational creativity in promoting an innovative culture within the Ministry, leading to improved results and overall effectiveness. The significant influence of innovation on organizational performance is another crucial finding. The Ministry's ability to adapt to changes (Ko & Smith-Walter, 2018), adopt technological advancements (Acar, 2012), and implement innovative solutions (Bhaskar & Mishra, 2017) is important for its success. The study underlines the need for continuous improvement to address evolving challenges effectively.

Also, the research examined the role of financial governance as a mediator in the relationships between organizational creativity, innovation, and performance. Effective financial governance practices significantly accelerate the influence of creativity and innovation on performance outcomes. This highlights the importance of sound financial governance in optimizing the possible benefits of creative and innovative initiatives. Thus, this research concludes that the policymakers, organizational leaders, and stakeholders within the Ministry of Interior UAE should focus more on innovation, creativity, and financial governance to excel in their performance. By recognizing the significance of these factors, the Ministry can strategically incorporate these elements into its operational framework. Fostering a

culture of creativity, adopting innovation, and assuring strong financial governance are crucial strategies for improving the Ministry's long-term success and applicability in the government sector.

## **5.5 Study Implications**

Based on the problem, objectives, and results, this research provides some methodological, theoretical, and practical implications. These implications will further help the future researchers, organizational stakeholders, the government officials to take an in-depth overview of the current policies, design new strategies, and improve the existing ones, accordingly.

### **5.5.1 Methodological Implications**

The methodological implications of this research offer practical insights for future research projects and methodological considerations as a cross-sectional design within the context of the Ministry of Interior UAE is used in this study. Further, including officers working in the Ministry of Interior of different military ranks as the research population presents a practical and inclusive process for studying organizational dynamics. This approach allows for an extensive understanding of the factors affecting organizational creativity, innovation, financial governance, and performance within a specific governmental context. Using Krejcie and Morgan's (1970) table for specifying the sample size from the given population, resulting in a sample size of 346 from a population of 3,411 shows a methodological stringency that confirms the study's findings are representative and reliable. This technique provides a transparent and systematic basis for selecting the sample size, enhancing the external validity of the study's results.

The use of structured questionnaires, developed by adopting measurement items from existing studies, positively affected the methodological robustness of the research. This technique leverages established measurement tools, improving the comparability of results with prior studies and facilitating the expansion of knowledge in the field. Adopting existing measurement items also adds to the construct validity of the study, aligning with established theoretical frameworks. Incorporating descriptive and inferential statistics in the analysis allows for a comprehensive data exploration. Descriptive statistics offer a nuanced understanding of the characteristics of the study variables, while inferential statistics, specifically Partial Least Squares Structural Equation Modeling, are used to test the hypotheses precisely. The consistent importance of all hypotheses in the study further supports the methodological robustness, showing the reliability and validity of the analytical approach. Hence, the methodological implications of this research highlight the significance of a systematic and transparent technique for sampling, measurement, and analysis. By complying with established methodologies and showing the reliability of the chosen methods, this study provides certain methodological implications regarding organizational dynamics within government sector organizations. These methodological considerations allow future researchers to build upon and modify the methodologies applied in similar contexts.

### **5.5.2 Theoretical Implications**

The theoretical implications of this study are grounded in the Componential Theory of Organizational Creativity and Financial Governance Theory (Choi & Chun, 2021). According to the Componential Theory, which asserts that creativity is impacted by three main components – domain-relevant skills, creativity-relevant processes, and

intrinsic task motivation, the study demonstrates the significance of cultivating these components within the Ministry of Interior UAE. The findings highlight the need for targeted efforts to improve the workforce's skills, facilitate creative processes, and encourage intrinsic motivation, promoting organizational creativity. Financial Governance Theory, which emphasizes the importance of effective financial management in organizational success, also provides theoretical support for the research's investigation of the mediating role of financial governance (Ahyaruddin & Akbar, 2016; El-Ghalayini, 2017; Obi-Anike & Ekwe, 2018). The study's evidence-based understanding aligns with the theory, emphasizing that sufficient financial governance practices contribute to optimizing the influence of both organizational creativity and innovation on overall performance. This supports the idea that financial governance is not merely a procedural factor but crucial in opening the full potential of creative and innovative initiatives within the organizational context.

Also, the research contributes theoretically by expanding the applicability of these frameworks (Rahmawati et al., 2016), initially designed in more general organizational contexts, to a specific government sector organization like the Ministry of Interior UAE. It shows the relevance and adaptability of the Componential Theory of Organizational Creativity and Financial Governance Theory in apprehending and enhancing organizational dynamics within government institutions' challenges and limitations. Therefore, the theoretical implications of this research highlight the significance of aligning organizational creativity and innovation with selected theoretical frameworks. This research study offers theoretical knowledge and provides a substantial foundation for future research projects and practical applications within government sector organizations.

### **5.5.3 Practical Implications**

This research's practical implications are important for the Ministry of Interior UAE and similar government sector organizations. The study emphasizes the crucial role of organizational creativity in improving performance. As a practical recommendation, the Ministry can implement training programs and initiatives to improve its workforce's creative skills. Promoting a work culture that values and fosters creativity can lead to more effective problem-solving and innovation in day-to-day operations. In adopting the positive correlation between innovation and organizational performance, the Ministry considers implementing practical measures to encourage and reward innovative thinking. This involves creating reliable spaces for idea generation, setting incentive programs for innovative solutions, and assuring that resources are assigned for research and development activities. These practical steps further contribute to a more adaptive and forward-thinking organizational culture.

Similarly, this research also underscores the importance of robust financial governance practices. The Ministry focuses on improving transparency and accountability in financial processes for practical implementation. Implementing effective financial management, ensuring compliance with regulations, and regularly scanning financial policies contribute to optimizing organizational creativity and innovation for improved performance results. Also, the study's results suggest that government organizations should invest in technology and infrastructure to sustain innovative initiatives. Practical steps include updating IT systems, training on the latest technologies, and fostering collaboration with external partners to stay abreast of technological advancements. These practical measures can improve the organization's innovation capacity and performance. Thus, the practical implications of this research call for

substantial actions within the Ministry of Interior UAE. By prioritizing creativity, encouraging innovation, and maintaining financial governance practices, government sector organizations can position themselves for improved organizational performance. These practical recommendations extend beyond theory, providing practical insights for real-world performance in government sector organizations.

### **5.6 Study Limitations and Recommendations for Future Studies**

Despite this study examining a novel subject and using extensive approaches, it has limitations that require consideration by future researchers. One preliminary limitation is that the research focuses only on Ministry of Interior (MOI) employees in the United Arab Emirates. While practical insights are acquired from this context, there is a potential for improvement in generalizing the results to other regions or government sector organizations with different organizational structures, cultures, or socio-political environments. To improve the applicability of the results, future researchers can adopt a more diverse sampling approach, encompassing respondents from different regions, organizational backgrounds (public/private), and organizational settings. This approach would contribute to a more extensive understanding of how organizational creativity and innovation practices impact organizational performance across diverse contexts.

Second primary research limitations pertains to selecting the most employees over top managers for the study. While it is acknowledged that top managers may possess a more comprehensive understanding of organizational strategies and decision-making processes, the decision to include a larger proportion of employees was driven by the need to capture diverse perspectives within the Ministry of Interior. However, this

approach may have inadvertently limited the depth of insights obtained, particularly concerning strategic insights and high-level organizational perspectives. The predominance of employee perspectives might have restricted the breadth of understanding regarding strategic decision-making and overall organizational performance. Consequently, the research results may need to fully measure the strategic concerns and high-level insights that top managers could have provided. This limitation underscores the need for future research endeavours to balance including perspectives from employees and top managers, thereby ensuring a more comprehensive analysis of organizational dynamics and performance within the Ministry of Interior.

Another probable limitation arises from the dependence on self-reported data, which may present social desirability bias, where respondents may answer in a socially acceptable or reassuring manner, potentially biased the results. Future researchers might consider utilizing a mixed-methods approach, combining quantitative surveys with qualitative approaches like interviews or observations to mitigate this bias. This strategy would offer a more in-depth and objective exploration of the examined variables. Lastly, depending on a single method (survey) for data collection introduces the possibility for common method variance, where the survey instrument may impact respondents' perceptions of variables rather than reflecting true relationships between constructs. Future researchers can manage this limitation by controlling for possible confounding variables. This may involve including more control variables in the analysis or using progressive statistical methods to mitigate possible sources of bias. By systematically addressing this limitation, researchers can improve the reliability and validity of their results.

## **5.7 Chapter Summary**

This chapter discussed the acquired results after employing the selected study approaches, especially Partial Least Square- Structural Equation Modelling (PLS-SEM). First, a summary of the study is discussed in detail, further leading to the discussion of the results. Notably, results are discussed by highlighting each study's aim and questions, further leading to a discussion of the results and their consistency with the existing literature and the study conclusion. This chapter also proposed implications generated from the study results. Particularly, methodological, theoretical, and practical limitations are proposed. Finally, study limitations and recommendations for further research studies are discussed in detail.



## REFERENCES

- Aarons, G. A. (2006). Transformational and Transactional Leadership: Association With Attitudes Toward Evidence-Based Practice. *Psychiatric Services*, 57(8), 1162–1169. <https://doi.org/10.1176/ps.2006.57.8.1162>
- Ababneh, T. A. M., & Aga, M. (2019). The Impact of Sustainable Financial Data Governance, Political Connections, and Creative Accounting Practices on Organizational Outcomes. *Sustainability*, 11(20), Article 20. <https://doi.org/10.3390/su11205676>
- Abakah, H. (2019). Influence of financial management practices on organizational performance of non-governmental organizations in biodiversity, ACCRA [Thesis, University of Cape Coast]. <http://ir.ucc.edu.gh/jspui/handle/123456789/4241>
- Abbas, J., Zhang, Q., Hussain, I., Akram, S., Afaq, A., & Shad, M. A. (2020). Sustainable Innovation in Small Medium Enterprises: The Impact of Knowledge Management on Organizational Innovation through a Mediation Analysis by Using SEM Approach. *Sustainability*, 12(6), Article 6. <https://doi.org/10.3390/su12062407>
- Abdullah, H., & Valentine, B. (2019). Fundamental and Ethics Theories of Corporate Governance. 4.
- Abdullah, I., Omar, R., & Rashid, Y. (2019). Effect of Personality on Organizational Commitment and Employees ' Performance: Empirical Evidence from Banking Sector of Pakistan. *Middle-East Journal of Scientific Research*, 18(6), 759–766. <https://doi.org/10.5829/idosi.mejsr.2013.18.6.1685>
- Abid, G., Khan, B., Rafiq, Z., & Ahmed, A. (2015). Theoretical Perspectives of Corporate Governance (SSRN Scholarly Paper 2548941). <https://papers.ssrn.com/abstract=2548941>
- Abidin, N. Z., Ritahani, A., & A., N. (2018). Performance Analysis of Machine Learning Algorithms for Missing Value Imputation. *International Journal of Advanced Computer Science and Applications*, 9(6). <https://doi.org/10.14569/IJACSA.2018.090660>
- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: A study from a non-western context. *Journal of Management Development*, 39(4), 437–451. <https://doi.org/10.1108/JMD-06-2019-0253>
- ABU-BADER, S. H., & Abu-Bader, P. and C. of R. S. at the S. of S. W. S. H. (2021). Using Statistical Methods in Social Science Research: With a Complete SPSS Guide. Oxford University Press.

- Abuelhassan, A., & Nusari, M. (2019). Effect of Transformational Leadership on Employees' Performances Through Job Satisfaction Within Public Sectors in UAE.
- Acar, A. Z. (2012). Organizational Culture, Leadership Styles and Organizational Commitment in Turkish Logistics Industry. *Procedia - Social and Behavioral Sciences*, 58, 217–226. <https://doi.org/10.1016/j.sbspro.2012.09.995>
- Adigüzel, Z. G., & Okçu, V. (2021). Investigation of the Relationship between Perceived Organizational Climate and Teachers' Levels of Organizational Creativity and Organizational Cynicism. In Online Submission (Vol. 8, Issue 3, pp. 25–41). <https://eric.ed.gov/?id=ED611865>
- Afthanorhan, A., Awang, Z., & Mamat, M. (2016). A comparative study between GSCA-SEM and PLS-SEM. *MJ Journal on Statistics and Probability*, 1, 63–72. <https://doi.org/10.14419/jsp.v1i1.28>
- Agbo, A. A. (2010). Cronbach's Alpha: Review of Limitations and Associated Recommendations. *Journal of Psychology in Africa*, 20(2), 233–239. <https://doi.org/10.1080/14330237.2010.10820371>
- Aguinis, H. (2019). *Performance Management For Dummies*. John Wiley & Sons.
- Ahmad, K. Z. Bin, Jasimuddin, S. M., & Kee, W. L. (2018). Organizational climate and job satisfaction: Do employees' personalities matter? *Management Decision*, 56(2), 421–440. <https://doi.org/10.1108/MD-10-2016-0713>
- Ahmad, F. (2017). Knowledge-Sharing Networks: Language Diversity, Its Causes, and Consequences. 24(2). <https://onlinelibrary.wiley.com/doi/abs/10.1002/kpm.1539>
- Ahmad, F., Widén, G., & Huvila, I. (2020). The impact of workplace information literacy on organizational innovation: An empirical study. *International Journal of Information Management*, 51, 102041. <https://doi.org/10.1016/j.ijinfomgt.2019.102041>
- Ahyaruddin, M., & Akbar, R. (2016). THE RELATIONSHIP BETWEEN THE USE OF A PERFORMANCE MEASUREMENT SYSTEM, ORGANIZATIONAL FACTORS, ACCOUNTABILITY, AND THE PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS. *Journal of Indonesian Economy and Business*, 31, 1. <https://doi.org/10.22146/jieb.10317>
- Aizpurua, E. (2020). Pretesting Methods in Cross-Cultural Research. In *The essential role of language in survey research*. <https://core.ac.uk/reader/350053910>
- Akter, S., & D'Ambra, J. (2011). AN EVALUATION OF PLS BASED COMPLEX MODELS: THE ROLES OF POWER ANALYSIS, PREDICTIVE RELEVANCE AND GOF INDEX.

- Al, H. M. A. (2017). The relationship between leadership skills and successful change management skills: A survey study on Police Sciences Academy in Sharjah, UAE. *Journal of Emerging Trends in Economics and Management Sciences*, 5(5), 490–497. <https://doi.org/10.10520/EJC163071>
- Al Mazrouei, M., Khalid, K., Davidson, R., & Abdallah, S. (2019). Impact of Organizational Culture and Perceived Process Safety in the UAE Oil and Gas Industry. *The Qualitative Report*, 24(12), 3215–3238. <https://doi.org/10.46743/2160-3715/2019.3971>
- Alam Choudhury, M., & Nurul Alam, M. (2018). Corporate governance in Islamic perspective. *International Journal of Islamic and Middle Eastern Finance and Management*, 6(3), 180–199. <https://doi.org/10.1108/IMEFM-10-2012-0101>
- Alameri, M., Ameen, A., Khalifa, G. S. A., Alrajawy, I., & Bhaumik, A. (2019). The Mediating Effect of Creative Self-Efficacy on the Relation between Empowering Leadership and Organizational Innovation. 1938.
- Alawadhi, S., Aldama-Nalda, A., Chourabi, H., Gil-Garcia, J. R., Leung, S., Mellouli, S., Nam, T., Pardo, T. A., Scholl, H. J., & Walker, S. (2018). Building Understanding of Smart City Initiatives. In H. J. Scholl, M. Janssen, M. A. Wimmer, C. E. Moe, & L. S. Flak (Eds.), *Electronic Government* (pp. 40–53). Springer. [https://doi.org/10.1007/978-3-642-33489-4\\_4](https://doi.org/10.1007/978-3-642-33489-4_4)
- Alblooshi, M. (2018). Assessing factors that influence employees' creativity in public-sector organisations The case of Dubai government organisations. <https://ro.uow.edu.au/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1280&context=theses1>
- Al-Dhaafri, H. S. (2020). Impact of total quality management, organisational excellence and entrepreneurial orientation on organisational performance: Empirical evidence from the public sector in UAE | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/BIJ-02-2020-0082/full/html>
- Al-Dmour, A. H., Abbod, M., & Al-Balqa, N. S. (2018). The Impact of the Quality of Financial Reporting On Non-Financial Business Performance and the Role of Organizations Demographic' Attributes (Type, Size and Experience). <http://bura.brunel.ac.uk/handle/2438/15768>
- Aldohon, H. I. (2018). English for Specific Purposes (ESP) for Jordanian Tourist Police in Their Workplace: Needs and Problems. *International Education Studies*, 7(11), 56–67.
- Alghalban, D. F. H. (2017). Public Policy Development and Implementation in the United Arab Emirates. A study of organizational learning during policy development and implementation in the Abu Dhabi Police and the United Arab Emirates Ministry of Interior. <https://bradscholars.brad.ac.uk/handle/10454/16921>

- Al-Hakim, L. A., & Hassan, S. (2016). Core requirements of knowledge management implementation, innovation and organizational performance. *Journal of Business Economics and Management*, 17(1), 109–124. <https://doi.org/10.3846/16111699.2012.720597>
- Alhmoudi, H. M. S. A., Hamdani, S. B. M., & Noor, K. B. M. (2023). THE ROLE OF ARTIFICIAL INTELLIGENCE IN PREDICTING SECURITY CRISES: A STUDY AT THE MINISTRY OF INTERIOR IN THE (UAE). *IJASOS-International E-Journal of Advances in Social Sciences*, 8(24), Article 24.
- Ali, A., Iqbal, S., Haider, S. A., Tehseen, S., Anwar, B., Sohail, M., & Rehman, K. (2021). Does Governance in Information Technology Matter When It Comes to Organizational Performance in Pakistani Public Sector Organizations? Mediating Effect of Innovation. *SAGE Open*, 11(2), 21582440211016557. <https://doi.org/10.1177/21582440211016557>
- Ali, F., & Ahamat, A. (n.d.). EFFECTS OF INNOVATION AND CREATIVITY ON HUMAN RESOURCES PRACTICES IN MINISTRY OF INTERIOR UAE. *Tianjin Daxue Xuebao*, 55(06). <https://tianjindaxuexuebao.com/dashboard/uploads/39.HB6ST.pdf>
- Ali, O. E. A. (2019). An Exploration of the Relationship Between Emotional Intelligence and Job Performance in Police Organizations | SpringerLink. <https://link.springer.com/article/10.1007/s11896-011-9088-9>
- Ali Taha, V., Sirkova, M., & Ferencova, M. (2016). The impact of organizational culture on creativity and innovation. *Polish Journal of Management Studies*, Vol. 14, No. 1. <https://doi.org/10.17512/pjms.2016.14.1.01>
- Alin, A. (2010). Multicollinearity—Alin—2010—WIREs Computational Statistics—Wiley Online Library. <https://wires.onlinelibrary.wiley.com/doi/abs/10.1002/wics.84>
- Allua, S., & Thompson, C. B. (2009). Inferential Statistics. *Air Medical Journal*, 28(4), 168–171. <https://doi.org/10.1016/j.amj.2009.04.013>
- Almansoori, S. S., & Al-Tahitah, A. N. (2021). The Role of Artificial Intelligence in The Decision-Making Process at The Ministry of Interior in The United Arab Emirates. *Journal of AlMaarif University College*, 32(3), 80–99. <https://doi.org/10.51345/.v32i3.451.g237>
- Almashhadani, M. (2021). HOW DOES CORPORATE GOVERNANCE LEVERAGE ORGANIZATIONAL PERFORMANCE: A SURVEY WITH SUGGESTIONS AND NOTES FOR FURTHER RESEARCH. *Russian Journal of Agricultural and Socio-Economic Sciences*, 111, 3–9. <https://doi.org/10.18551/rjoas.2021-03.01>
- Almazrouei, M., Khalid, K., Abdallah, S., & Davidson, R. (2019). Assessing the health, safety, and environment culture in the United Arab Emirates oil and gas industry. *Journal of Engineering, Design and Technology*, 18(2), 495–512. <https://doi.org/10.1108/JEDT-07-2019-0188>

- Almehrizi, S. A. S., & Sulaiman, D. I. F. (2022). The Impact of Digital Transformation on Developing Managerial Skills: A Study by the Ministry of Interior in the (UAE). <http://localhost:8080/jspui/handle/123456789/19298>
- Alneadi, K. M., & Almatrooshi, M. J. (2020). Linking Knowledge Oriented Leadership and Innovation towards Organizational Performance. 21(1). [https://www.academia.edu/download/63389451/489-Article\\_Text-916-1-10-2020051520200521-90262-s92oc4.pdf](https://www.academia.edu/download/63389451/489-Article_Text-916-1-10-2020051520200521-90262-s92oc4.pdf)
- Alnidawi, A. A. B., & Jaffal, S. A. Q. (2018). The Impact Of Organizational Creativity On Organizational Performance: The Moderating Role Of Knowledge Sharing: Empirical Study In Pharmaceutical Jordanian Companies. *Economics and Management*, 14(2), 144–156.
- Al-Obthani, F., & Ameen, A. (2019). Association between Transformational Leadership and Smart Government among Employees in UAE Public Organizations. 10, 98–104.
- Alosani, M., & Al-Dhaafri, H. (2023). Stimulating HRM practices through innovative culture: An empirical study on the UAE's government agencies. *International Journal of Quality and Service Sciences*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/IJQSS-09-2022-0092>
- AlQutob, R., Moonesar, I. A., Tarawneh, M. R., Nsour, M. A., & Khader, Y. (2020). Policing in UAE. *JMIR Public Health and Surveillance*, 6(3), e20478. <https://doi.org/10.2196/20478>
- Alshamsi, S. M. A., & Sulaiman, I. F. (2022). The Role Of Strategic Leadership In Achieving Institutional Excellence At The Ministry Of Interior In The United Arab Emirates: The Modern Management As An Intermediate Variable. <http://localhost:8080/jspui/handle/123456789/19304>
- AlTaweel, I. R., & Al-Hawary, S. I. (2021). The Mediating Role of Innovation Capability on the Relationship between Strategic Agility and Organizational Performance. *Sustainability*, 13(14), Article 14. <https://doi.org/10.3390/su13147564>
- Amabile, T. M. (2012). COMPONENTIAL THEORY OF CREATIVITY. [https://edisciplinas.usp.br/pluginfile.php/4927777/mod\\_resource/content/0/TeresaAMabile.pdf](https://edisciplinas.usp.br/pluginfile.php/4927777/mod_resource/content/0/TeresaAMabile.pdf)
- Amabile, T. M. (2019). COMPONENTIAL THEORY OF CREATIVITY.
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157–183. <https://doi.org/10.1016/j.riob.2016.10.001>
- Amayah, A. T. (2018). Determinants of knowledge sharing in a public sector organization. <https://www.emerald.com/insight/content/doi/10.1108/JKM-11-2012-0369/full/html>

- Amirrudin, M., & Nasution, K. (2021). Effect of Variability on Cronbach Alpha Reliability in Research Practice. 17(2). <https://journal.unhas.ac.id/index.php/jmsk/article/view/11655>
- Anderson, N., Potočník, K., & Zhou, J. (2017). Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework. *Journal of Management*, 40(5), 1297–1333. <https://doi.org/10.1177/0149206314527128>
- Andreou, P. C., Louca, C., & Panayides, P. M. (2014). Corporate governance, financial management decisions and firm performance: Evidence from the maritime industry. *Transportation Research Part E: Logistics and Transportation Review*, 63, 59–78. <https://doi.org/10.1016/j.tre.2014.01.005>
- Anwar, G., & Abdullah, N. N. (2021). The Impact of Human Resource Management Practice on Organizational Performance (SSRN Scholarly Paper 3824689). <https://papers.ssrn.com/abstract=3824689>
- Arif, S., & Akram, A. (2018). Transformational Leadership and Organizational Performance: The Mediating Role of Organizational Innovation. *SEISENSE Journal of Management*, 1(3), Article 3. <https://doi.org/10.33215/sjom.v1i3.28>
- Arnold, K. A. (2017). Transformational leadership and employee psychological well-being: A review and directions for future research. *Journal of Occupational Health Psychology*, 22, 381–393. <https://doi.org/10.1037/ocp0000062>
- Arthur, J., Waring, M., Coe, R., & Hedges, L. V. (2012). *Research Methods and Methodologies in Education*. SAGE.
- Arthur, K. N. A. (2017). Financial innovation and its governance: Cases of two major innovations in the financial sector. *Financial Innovation*, 3(1), 10. <https://doi.org/10.1186/s40854-017-0060-2>
- Asadoorian, M. O., & Kantarelis, D. (2005). *Essentials of Inferential Statistics*. University Press of America.
- Asensio-López, D., Cabeza-García, L., & González-Álvarez, N. (2018). Corporate governance and innovation: A theoretical review. *European Journal of Management and Business Economics*, 28(3), 266–284. <https://doi.org/10.1108/EJMBE-05-2018-0056>
- Ashmarina, S., Zotova, A., & Smolina, E. (2016). Implementation of Financial Sustainability in Organizations Through Valuation of Financial Leverage Effect in Russian Practice of Financial Management (SSRN Scholarly Paper 2841544). <https://papers.ssrn.com/abstract=2841544>
- Assenga, M. P., Aly, D., & Hussainey, K. (2018). The impact of board characteristics on the financial performance of Tanzanian firms. *Corporate Governance: The International Journal of Business in Society*, 18(6), 1089–1106. <https://doi.org/10.1108/CG-09-2016-0174>
- Asthana, A. (2018). Multicollinearity.

- Atmaja, D. S., Fachrurazi, Abdullah, Fauziah, Zaroni, A. N., & Yusuf, M. (2023). ACTUALIZATION OF PERFORMANCE MANAGEMENT MODELS FOR THE DEVELOPMENT OF HUMAN RESOURCES QUALITY, ECONOMIC POTENTIAL, AND FINANCIAL GOVERNANCE POLICY IN INDONESIA MINISTRY OF EDUCATION. *MULTICULTURAL EDUCATION*, 9(01), Article 01.
- Awan, U., Bhatti, S. H., Shamim, S., Khan, Z., Akhtar, P., & Balta, M. E. (2022). The Role of Big Data Analytics in Manufacturing Agility and Performance: Moderation–Mediation Analysis of Organizational Creativity and of the Involvement of Customers as Data Analysts. *British Journal of Management*, 33(3), 1200–1220. <https://doi.org/10.1111/1467-8551.12549>
- Ayyanar, K. (2016). Software for Data Analysis in SPSS On over view (SSRN Scholarly Paper 4183343). <https://doi.org/10.2139/ssrn.4183343>
- Azamela, J. C., Tang, Z., Owusu, A., Egala, S. B., & Bruce, E. (2022). The Impact of Institutional Creativity and Innovation Capability on Innovation Performance of Public Sector Organizations in Ghana. *Sustainability*, 14(3), Article 3. <https://doi.org/10.3390/su14031378>
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635. <https://doi.org/10.1016/j.techsoc.2021.101635>
- Baccarella, C. V., Maier, L., Meinel, M., Wagner, T. F., & Voigt, K.-I. (2021). The effect of organizational support for creativity on innovation and market performance: The moderating role of market dynamism. *Journal of Manufacturing Technology Management*, 33(4), 827–849. <https://doi.org/10.1108/JMTM-10-2020-0423>
- Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, 40(1), 8–34. <https://doi.org/10.1007/s11747-011-0278-x>
- Ball, A., Grubnic, S., & Birchall, J. (2016). Sustainability accounting and accountability in the public sector. In *Sustainability Accounting and Accountability* (2nd ed.). Routledge.
- Ban, C. (2016). Grey matter in shadow banking: International organizations and expert strategies in global financial governance. <https://www.tandfonline.com/doi/epdf/10.1080/09692290.2016.1235599?needAccess=true&role=button>
- Banker, R. D., & Kauffman, R. J. (2004). 50th Anniversary Article: The Evolution of Research on Information Systems: A Fiftieth-Year Survey of the Literature in Management Science. *Management Science*, 50(3), 281–298. <https://doi.org/10.1287/mnsc.1040.0206>

- Baqal, Y. F., & Surarchith, N. K. (2018). The Impact of Organizational Culture and Creativity of Employees on Performance of Employees – Evidence from IT Based Companies in India. Proceedings Papers of ICABEP 2018. International Conference on Accounting, Business, Economics and Politics. <https://doi.org/10.23918/icabep2018p14>
- Barr, C., Dermawan, A., Purnomo, H., & Komarudin, H. (2010). Financial governance and Indonesia's Reforestation Fund during the Soeharto and post-Soeharto periods, 1989–2009: A political economic analysis of lessons for REDD+. CIFOR.
- Barrett, E., & Bolt, B. (2014). Practice as Research: Approaches to Creative Arts Enquiry. Bloomsbury Publishing.
- Barroso Simao, L., Gouveia Rodrigues, R., & Madeira, M. J. (2016). External relationships in the organizational innovation. RAI Revista de Administração e Inovação, 13(3), 156–165. <https://doi.org/10.1016/j.rai.2016.06.002>
- Basadur, M., Basadur, T., & Licina, G. (2018). Chapter 26—Organizational Development. In M. D. Mumford (Ed.), Handbook of Organizational Creativity (pp. 667–703). Academic Press. <https://doi.org/10.1016/B978-0-12-374714-3.00026-4>
- Bebchuk, L. A., & Hirst, S. (2019). Index Funds and the Future of Corporate Governance: Theory, Evidence, and Policy (Working Paper 26543). National Bureau of Economic Research. <https://doi.org/10.3386/w26543>
- Becerra-Vicario, R., Ruiz-Palomo, D., León-Gómez, A., & Santos-Jaén, J. M. (2023). The Relationship between Innovation and the Performance of Small and Medium-Sized Businesses in the Industrial Sector: The Mediating Role of CSR. Economies, 11(3), Article 3. <https://doi.org/10.3390/economies11030092>
- Beck, B. (2018). Governing Through Police? Housing Market Reliance, Welfare Retrenchment, and Police Budgeting in an Era of Declining Crime | Social Forces | Oxford Academic. <https://academic.oup.com/sf/article-abstract/96/3/1183/4600089>
- Beheshtifar, M., & Kamani-Fard, F.-B. (2016). Organizational Creativity: A Substantial Factor to Growth. International Journal of Academic Research in Business and Social Sciences, 3.
- Belias, D., & Koustelios, A. (2018). Transformational Leadership and Job Satisfaction in the Banking Sector: A Review. International Review of Management and Marketing, 4(3), Article 3.
- Bhaskar, A. U., & Mishra, B. (2017). Exploring relationship between learning organizations dimensions and organizational performance. International Journal of Emerging Markets, 12(3), 593–609. <https://doi.org/10.1108/IJoEM-01-2016-0026>

- Bianchini, F., Bonet, L., Chladkova, B., Delvainquière, J.-C., Šešić, M. D., Gaio, A., Kangas, A., Krebs, A., Lidstone, G., Mitchell, R., Quine, M., Saez, G., Schramme, A., Strandman, P., & Waradizinova, S. (2016). The Financial Crisis and its Impact on the Current Models of Governance and Management of the Cultural Sector in Europe. [https://www.nck.pl/upload/attachments/302483/journal\\_of\\_cultural\\_management\\_and\\_policy.pdf#page=5](https://www.nck.pl/upload/attachments/302483/journal_of_cultural_management_and_policy.pdf#page=5)
- Bibu, N., Lisetchi, M., & Brancu, L. (2013). Particularities of Non-governmental Organizations' Financing. The Case of Romania. *Procedia - Social and Behavioral Sciences*, 92, 480–489. <https://doi.org/10.1016/j.sbspro.2013.08.705>
- Bicalho, T., Sauer, I., Rambaud, A., & Altukhova, Y. (2017). LCA data quality: A management science perspective. *Journal of Cleaner Production*, 156, 888–898. <https://doi.org/10.1016/j.jclepro.2017.03.229>
- Biedenweg, K., Monroe, M. C., & Oxarart, A. (2013). The importance of teaching ethics of sustainability. *International Journal of Sustainability in Higher Education*, 14(1), 6–14. <https://doi.org/10.1108/14676371311288912>
- Bisogno, M., & Donatella, P. (2021). Earnings management in public-sector organizations: A structured literature review. *Journal of Public Budgeting, Accounting & Financial Management*, 34(6), 1–25. <https://doi.org/10.1108/JPBAFM-03-2021-0035>
- Bista, K. (2017). Arkansas State University.
- Block, S. B., Hirt, G. A., & Danielsen, B. R. (2019). *Foundations of financial management*. McGraw-Hill. <https://thuvienso.hoasen.edu.vn/handle/123456789/11641>
- Blomberg, A., Kallio, T., & Pohjanpää, H. (2017). Antecedents of organizational creativity: Drivers, barriers or both? *Journal of Innovation Management*, 5(1), Article 1. [https://doi.org/10.24840/2183-0606\\_005.001\\_0007](https://doi.org/10.24840/2183-0606_005.001_0007)
- Bolívar-Ramos, M. T., García-Morales, V. J., & García-Sánchez, E. (2012). Technological distinctive competencies and organizational learning: Effects on organizational innovation to improve firm performance. *Journal of Engineering and Technology Management*, 29(3), 331–357. <https://doi.org/10.1016/j.jengtecman.2012.03.006>
- Boso, N. (2017). Does organizational creativity always drive market performance? <https://onlinelibrary.wiley.com/doi/abs/10.1002/mar.21039>
- Bovaird, A. G., Bovaird, T., & Löffler, E. (2019). *Public Management and Governance*, Second Edition. Taylor & Francis.
- Bovaird, T., & Loeffler, E. (2019). *Public Management and Governance*. Routledge.
- Bovaird, T., & Löffler, E. (2019). *Public Management and Governance*, Second Edition. Taylor & Francis.

- Bradley, S. W., Shepherd, D. A., & Wiklund, J. (2019). The Importance of Slack for New Organizations Facing ‘Tough’ Environments. *Journal of Management Studies*, 48(5), 1071–1097. <https://doi.org/10.1111/j.1467-6486.2009.00906.x>
- Brassett, J., & Tsingou, E. (2019). The politics of legitimate global governance. *Review of International Political Economy*, 18(1), 1–16. <https://doi.org/10.1080/09692290.2010.495297>
- Bratnicka-Myśliwiec, K. (2015). Relationship Between Leadership Styles and Organizational Creativity. *Management and Business Administration. Central Europe*, 1, 69–78.
- Bray, M., Adamson, B., & Mason, M. (2014). *Comparative Education Research: Approaches and Methods*. Springer.
- Brigham, E. F., & Houston, J. F. (2013). *Fundamentals of financial management* (13. ed., student ed). South-Western, Cengage Learning. [http://lms.aambc.edu.et:8080/xmlui/bitstream/handle/123456789/162/Fundamentals%20of%20Financial%20Management,%2013th%20ed.%20\(%20PDFDrive%20\).pdf?sequence=1](http://lms.aambc.edu.et:8080/xmlui/bitstream/handle/123456789/162/Fundamentals%20of%20Financial%20Management,%2013th%20ed.%20(%20PDFDrive%20).pdf?sequence=1)
- Brown, G. (2004). Mapping Spatial Attributes in Survey Research for Natural Resource Management: Methods and Applications. *Society & Natural Resources*, 18(1), 17–39. <https://doi.org/10.1080/08941920590881853>
- Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. John Wiley & Sons.
- Bui, H. (2023). The impacts of corporate governance on firms’ performance: From theories and approaches to empirical findings | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/JFRC-01-2023-0012/full/html>
- Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). A Review on Sample Size Determination for Cronbach’s Alpha Test: A Simple Guide for Researchers. *The Malaysian Journal of Medical Sciences: MJMS*, 25(6), 85–99. <https://doi.org/10.21315/mjms2018.25.6.9>
- Busaibe, L., Singh, S. K., Ahmad, S. Z., & Gaur, S. S. (2017). Determinants of organizational innovation: A framework. *Gender in Management: An International Journal*, 32(8), 578–589. <https://doi.org/10.1108/GM-01-2017-0007>
- Cameroon, D. (2010). *EMPLOYEE MOTIVATION AND PERFORMANCE* Ultimate Companion Limited. <https://core.ac.uk/download/pdf/38020524.pdf>
- Cardinaels, E., & van Veen-Dirks, P. M. G. (2010). Financial versus non-financial information: The impact of information organization and presentation in a Balanced Scorecard. *Accounting, Organizations and Society*, 35(6), 565–578. <https://doi.org/10.1016/j.aos.2010.05.003>

- Carlson, K. D. (2010). Understanding the Impact of Convergent Validity on Research Results—Kevin D. Carlson, Andrew O. Herdman, 2012. <https://journals.sagepub.com/doi/abs/10.1177/1094428110392383>
- Carrington, W., DeBuse, J., & Lee, H. (2018). The Theory of Governance & Accountability. [https://web.archive.org/web/20180501185202id\\_/http://cprid.com/pdf/Course%20Material\\_political%20science/4-Governance\\_&\\_Accountability-Theory.pdf](https://web.archive.org/web/20180501185202id_/http://cprid.com/pdf/Course%20Material_political%20science/4-Governance_&_Accountability-Theory.pdf)
- Carroll, D. A. (2019). Revenue Diversification in Nonprofit Organizations: Does it Lead to Financial Stability? <https://academic.oup.com/jpart/article/19/4/947/885672>
- Carruthers, B. G. (2020). Law, governance, and finance: Introduction to the Theory and Society special issue. *Theory and Society*, 49(2), 151–164. <https://doi.org/10.1007/s11186-020-09390-5>
- Carton, R. B. (2008). MEASURING ORGANIZATIONAL PERFORMANCE: AN EXPLORATORY STUDY. MEASURING ORGANIZATIONAL PERFORMANCE.
- Carton, R., & Hofer, C. (2020). Organizational Financial Performance: Identifying and Testing Multiple Dimensions. *Academy of Entrepreneurship Journal*, 16(2), 1–22.
- Cascio, M. A., & Racine, E. (2018). Person-oriented research ethics: Integrating relational and everyday ethics in research. *Accountability in Research*, 25(3), 170–197. <https://doi.org/10.1080/08989621.2018.1442218>
- Cascio, W. F., & Montealegre, R. (2016). How Technology Is Changing Work and Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 349–375. <https://doi.org/10.1146/annurev-orgpsych-041015-062352>
- Case, D., & Ambrosius, W. (2007). Power and Sample Size. *Methods in Molecular Biology* (Clifton, N.J.), 404, 377–408. [https://doi.org/10.1007/978-1-59745-530-5\\_19](https://doi.org/10.1007/978-1-59745-530-5_19)
- Celik, A., İraz, R., Cakici, A., & Celik, N. (2018). THE EFFECTS OF EMPLOYEE EMPOWERMENT APPLICATIONS ON ORGANIZATIONAL CREATIVITY AND INNOVATIVENESS IN ENTERPRISES: THE CASE OF OIZ. *European Scientific Journal*, 10, 99–107.
- Chatterjee, S., & Moody, G. (2017). Strategic Relevance of Organizational Virtues Enabled by Information Technology in Organizational Innovation. 32(2). <https://www.tandfonline.com/doi/abs/10.1080/07421222.2015.1099180>
- Chatterjee, S., Moody, G., Lowry, P. B., Chakraborty, S., & Hardin, A. (2015). Strategic Relevance of Organizational Virtues Enabled by Information Technology in Organizational Innovation. *Journal of Management Information Systems*, 32(3), 158–196. <https://doi.org/10.1080/07421222.2015.1099180>

- Chen, Y.-Y., Shek, D. T. L., & Bu, F.-F. (2011). Applications of interpretive and constructionist research methods in adolescent research: Philosophy, principles and examples. 23(2), 129–139. <https://doi.org/10.1515/ijamh.2011.022>
- Chepkuto, E., & Kwasira, Dr. J. (2022). Effect of Financial Management Strategy on Sustainable Performance of Community-Based Organizations in Ainabkoi Sub County. *Scholars Journal of Economics, Business and Management*, 9(10), 234–233. <https://doi.org/10.36347/sjebm.2022.v09i10.004>
- Cheung, G. W., & Wang, C. (2017). Current Approaches for Assessing Convergent and Discriminant Validity with SEM: Issues and Solutions. *Academy of Management Proceedings*, 2017(1), 12706. <https://doi.org/10.5465/AMBPP.2017.12706abstract>
- Chin, C.-L., & Yao, G. (2014). Convergent Validity. In A. C. Michalos (Ed.), *Encyclopedia of Quality of Life and Well-Being Research* (pp. 1275–1276). Springer Netherlands. [https://doi.org/10.1007/978-94-007-0753-5\\_573](https://doi.org/10.1007/978-94-007-0753-5_573)
- Choi, S., & Chun, Y. H. (2021). Accountability and organizational performance in the public sector: Analysis of higher education institutions in Korea. *Public Administration*, 99(2), 353–370. <https://doi.org/10.1111/padm.12683>
- Chornovol, A. (2021). Financial strategy in the public governance system. *University Economic Bulletin*, 50, Article 50. <https://doi.org/10.31470/2306-546X-2021-50-193-198>
- Chourasia, A., Bahuguna, P. C., & Raju, T. B. (2023). Strategic Human Resource Management, a Road to Organizational Performance: Evidence from Public Sector Organizations in the Oil and Gas Sector. *International Journal of Organizational Leadership*, 12(First Special Issue 2023), 66–90. <https://doi.org/10.33844/ijol.2023.60365>
- Christmann, A., & Van Aelst, S. (2006). Robust estimation of Cronbach's alpha. *Journal of Multivariate Analysis*, 97(7), 1660–1674. <https://doi.org/10.1016/j.jmva.2005.05.012>
- Christopher, S. Z., Siswantining, T., Sarwinda, D., & Bustaman, A. (2019). Missing Value Analysis of Numerical Data using Fractional Hot Deck Imputation. 2019 3rd International Conference on Informatics and Computational Sciences (ICICoS), 1–6. <https://doi.org/10.1109/ICICoS48119.2019.8982412>
- Cleverley, W. O., Cleverley, J. O., & Parks, A. V. (2023). *Essentials of Health Care Finance*. Jones & Bartlett Learning.
- Çokpekin, Ö., & Knudsen, M. P. (2019). Does Organizing for Creativity Really Lead to Innovation? *Creativity and Innovation Management*, 21(3), 304–314. <https://doi.org/10.1111/j.1467-8691.2012.00649.x>
- Cozzarin, B. P. (2017). Impact of organizational innovation on product and process innovation. *Economics of Innovation and New Technology*, 26(5), 405–417. <https://doi.org/10.1080/10438599.2016.1204779>

- Cropley, D. H., & Kaufman, J. C. (2016). Measuring Functional Creativity: Non-Expert Raters and the Creative Solution Diagnosis Scale. *The Journal of Creative Behavior*, 46(2), 119–137. <https://doi.org/10.1002/jocb.9>
- Cross, R. L., Singer, J., Colella, S., Thomas, R. J., & Silverstone, Y. (2018). *The Organizational Network Fieldbook: Best Practices, Techniques and Exercises to Drive Organizational Innovation and Performance*. John Wiley & Sons.
- Cuadrado-Ballesteros, B., Santis, S., & Bisogno, M. (2022). Public-sector Financial Management and E-government: The Role Played by Accounting Systems. *International Journal of Public Administration*, 45(8), 605–619. <https://doi.org/10.1080/01900692.2020.1868506>
- Damanpour, F. (1984). Organizational Innovation and Performance: The Problem of “Organizational Lag” on JSTOR. 29(3). <https://www.jstor.org/stable/2393031>
- Damanpour, F., Walker, R. M., & Avellaneda, C. N. (2019). Combinative Effects of Innovation Types and Organizational Performance: A Longitudinal Study of Service Organizations. *Journal of Management Studies*, 46(4), 650–675. <https://doi.org/10.1111/j.1467-6486.2008.00814.x>
- Daoud, J. I. (2017). Multicollinearity and Regression Analysis. *Journal of Physics: Conference Series*, 949(1), 012009. <https://doi.org/10.1088/1742-6596/949/1/012009>
- Dattalo, P. (2008). *Determining Sample Size: Balancing Power, Precision, and Practicality*. Oxford University Press, USA.
- Dawes, S. S. (2018). The Evolution and Continuing Challenges of E-Governance—Dawes—2008—Public Administration Review—Wiley Online Library. <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-6210.2008.00981.x>
- de Jong, M., & Ho, A. T. (2020). Emerging fiscal health and governance concerns resulting from COVID-19 challenges. *Journal of Public Budgeting, Accounting & Financial Management*, 33(1), 1–11. <https://doi.org/10.1108/JPBAFM-07-2020-0137>
- de Vasconcellos, S. L., Garrido, I. L., & Parente, R. C. (2019). Organizational creativity as a crucial resource for building international business competence. *International Business Review*, 28(3), 438–449. <https://doi.org/10.1016/j.ibusrev.2018.11.003>
- de Vries, H., Bekkers, V. J. J. M., & Tummers, L. (2015). Innovation in the Public Sector: A Systematic Review and Future Research Agenda (SSRN Scholarly Paper 2638618). <https://doi.org/10.2139/ssrn.2638618>
- de Vries, M., Kligler-Vilenchik, N., Alyan, E., Ma’oz, M., & Maoz, I. (2017). Digital contestation in protracted conflict: The online struggle over al-Aqsa Mosque. *The Communication Review*, 20(3), 189–211. <https://doi.org/10.1080/10714421.2017.1362814>

- De Wet, K. (2010). The Importance of Ethical Appraisal in Social Science Research: Reviewing a Faculty of Humanities' Research Ethics Committee. *Journal of Academic Ethics*, 8(4), 301–314. <https://doi.org/10.1007/s10805-010-9118-8>
- DeGracia, D. J., Tri Anggraini, F., Taha, D. T. M., & Huang, Z.-F. (2014). Inductive and Deductive Approaches to Acute Cell Injury. *International Scholarly Research Notices*, 2014, 1–15. <https://doi.org/10.1155/2014/859341>
- Deliu, D. (2020). Financial Audit vs. Corporate Governance Practices – A Viewpoint on Current Challenges and Perspectives in the Time of CoVid-19. 20(1). <https://stec.univ-ovidius.ro/html/anale/RO/2020/Section%205/10.pdf>
- Delshab, V., Winand, M., Sadeghi Boroujerdi, S., Hoeber, L., & Mahmoudian, A. (2022). The impact of knowledge management on performance in nonprofit sports clubs: The mediating role of attitude toward innovation, open innovation, and innovativeness. *European Sport Management Quarterly*, 22(2), 139–160. <https://doi.org/10.1080/16184742.2020.1768572>
- Demler, O. V., Paynter, N. P., & Cook, N. R. (2015). Tests of calibration and goodness-of-fit in the survival setting: O. V. DEMLER, N. P. PAYNTER AND N. R. COOK. *Statistics in Medicine*, 34(10), 1659–1680. <https://doi.org/10.1002/sim.6428>
- Denhardt, J. V. D., Robert B. (2015). *The New Public Service: Serving, Not Steering* (4th ed.). Routledge. <https://doi.org/10.4324/9781315709765>
- Deutskens, E., Ruyter, K. D., & Wetzels, M. (2004). Response Rate and Response Quality of Internet-Based Surveys: An Experimental Study | SpringerLink. <https://link.springer.com/article/10.1023/B:MARK.00000021968.86465.00>
- Dewar, J. H., Robert. (1998). Elite Values Versus Organizational Structure in Predicting Innovation. In *Organizational Innovation*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429449482-7/elite-values-versus-organizational-structure-predicting-innovation-jerald-hage-robert-dewar>
- Dhiman, D. B. (2021). Psychosocial Impact of Web Series and Streaming Content: A Study on Indian Youth (SSRN Scholarly Paper 4205903). <https://papers.ssrn.com/abstract=4205903>
- Dikko, M. (2016). Establishing construct validity and reliability: Pilot testing of a qualitative interview for research in Takaful (Islamic Insurance). *The Qualitative Report*, 21(3), 521–529.
- Dilevko, J. (2007). Inferential statistics and librarianship. *Library & Information Science Research*, 29(2), 209–229. <https://doi.org/10.1016/j.lisr.2007.04.003>
- Dimaunahan, D. V., & Amora, J. T. (2016). An investigation of organizational creativity of Micro, Small and Medium-Scale Restaurants in the Philippines using Structural Equation Modeling.

- Dooly, M., Moore, E., & Vallejo, C. (2017). Research Ethics. In Research-publishing.net. Research-publishing. <https://eric.ed.gov/?id=ED573618>
- Dooren, G. B., Wouter Van. (2018). Performance measurement and management in public sector organizations. In *Public Management and Governance* (3rd ed.). Routledge.
- Dooren, W. V., Bouckaert, G., & Halligan, J. (2015). *Performance Management in the Public Sector*. Routledge.
- Dowling, N., Tim, C., & Hoiles, L. (2019). Financial Management Practices and Money Attitudes as Determinants of Financial Problems and Dissatisfaction in Young Male Australian Workers (SSRN Scholarly Paper 2222945). <https://papers.ssrn.com/abstract=2222945>
- Duan, Q. (2017). A Study of the Influence of Learning Organization on Organizational Creativity and Organizational Communication in High Tech Technology. *Eurasia Journal of Mathematics, Science and Technology Education*, 13(6), 1817–1830. <https://doi.org/10.12973/eurasia.2017.00699a>
- Dzomira, S. (2017). FINANCIAL ACCOUNTABILITY & GOVERNANCE IN AN EMERGING COUNTRY. *Corporate Ownership and Control*, 14(3–1), 204.
- Dzwigol, H. (2022). Research Methodology in Management Science: Triangulation. *Virtual Economics*, 5(1), Article 1. [https://doi.org/10.34021/ve.2022.05.01\(5\)](https://doi.org/10.34021/ve.2022.05.01(5))
- Dźwigoł, H., & Dźwigoł-Barosz, M. (2018). SCIENTIFIC RESEARCH METHODOLOGY IN MANAGEMENT SCIENCES. *Financial and Credit Activity Problems of Theory and Practice*, 2(25), Article 25. <https://doi.org/10.18371/fcaptp.v2i25.136508>
- El-Chaarani, H., Abraham, R., & Skaf, Y. (2022). The Impact of Corporate Governance on the Financial Performance of the Banking Sector in the MENA (Middle Eastern and North African) Region: An Immunity Test of Banks for COVID-19. *Journal of Risk and Financial Management*, 15(2), Article 2. <https://doi.org/10.3390/jrfm15020082>
- El-Ghalayini, Y. (2017). Human Resource Management Practices and Organizational Performance in Public Sector Organization. *Journal of Business Studies Quarterly*, 8(3), 65–80.
- El-Kassar, A.-N., Dagher, G. K., Lythreathis, S., & Azakir, M. (2022). Antecedents and consequences of knowledge hiding: The roles of HR practices, organizational support for creativity, creativity, innovative work behavior, and task performance. *Journal of Business Research*, 140, 1–10. <https://doi.org/10.1016/j.jbusres.2021.11.079>
- El-Kassar, A.-N., & Singh, S. K. (2019). Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices. *Technological Forecasting and Social Change*, 144, 483–498. <https://doi.org/10.1016/j.techfore.2017.12.016>

- Elmarzouky, M., Albitar, K., & Hussainey, K. (2021). Covid-19 and performance disclosure: Does governance matter? *International Journal of Accounting & Information Management*, 29(5), 776–792. <https://doi.org/10.1108/IJAIM-04-2021-0086>
- ElMelegy, A. R., Mohiuddin, Q., Boronico, J., & Maasher, A. A. (2016). Fostering Creativity in Creative Environments: An Empirical Study of Saudi Architectural Firms. *Contemporary Management Research*, 12(1), Article 1. <https://doi.org/10.7903/cmr.14431>
- Emami, M., Rezaei, S., Valaei, N., & Gardener, J. (2022). Creativity mindset as the organizational capability: The role of creativity-relevant processes, domain-relevant skills and intrinsic task motivation. *Asia-Pacific Journal of Business Administration*, 15(1), 139–160. <https://doi.org/10.1108/APJBA-12-2020-0437>
- Ermine, W., Sinclair, R., & Jeffery, B. (2004). The Ethics of Research Involving Indigenous Peoples. <https://doi.org/10.13140/RG.2.2.23069.31200>
- Escribá-Carda, N., Balbastre-Benavent, F., & Teresa Canet-Giner, M. (2017). Employees' perceptions of high-performance work systems and innovative behaviour: The role of exploratory learning. *European Management Journal*, 35(2), 273–281. <https://doi.org/10.1016/j.emj.2016.11.002>
- Etemadi, M., Kenis, P., Ashtarian, K., Abolghasem Gorji, H., & Mohammadi Kangarani, H. (2021). Network governance theory as basic pattern for promoting financial support system of the poor in Iranian health system. *BMC Health Services Research*, 21(1), 556. <https://doi.org/10.1186/s12913-021-06581-3>
- Evermann, J., & Tate, M. (2016). Assessing the predictive performance of structural equation model estimators. *Journal of Business Research*, 69(10), 4565–4582. <https://doi.org/10.1016/j.jbusres.2016.03.050>
- Faber, J., & Fonseca, L. M. (2014). How sample size influences research outcomes. *Dental Press Journal of Orthodontics*, 19(4), 27–29. <https://doi.org/10.1590/2176-9451.19.4.027-029.ebo>
- Farazmand, A. (2023). *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer Nature.
- Farouk, S., Abu Elanain, H. M., Obeidat, S. M., & Al-Nahyan, M. (2016). HRM practices and organizational performance in the UAE banking sector: The mediating role of organizational innovation. *International Journal of Productivity and Performance Management*, 65(6), 773–791. <https://doi.org/10.1108/IJPPM-01-2016-0010>
- Farouk, S., & Jabeen, F. (2018). Ethical climate, corporate social responsibility and organizational performance: Evidence from the UAE public sector. *Social Responsibility Journal*, 14(4), 737–752. <https://doi.org/10.1108/SRJ-01-2017-0002>

- Farsi, J. Y. (2013). SOCIAL CAPITAL AND ORGANIZATIONAL INNOVATION: THE MEDIATING EFFECT OF ENTREPRENEURIAL ORIENTATION. *Jurnalul Practicilor Comunitare Pozitive*, XIII(2), 22–40.
- Fartash, K., Davoudi, S. M. M., Baklashova, T. A., Svechnikova, N. V., Nikolaeva, Y. V., Grimalskaya, S. A., & Beloborodova, A. V. (2018). The Impact of Technology Acquisition & Exploitation on Organizational Innovation and Organizational Performance in Knowledge-Intensive Organizations. *Eurasia Journal of Mathematics, Science and Technology Education*, 14(4), 1497–1507. <https://doi.org/10.29333/ejmste/84835>
- Fauzi, M. A. (2022). Partial least square structural equation modelling (PLS-SEM) in knowledge management studies: Knowledge sharing in virtual communities. *Knowledge Management & E-Learning: An International Journal*, 103–124. <https://doi.org/10.34105/j.kmel.2022.14.007>
- Fernandes Rodrigues Alves, M., Vasconcelos Ribeiro Galina, S., & Dobelin, S. (2018). Literature on organizational innovation: Past and future. *Innovation & Management Review*, 15(1), 2–19. <https://doi.org/10.1108/INMR-01-2018-001>
- Fernandez, D., Zainol, Z., & Ahmad, H. (2017). The impacts of ERP systems on public sector organizations. *Procedia Computer Science*, 111, 31–36. <https://doi.org/10.1016/j.procs.2017.06.006>
- Fernandez, S. (2018). Managing Successful Organizational Change in the Public Sector. In *Debating Public Administration*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315095097-2/managing-successful-organizational-change-public-sector-sergio-fernandez-hal-rainey>
- Ferreira, Á. R. S. (2020). The importance of descriptive analysis. *Revista Do Colégio Brasileiro de Cirurgiões*, 47. <https://doi.org/10.1590/0100-6991e-20202682>
- Festing, M. F. (2018). On determining sample size in experiments involving laboratory animals. *Laboratory Animals*, 52(4), 341–350. <https://doi.org/10.1177/0023677217738268>
- Fetrati, M. A., Hansen, D., & Akhavan, P. (2022). How to manage creativity in organizations: Connecting the literature on organizational creativity through bibliometric research. *Technovation*, 115, 102473. <https://doi.org/10.1016/j.technovation.2022.102473>
- Fetters, M. D., Curry, L. A., & Creswell, J. W. (2013). Achieving integration in mixed methods designs-principles and practices. *Health Services Research*, 48(6 Pt 2), 2134–2156. <https://doi.org/10.1111/1475-6773.12117>
- Finkler, S. A., Calabrese, T. D., & Smith, D. L. (2022). Financial Management for Public, Health, and Not-for-Profit Organizations. CQ Press. [https://books.google.co.uk/books?hl=en&lr=&id=ZR5dEAAQBAJ&oi=fnd&pg=PT13&dq=financial+management+and+organizations&ots=1RHye4JNP&sig=QXak3ImJUdSANjnQr\\_kas-AWzVE&redir\\_esc=y](https://books.google.co.uk/books?hl=en&lr=&id=ZR5dEAAQBAJ&oi=fnd&pg=PT13&dq=financial+management+and+organizations&ots=1RHye4JNP&sig=QXak3ImJUdSANjnQr_kas-AWzVE&redir_esc=y)

- Firman, A. (2022). Implementation of Occupational Safety and Health (K3) for Increasing Employee Productivity | Jurnal Economic Resource. <https://jurnal.feb-umi.id/index.php/JER/article/view/546>
- Fisher, M. J., & Marshall, A. P. (2009). Understanding descriptive statistics. *Australian Critical Care*, 22(2), 93–97. <https://doi.org/10.1016/j.aucc.2008.11.003>
- Flexible wellbeing and organizational creativity: Personality traits role. (2021). *Verslas: Teorija Ir Praktika*, 22(2), 370–379.
- Fortwengel, J., Schüßler, E., & Sydow, J. (2017). Studying Organizational Creativity as Process: Fluidity or Duality? *Creativity and Innovation Management*, 26(1), 5–16. <https://doi.org/10.1111/caim.12187>
- Forum of Federations. (2008). Organizational Performance Evaluation. <https://forumfed.org/wp-content/uploads/2015/10/FoF-PerformanceEvaluation-08.pdf>
- Forza, C. (2002). Survey research in operations management: A process-based perspective. *International Journal of Operations & Production Management*, 22(2), 152–194. <https://doi.org/10.1108/01443570210414310>
- Franzese, M., & Iuliano, A. (2019). Descriptive Statistics. In *Encyclopedia of Bioinformatics and Computational Biology* (pp. 672–684). Elsevier. <https://doi.org/10.1016/B978-0-12-809633-8.20354-3>
- Fraser, J., Fahlman, D. (Willy), Arscott, J., & Guillot, I. (2018). Pilot Testing for Feasibility in a Study of Student Retention and Attrition in Online Undergraduate Programs. *The International Review of Research in Open and Distributed Learning*, 19(1). <https://doi.org/10.19173/irrodl.v19i1.3326>
- Frieden, J. (2016). The Governance of International Finance. *Annual Review of Political Science*, 19(1), 33–48. <https://doi.org/10.1146/annurev-polisci-053014-031647>
- Frohlich, M. T. (2002). Techniques for improving response rates in OM survey research. *Journal of Operations Management*, 20(1), 53–62. [https://doi.org/10.1016/S0272-6963\(02\)00003-7](https://doi.org/10.1016/S0272-6963(02)00003-7)
- Gable, G. G. (1994). Integrating case study and survey research methods: An example in information systems. *European Journal of Information Systems*, 3(2), 112–126. <https://doi.org/10.1057/ejis.1994.12>
- Gaines, L. K., & Worrall, J. L. (2017). *Police Administration*. Cengage Learning.
- Gallego, J., Rubalcaba, L., & Hipp, C. (2022). Organizational innovation in small European firms: A multidimensional approach. *International Small Business Journal*, 31(5), 563–579. <https://doi.org/10.1177/0266242611430100>

- Ganter, A., & Hecker, A. (2019). Deciphering antecedents of organizational innovation. *Journal of Business Research*, 66(5), 575–584. <https://doi.org/10.1016/j.jbusres.2012.02.040>
- Gao, J., Ren, L., Yang, Y., Zhang, D., & Li, L. (2022). The impact of artificial intelligence technology stimuli on smart customer experience and the moderating effect of technology readiness. *International Journal of Emerging Markets*, 17(4), 1123–1142. <https://doi.org/10.1108/IJOEM-06-2021-0975>
- García-Juan, B., Escrig-Tena, A. B., & Roca-Puig, V. (2018). The empowerment–organizational performance link in local governments. *Personnel Review*, 48(1), 118–140. <https://doi.org/10.1108/PR-09-2017-0273>
- García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040–1050. <https://doi.org/10.1016/j.jbusres.2011.03.005>
- García-Sánchez, E., García-Morales, V. J., & Martín-Rojas, R. (2018). Analysis of the influence of the environment, stakeholder integration capability, absorptive capacity, and technological skills on organizational performance through corporate entrepreneurship. *International Entrepreneurship and Management Journal*, 14(2), 345–377. <https://doi.org/10.1007/s11365-017-0436-9>
- Gaus, N. (2017). Selecting research approaches and research designs: A reflective essay. *Qualitative Research Journal*, 17(2), 99–112. <https://doi.org/10.1108/QRJ-07-2016-0041>
- Gede Riana, I., Suparna, G., Gusti Made Suwandana, I., Kot, S., & Rajiani, I. (2020). Human resource management in promoting innovation and organizational performance. *Problems and Perspectives in Management*, 18(1), 107–118. [https://doi.org/10.21511/ppm.18\(1\).2020.10](https://doi.org/10.21511/ppm.18(1).2020.10)
- Genser, B., Cooper, P. J., Yazdanbakhsh, M., Barreto, M. L., & Rodrigues, L. C. (2007). A guide to modern statistical analysis of immunological data. *BMC Immunology*, 8(1), 27. <https://doi.org/10.1186/1471-2172-8-27>
- George, B., Walker, R. M., & Monster, J. (2019). Does Strategic Planning Improve Organizational Performance? A Meta-Analysis. *Public Administration Review*, 79(6), 810–819. <https://doi.org/10.1111/puar.13104>
- George, G., Osinga, E. C., Lavie, D., & Scott, B. A. (2016). Big Data and Data Science Methods for Management Research. *Academy of Management Journal*, 59(5), 1493–1507. <https://doi.org/10.5465/amj.2016.4005>
- Gerald Amandu Matua, D. M. V. D. W. (2014). Differentiating between descriptive and interpretive phenomenological research approaches. <https://doi.org/10.7748/nr.22.6.22.e1344>
- Germain, R. D. (2001). Global Financial Governance and the Problem of Inclusion. *Global Governance*, 7(4), 411–426.

- Giannarakis, G., Konteos, G., & Sariannidis, N. (2014). Financial, governance and environmental determinants of corporate social responsible disclosure. *Management Decision*, 52(10), 1928–1951. <https://doi.org/10.1108/MD-05-2014-0296>
- Gibbert, M., Hoegl, M., & Valikangas, L. (2015). Introduction to the Special Issue: Financial Resource Constraints and Innovation. *Journal of Product Innovation Management*, 31(2), 197–201. <https://doi.org/10.1111/jpim.12089>
- Gilbert, G. R., & Von Glinow, M. A. (2017). National context and organizational performance across three sectors. *Cross Cultural Management*, 22(3), 356–378. <https://doi.org/10.1108/CCM-01-2014-0010>
- Gillan, K., & Pickerill, J. (2012). The Difficult and Hopeful Ethics of Research on, and with, Social Movements. *Social Movement Studies*, 11(2), 133–143. <https://doi.org/10.1080/14742837.2012.664890>
- Giustiniano, L. (2016). How knowledge collecting fosters organizational creativity | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/MD-04-2015-0111/full/html>
- Giustiniano, L., Lombardi, S., & Cavaliere, V. (2016). How knowledge collecting fosters organizational creativity. *Management Decision*, 54(6), 1464–1496. <https://doi.org/10.1108/MD-04-2015-0111>
- Glor, E. (2014). Studying the impact of innovation on organizations, organizational populations and organizational communities: A framework for research. *Innovation Journal*, 19. [https://www.researchgate.net/profile/Eleanor-Glor/publication/286185086\\_Studying\\_the\\_impact\\_of\\_innovation\\_on\\_organizations\\_organizational\\_populations\\_and\\_organizational\\_communities\\_A\\_framework\\_for\\_research/links/606b09b692851c91b1a6a256/Studying-the-impact-of-innovation-on-organizations-organizational-populations-and-organizational-communities-A-framework-for-research.pdf?\\_sg%5B0%5D=started\\_experiment\\_milestone&origin=journalDetail](https://www.researchgate.net/profile/Eleanor-Glor/publication/286185086_Studying_the_impact_of_innovation_on_organizations_organizational_populations_and_organizational_communities_A_framework_for_research/links/606b09b692851c91b1a6a256/Studying-the-impact-of-innovation-on-organizations-organizational-populations-and-organizational-communities-A-framework-for-research.pdf?_sg%5B0%5D=started_experiment_milestone&origin=journalDetail)
- Golder, S., Ahmed, S., Norman, G., & Booth, A. (2017). Attitudes Toward the Ethics of Research Using Social Media: A Systematic Review. *Journal of Medical Internet Research*, 19(6), e195. <https://doi.org/10.2196/jmir.7082>
- Golsorkhi, D., Rouleau, L., Seidl, D., & Vaara, E. (2010). *Cambridge Handbook of Strategy as Practice*. Cambridge University Press. [https://books.google.co.uk/books?hl=en&lr=&id=Rx87NnaK03wC&oi=fnd&pg=PA23&dq=Research+Philosophy&ots=eK9M3SnSsl&sig=k8R2eRTZtray6WutQirByDYDqAw&redir\\_esc=y#v=onepage&q=Research%20Philosophy&f=false](https://books.google.co.uk/books?hl=en&lr=&id=Rx87NnaK03wC&oi=fnd&pg=PA23&dq=Research+Philosophy&ots=eK9M3SnSsl&sig=k8R2eRTZtray6WutQirByDYDqAw&redir_esc=y#v=onepage&q=Research%20Philosophy&f=false)
- Government of Sharjah. (2022). Sharjah Police Department. <https://www.shjpolice.gov.ae/>
- Grabel, I. (2017). *When Things Don't Fall Apart: Global Financial Governance and Developmental Finance in an Age of Productive Incoherence*. MIT Press.

- Gregory, R., & Muntermann, J. (2011). Theorizing in Design Science Research: Inductive versus Deductive Approaches. ICIS 2011 Proceedings. <https://aisel.aisnet.org/icis2011/proceedings/engagedscholarship/2>
- Grinchenko, S. (2020). The Deductive Approach to Big History's Singularity | SpringerLink. [https://link.springer.com/chapter/10.1007/978-3-030-33730-8\\_10](https://link.springer.com/chapter/10.1007/978-3-030-33730-8_10)
- Grove, H., Patelli, L., Victoravich, L. M., & Xu, P. (Tracy). (2016). Corporate Governance and Performance in the Wake of the Financial Crisis: Evidence from US Commercial Banks. *Corporate Governance: An International Review*, 19(5), 418–436. <https://doi.org/10.1111/j.1467-8683.2011.00882.x>
- Grozdanovska, V., Bojkovska, K., & Jankulovski, N. (2017). FINANCIAL MANAGEMENT AND FINANCIAL PLANNING IN THE ORGANIZATIONS. *European Journal of Business and Management*, 9, 120–125.
- Guarini, E., & Pattaro, A. F. (2019). Innovation in financial governance reforms: For better or for worse? *International Public Management Review*, 19(1), Article 1.
- Guo, Y. (2021). Analysis of Financial Theory and Financial Governance Under the Background of New Network Economy and Epidemic Situation. 157–161. <https://doi.org/10.2991/aebmr.k.210319.029>
- Gupta, R. (2016). Antecedents of Organisational Creativity: A Multi-Level Approach. *Verslas: Teorija Ir Praktika*, 17(2), 167–177.
- Hakimah, Y., Pratama, I., Fitri, H., Ganatri, M., & Sulbahri, R. (2019). Impact of Intrinsic Corporate Governance on Financial Performance of Indonesian SMEs. [https://www.researchgate.net/profile/Yusro-Hakimah/publication/337151839\\_Impact\\_of\\_Intrinsic\\_Corporate\\_Governance\\_on\\_Financial\\_Performance\\_of\\_Indonesian\\_SMEs/links/5dc7ee864585151435fc4722/Impact-of-Intrinsic-Corporate-Governance-on-Financial-Performance-of-Indonesian-SMEs.pdf](https://www.researchgate.net/profile/Yusro-Hakimah/publication/337151839_Impact_of_Intrinsic_Corporate_Governance_on_Financial_Performance_of_Indonesian_SMEs/links/5dc7ee864585151435fc4722/Impact-of-Intrinsic-Corporate-Governance-on-Financial-Performance-of-Indonesian-SMEs.pdf)
- Hamdoun, M., Chiappetta Jabbour, C. J., & Ben Othman, H. (2018). Knowledge transfer and organizational innovation: Impacts of quality and environmental management. *Journal of Cleaner Production*, 193, 759–770. <https://doi.org/10.1016/j.jclepro.2018.05.031>
- Hamouda, G. M. (2020). Organizational Creativity as a Mediating Factor for Organizational Performance and Excellence among Nurses: Developing a Model. 7(1). <https://www.noveltyjournals.com/upload/paper/Organizational%20Creativity-2281.pdf>
- Haned, N., Mothe, C., & Nguyen-Thi, T. U. (2018). Firm persistence in technological innovation: The relevance of organizational innovation. *Economics of Innovation and New Technology*, 23(5–6), 490–516. <https://doi.org/10.1080/10438599.2014.895509>

- Hardicre, J. (2014). An overview of research ethics and learning from the past. *British Journal of Nursing*, 23(9), 483–486. <https://doi.org/10.12968/bjon.2014.23.9.483>
- Hasan, M., & Hassan, A. (2021). The Impact of Team Management on the Organizational Performance in Bahrain Government Sector. *International Journal of Business Ethics and Governance*, 54–69. <https://doi.org/10.51325/ijbeg.v3i3.50>
- Hasnan, S., Rahman, R. A., & Mahenthiran, S. (2013). Management Motive, Weak Governance, Earnings Management, and Fraudulent Financial Reporting: Malaysian Evidence. *Journal of International Accounting Research*, 12(1), 1–27. <https://doi.org/10.2308/jiar-50353>
- Hassan, M. U., Qureshi, S. U., Sharif, S., & Mukhtar, A. (2013). Impact of Marketing Strategy Creativity on Organizational Performance via Marketing Strategy Implementation Effectiveness: Empirical Evidence from Pakistani Organizations.
- Hassan, R., Marimuthu, M., & Kaur Johl, S. (2017). Diversity, Corporate Governance and Implication on Firm Financial Performance. *Diversity, Corporate Governance and Implication on Firm Financial Performance*, 7(2), Article 2.
- Hawkins, N. G., & Sanson-Fisher, R. W. (2007). The Multiple Baseline Design for Evaluating Population-Based Research—ScienceDirect. <https://www.sciencedirect.com/science/article/abs/pii/S0749379707002802>
- Heffernan, M. (2018). Exploring the HRM-performance relationship: The role of creativity climate and strategy | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/ER-06-2015-0110/full/html>
- Helleiner, E. (2014). *The Status Quo Crisis: Global Financial Governance After the 2008 Meltdown*. Oxford University Press.
- Heller, J., & Weisberg, J. (2018). Creativity, Innovation and Organizational Performance: Does HRM Bind Them Together? 6. [https://www.kindai.ac.jp/files/rd/research-center/management-innovation/kindai-management-review/vol6\\_4.pdf](https://www.kindai.ac.jp/files/rd/research-center/management-innovation/kindai-management-review/vol6_4.pdf)
- Hendrix, J. A., Taniguchi, T., Strom, K. J., Aagaard, B., & Johnson, N. (2019). Strategic policing philosophy and the acquisition of technology: Findings from a nationally representative survey of law enforcement. *Policing and Society*, 29(6), 727–743. <https://doi.org/10.1080/10439463.2017.1322966>
- Hervas-Oliver, J.-L., Sempere-Ripoll, F., & Arribas, I. (2017). Asymmetric modeling of organizational innovation. *Journal of Business Research*, 68(12), 2654–2662. <https://doi.org/10.1016/j.jbusres.2015.04.005>

- Hervas-Oliver, J.-L., Sempere-Ripoll, F., & Boronat-Moll, C. (2016). Process innovation strategy in SMEs, organizational innovation and performance: A misleading debate? *Small Business Economics*, 43(4), 873–886. <https://doi.org/10.1007/s11187-014-9567-3>
- Hirudayaraj, M., & Matić, J. (2021). Leveraging Human Resource Development Practice to Enhance Organizational Creativity: A Multilevel Conceptual Model. *Human Resource Development Review*, 20(2), 172–206. <https://doi.org/10.1177/1534484321992476>
- Ho, L. (2017). Meditation, learning, organizational innovation and performance. *Industrial Management & Data Systems*, 111(1), 113–131. <https://doi.org/10.1108/02635571111099758>
- Hoai, T. T., Hung, B. Q., & Nguyen, N. P. (2022). The impact of internal control systems on the intensity of innovation and organizational performance of public sector organizations in Vietnam: The moderating role of transformational leadership. *Heliyon*, 8(2), e08954. <https://doi.org/10.1016/j.heliyon.2022.e08954>
- Hock, O. Y., Yaser Alraei, A. B. A., Asif, M. K., & Mohammad Imtiaz, H. (2019). Developing a Framework on Performance and Challenges of Strategic Management Information System: A Case study on Ministry of Interior, UAE. *International Journal of Academic Research in Business and Social Science*, 9(5), Article 5.
- Hoeyer, K. (2008). The Ethics of Research Biobanking: A Critical Review of the Literature. *Biotechnology and Genetic Engineering Reviews*, 25(1), 429–452. <https://doi.org/10.5661/bger-25-429>
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609–1621. <https://doi.org/10.1016/j.jbusres.2013.09.007>
- Horne, J. C. V., & Wachowicz, J. M. (2019). *Fundamentals of Financial Management*. Pearson Education. [https://books.google.co.uk/books?hl=en&lr=&id=CPGC4pD2pQ0C&oi=fnd&pg=PA1&dq=importance+of+financial+management+in+organizations&ots=lf1EuOm9j7&sig=VS94SzEfKBa1\\_4cFQG98lgjnShQ&redir\\_esc=y](https://books.google.co.uk/books?hl=en&lr=&id=CPGC4pD2pQ0C&oi=fnd&pg=PA1&dq=importance+of+financial+management+in+organizations&ots=lf1EuOm9j7&sig=VS94SzEfKBa1_4cFQG98lgjnShQ&redir_esc=y)
- Houtgraaf, G. (2021). Public sector creativity as the origin of public sector innovation: A taxonomy and future research agenda. <https://onlinelibrary.wiley.com/doi/10.1111/padm.12778>
- Howell, K. E. (2012). *An Introduction to the Philosophy of Methodology*. 1–248.
- Hsu, Y.-L., & Yang, Y.-C. (2022). Corporate governance and financial reporting quality during the COVID-19 pandemic. *Finance Research Letters*, 47, 102778. <https://doi.org/10.1016/j.frl.2022.102778>

- Hu, H., Gu, Q., & Chen, J. (2018). How and when does transformational leadership affect organizational creativity and innovation? Critical review and future directions. *Nankai Business Review International*, 4(2), 147–166. <https://doi.org/10.1108/20408741311323344>
- Huang, M.-H., & Rust, R. T. (2018). Artificial Intelligence in Service. *Journal of Service Research*, 21(2), 155–172. <https://doi.org/10.1177/1094670517752459>
- Huang, P., & Yao, C. (2017). Effect of Learning Organization on Organizational Communication and Organizational Creativity in High-Tech Industry. *Eurasia Journal of Mathematics, Science and Technology Education*, 13(12), 7723–7730. <https://doi.org/10.12973/ejmste/78702>
- Humaid, A., Mohamad, E., Yahaya, S., & JALIL, M. (2021). Leadership as a Driver of Employees' Innovation Performance: The Mediating Effect of Cultural Diversity in UAE Universities. *Journal of Asian Finance Economics and Business*, 8, 271–0285. <https://doi.org/10.13106/jafeb.2021.vol8.no8.0271>
- Hunjra, A. I., Butt, B. Z., & Rehman, K. U. (2010). Financial Management Practices and Their Impact on Organizational Performance (SSRN Scholarly Paper 1750391). <https://doi.org/10.2139/ssrn.1750391>
- HusabØ, E. J. (2018). Counterterrorism and the Expansion of Proactive Police Powers in the Nordic States. *Journal of Scandinavian Studies in Criminology and Crime Prevention*, 14(1), 3–23. <https://doi.org/10.1080/14043858.2013.773759>
- Hussain, M., Al Hammadi, F., & Adebajo, D. (2019). Adoption of practices for organizational effectiveness in healthcare supply chains: Insights from the United Arab Emirates (UAE). *International Journal of Productivity and Performance Management*, 69(5), 915–938. <https://doi.org/10.1108/IJPPM-12-2018-0440>
- Hussain, S. (2020). Impact of corporate finance and governance on organizational innovation; a literature survey innovation, corporate finance, and governance. *Journal of Accounting and Taxation*. <https://academicjournals.org/journal/JAT/article-abstract/>
- Hussain, S. T., Abbas, J., Lei, S., Jamal Haider, M., & Akram, T. (2017). Transactional leadership and organizational creativity: Examining the mediating role of knowledge sharing behavior. *Cogent Business & Management*, 4(1), 1361663. <https://doi.org/10.1080/23311975.2017.1361663>
- Hwang, G. H., Lee, K. C., & Seo, Y. W. (2018). How does Six Sigma influence creativity and corporate performance through exploration and exploitation? *Total Quality Management & Business Excellence*, 29(13–14), 1668–1684. <https://doi.org/10.1080/14783363.2017.1297199>
- Ibrahim, D. (2015). Sustainability within interior design curriculum in UAE & impact on design mindset. <http://bspa.buid.ac.ae/handle/1234/735>

- Inegbedion, H., Inegbedion, E., Obadiaru, E., Asaleye, A., Adeyemi, S., & Eluyela, D. (2021). CREATIVITY AND ORGANISATIONAL EFFICIENCY: EMPIRICAL EVIDENCE FROM PRIVATE ORGANISATIONS IN NIGERIA. *Creativity Studies*, 14(2), 461–487. <https://doi.org/10.3846/cs.2021.12446>
- Ingram, T. (2016). Relationships between Talent Management and Organizational Performance: The Role of Climate for Creativity. *Entrepreneurial Business and Economics Review*, 4(3), 195–205.
- Isaac, L. (2018). Corporate Governance and Organizational Performance in the Nigerian Banking Industry. *European Journal of Business and Management*.
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: The mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Ismail, T. (2017). Cultural Control, Creativity, Social Capital and Organizational Performance: Empirical Study of Small to Medium Sized Enterprises (sme) in Indonesia. *International Journal of Entrepreneurship*, 19, 60–73.
- Jaffal, S. A., & Alshawabkeh, Z. A. E. (2021). The Impact of Organizational Creativity on Organization Agility: The Moderating Role of Knowledge Sharing in Pharmaceutical Companies in Jordan. *International Journal of Economics and Business Administration*, IX(3), 171–190.
- Jafri, Md. H., Dem, C., & Choden, S. (2016). Emotional Intelligence and Employee Creativity: Moderating Role of Proactive Personality and Organizational Climate. *Business Perspectives and Research*, 4(1), 54–66. <https://doi.org/10.1177/2278533715605435>
- Jahn, D. (2010). Conceptualizing Left and Right in comparative politics: Towards a deductive approach—Detlef Jahn, 2011. <https://journals.sagepub.com/doi/abs/10.1177/1354068810380091?journalCode=ppqa>
- Jalali, Z., & Heidari, A. (2016). The Relationship between Happiness, Subjective Well-Being, Creativity and Job Performance of Primary School Teachers in Ramhormoz City. *International Education Studies*, 9(6), 45–52.
- Janovac, T., Janovac, T., Jovanović, S. V., & Zdravković, J. (2022). The Characteristics of Effective Leadership on a Selected Sample of the Human Resources Sector in the Serbian Ministry of Interior. *NBP - Journal of Criminalistics and Law*, 27(2), Article 2. <https://doi.org/10.5937/nabepo27-34803>
- Janssen, O., & Giebels, E. (2016). When and why creativity-related conflict with coworkers can hamper creative employees' individual job performance. *European Journal of Work and Organizational Psychology*, 22(5), 574–587. <https://doi.org/10.1080/1359432X.2012.669524>

- Javed, A. (2018). Impact of Innovation on the Performance of Employees. <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=99cd67e9765060552c7d56c001dfe1dfecda6d8b>
- Jebran, K., & Chen, S. (2023). Can we learn lessons from the past? COVID-19 crisis and corporate governance responses. *International Journal of Finance & Economics*, 28(1), 421–429. <https://doi.org/10.1002/ijfe.2428>
- Jelenic, D. (2020). THE IMPORTANCE OF KNOWLEDGE MANAGEMENT IN ORGANIZATIONS – WITH EMPHASIS ON THE BALANCED SCORECARD LEARNING AND GROWTH PERSPECTIVE. *Mnagement, Knowledge, and Learning. International Conference 2011*. <https://issbs.si/press/ISBN/978-961-92486-3-8/papers/ML11-1.pdf>
- Jiang, Y., & Chen, W.-K. (2017). Effects Of Organizational Trust On Organizational Learning And Creativity. *Eurasia Journal of Mathematics, Science and Technology Education*, 13(6), 2057–2068. <https://doi.org/10.12973/eurasia.2017.01213a>
- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. *Journal of Business Research*, 64(4), 408–417. <https://doi.org/10.1016/j.jbusres.2010.09.010>
- Jonathan, G. K., & Mbogo, R. W. (2018). Maintaining Health and Safety at Workplace: Employee and Employer's Role in Ensuring a Safe Working Environment. *Journal of Education and Practice*, 7(29), 1–7.
- Jonker, J., & Pennink, B. (2010). *The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science*. Springer Science & Business Media.
- Jordan, I. (2018). Corporate Governance in the Public Sector. *Observatoire de La Société Britannique*, 16, Article 16. <https://doi.org/10.4000/osb.1706>
- Jung, C. S., & Ritz, A. (2014). Goal Management, Management Reform, and Affective Organizational Commitment in the Public Sector. *International Public Management Journal*, 17(4), 463–492. <https://doi.org/10.1080/10967494.2014.958801>
- Kaiser, K. (2009). Protecting Respondent Confidentiality in Qualitative Research. *Qualitative Health Research*, 19(11), 1632–1641. <https://doi.org/10.1177/1049732309350879>
- Kakanda, M., Salim, B., Sitraselvi, & Chandren. (2017). Corporate Governance, Risk Management Disclosure, and Firm Performance: A Theoretical and Empirical Review Perspective. *Asian Economic and Financial Review*, 7, 836–845. <https://doi.org/10.18488/journal.aefr.2017.79.836.845>
- Kaleem, M. (2019). The Influence of Talent Management on Performance of Employee in Public Sector Institutions of the UAE. *Public Administration Research*, 8(2), 8. <https://doi.org/10.5539/par.v8n2p8>

- Kaliyadan, F., & Kulkarni, V. (2019). Types of Variables, Descriptive Statistics, and Sample Size. *Indian Dermatology Online Journal*, 10(1), 82–86. [https://doi.org/10.4103/idoj.IDOJ\\_468\\_18](https://doi.org/10.4103/idoj.IDOJ_468_18)
- Kamaruddin, M. I. H., Auzair, S. M., Rahmat, M. M., & Muhamed, N. A. (2021). The mediating role of financial governance on the relationship between financial management, Islamic work ethic and accountability in Islamic social enterprise (ISE). *Social Enterprise Journal*, 17(3), 427–449. <https://doi.org/10.1108/SEJ-11-2020-0113>
- Kamau, G., Aosa, E., Machuki, V., & Pokhariyal, G. (2018). Corporate Governance, Strategic Choices and Performance of Financial Institutions in Kenya. *International Journal of Business and Management*, 13(7), 169. <https://doi.org/10.5539/ijbm.v13n7p169>
- Kang'aru, P., & Ondabu, I. (2018). Effect of Financial Planning Practices on the Financial Performance of Non Profit Making Health Organizations in Kiambu County, Kenya. *International Journal of Scientific and Research Publications (IJSRP)*, 8. <https://doi.org/10.29322/IJSRP.8.5.2018.p7778>
- Karpievitch, Y. V., Dabney, A. R., & Smith, R. D. (2012). Normalization and missing value imputation for label-free LC-MS analysis. *BMC Bioinformatics*, 13(16), S5. <https://doi.org/10.1186/1471-2105-13-S16-S5>
- Kassim, N., Baharuddin, M. F., & Samad, Z. (2017). Knowledge Management Practices and Organizational Performance in Malaysia Government Institution. *International Journal for Infonomics*, 9. <https://doi.org/10.20533/iji.1742.4712.2016.0151>
- Kaufman, J. C., & Sternberg, R. J. (2021). *The Cambridge Handbook of Creativity*. Cambridge University Press.
- Kemp, S. E., Ng, M., & Hollowood, T. (2018). Introduction to Descriptive Analysis—Descriptive Analysis in Sensory Evaluation—Wiley Online Library. 70(6). <https://onlinelibrary.wiley.com/doi/abs/10.1002/9781118991657.ch1>
- Kennedy, L. G., Kichler, E. J., Seabrook, J. A., Matthews, J. I., & Dworatzek, P. D. N. (2019). Validity and Reliability of a Food Skills Questionnaire. *Journal of Nutrition Education and Behavior*, 51(7), 857–864. <https://doi.org/10.1016/j.jneb.2019.02.003>
- Kenpro. (2012, August 25). Sample Size Determination Using Krejcie and Morgan Table. KENPRO. <http://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table/>
- Kesmodel, U. S. (2018). Cross-sectional studies – what are they good for? *Acta Obstetricia et Gynecologica Scandinavica*, 97(4), 388–393. <https://doi.org/10.1111/aogs.13331>

- Khalatur, S., Masiuk, Y., Kachula, S., Brovko, L., Karamushka, O., & Shramko, I. (2021). Entrepreneurship development management in the context of economic security. *Entrepreneurship and Sustainability Issues*, 9(1), 558–573. [https://doi.org/10.9770/jesi.2021.9.1\(35\)](https://doi.org/10.9770/jesi.2021.9.1(35))
- Khaltar, O., & Moon, M. J. (2020). Effects of Ethics and Performance Management on Organizational Performance in the Public Sector. *Public Integrity*, 22(4), 372–394. <https://doi.org/10.1080/10999922.2019.1615163>
- Khan, A. J., & Iqbal, J. (2020). Do High Performance Work Practices Increase the Organizational Performance of Public Sector Companies? An Investigation of Mediation Mechanism. *Pakistan Journal of Social Sciences*, 40(2), Article 2.
- Khan, N. A., & Khan, A. N. (2019). What followers are saying about transformational leaders fostering employee innovation via organisational learning, knowledge sharing and social media use in public organisations? *Government Information Quarterly*, 36(4), 101391. <https://doi.org/10.1016/j.giq.2019.07.003>
- Khatun, N. (2021). Applications of Normality Test in Statistical Analysis. *Open Journal of Statistics*, 11(01), 113–122. <https://doi.org/10.4236/ojs.2021.111006>
- Khedhaouria, A., Belbaly, N., & Benbya, H. (2018). Exploring the impact of organizational climate factors on organizational creativity within a centralized IS. *Systèmes d'information & management*, 19(4), 7–30. <https://doi.org/10.3917/sim.144.0007>
- Kho, B.-C., Stulz, R. M., & Warnock, F. E. (2019). Financial Globalization, Governance, and the Evolution of the Home Bias. *Journal of Accounting Research*, 47(2), 597–635. <https://doi.org/10.1111/j.1475-679X.2009.00323.x>
- Kittikunchotiwut, P. (2015). The role of social capital on absorptive capacity and organizational innovation. [https://www.jbrmr.com/cdn/article\\_file/i-22\\_c-200.pdf](https://www.jbrmr.com/cdn/article_file/i-22_c-200.pdf)
- Klijn, M. (2017). A review of creativity within organizations from a psychological perspective | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/02621711011039141/full/html>
- Ko, J., & Smith-Walter, A. (2018). The Relationship between HRM Practices and Organizational Performance in the Public Sector: Focusing on Mediating Roles of Work Attitudes. *International Review of Public Administration*, 18(3), 209–231. <https://doi.org/10.1080/12294659.2013.10805270>
- Koropanovski, N., Kukić, F., Janković, R., Kolarević, D., Subošić, D., & Orr, R. M. (2022). Intellectual Potential, Personality Traits, and Physical Fitness at Recruitment: Relationship with Academic Success in Police Studies. *SAGE Open*, 12(1), 21582440221079932. <https://doi.org/10.1177/21582440221079932>

- Koutoupis, A., Kyriakogkonas, P., Pazarskis, M., & Davidopoulos, L. (2021). Corporate governance and COVID-19: A literature review. *Corporate Governance: The International Journal of Business in Society*, 21(6), 969–982. <https://doi.org/10.1108/CG-10-2020-0447>
- Kraft, M. A. (2020). Interpreting Effect Sizes of Education Interventions. *Educational Researcher*, 49(4), 241–253. <https://doi.org/10.3102/0013189X20912798>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>
- Kuzmanova, M. (2016). Contemporary problems related to crisis management of organizations. *Trakia Journal of Science*, 14(3), 256–261. <https://doi.org/10.15547/tjs.2016.03.010>
- Kwak, S. G., & Park, S.-H. (2019). Normality Test in Clinical Research. *Journal of Rheumatic Diseases*, 26(1), 5–11. <https://doi.org/10.4078/jrd.2019.26.1.5>
- Kyere, M., & Ausloos, M. (2021). Corporate governance and firms financial performance in the United Kingdom. *International Journal of Finance & Economics*, 26(2), 1871–1885. <https://doi.org/10.1002/ijfe.1883>
- Kypri, K., Gallagher, S. J., & Cashell-Smith, M. L. (2004). An Internet-based survey method for college student drinking research. *Drug and Alcohol Dependence*, 76(1), 45–53. <https://doi.org/10.1016/j.drugalcdep.2004.04.001>
- Laforet, S. (2013). Organizational innovation outcomes in SMEs: Effects of age, size, and sector. *Journal of World Business*, 48(4), 490–502. <https://doi.org/10.1016/j.jwb.2012.09.005>
- Lancaster, G. (2007). *Research Methods in Management*. Routledge. [https://books.google.co.uk/books?hl=en&lr=&id=0f8rBgAAQBAJ&oi=fnd&pg=PP1&dq=Data+Collection+Procedures+for+mangment+sciences+research&ots=O6tZyoEOJR&sig=g4YoaISgB\\_P94MMCDobiEWk7a\\_0&redir\\_esc=y#v=onepage&q=Data%20Collection%20Procedures%20for%20mangment%20sciences%20research&f=false](https://books.google.co.uk/books?hl=en&lr=&id=0f8rBgAAQBAJ&oi=fnd&pg=PP1&dq=Data+Collection+Procedures+for+mangment+sciences+research&ots=O6tZyoEOJR&sig=g4YoaISgB_P94MMCDobiEWk7a_0&redir_esc=y#v=onepage&q=Data%20Collection%20Procedures%20for%20mangment%20sciences%20research&f=false)
- Lari, M. A. D. A., Hamid, N. A., & Lari, F. A. D. (2020). Ranking of Innovation Factors of Employees' Job Performance. *International Journal of Sustainable Construction Engineering and Technology*, 11(2), Article 2.
- Lauritzen, H. H., Grøn, C. H., & Kjeldsen, A. M. (2022). Leadership Matters, But So Do Co-Workers: A Study of the Relative Importance of Transformational Leadership and Team Relations for Employee Outcomes and User Satisfaction. *Review of Public Personnel Administration*, 42(4), 614–640. <https://doi.org/10.1177/0734371X211011618>
- Lawless, H. T., & Heymann, H. (2010). Descriptive Analysis. In H. T. Lawless & H. Heymann (Eds.), *Sensory Evaluation of Food: Principles and Practices* (pp. 227–257). Springer. [https://doi.org/10.1007/978-1-4419-6488-5\\_10](https://doi.org/10.1007/978-1-4419-6488-5_10)

- Lee, S. H., Goddard, M. E., Wray, N. R., & Visscher, P. M. (2012). A Better Coefficient of Determination for Genetic Profile Analysis: A Better Coefficient of Determination. *Genetic Epidemiology*, 36(3), 214–224. <https://doi.org/10.1002/gepi.21614>
- Lerner, J. (2018). The Syndication of Venture Capital Investments. In *Venture Capital*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315235110-12/syndication-venture-capital-investments-joshua-lerner>
- Levine, C. H. (1999). Organizational Decline and Cutback Management. In *Public Sector Performance*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429497964-20/organizational-decline-cutback-management-charles-levine>
- Levine, R. J. (2008). Clarifying the Concepts of Research Ethics. In *Research Ethics*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315244426-5/clarifying-concepts-research-ethics-robert-levine>
- Levy, D. L. (2021). COVID-19 and Global Governance. *Journal of Management Studies*, 58(2), 562–566. <https://doi.org/10.1111/joms.12654>
- Li, N., Yan, Y., Yang, Y., & Gu, A. (2022). Artificial Intelligence Capability and Organizational Creativity: The Role of Knowledge Sharing and Organizational Cohesion. *Frontiers in Psychology*, 13. <https://www.frontiersin.org/articles/10.3389/fpsyg.2022.845277>
- Li, Z., Akouatcha, H. G., Akram, U., & Anaba, O. A. (2021). Information and Communication Technology and Organizational Performance During Covid-19 Pandemic: The Role of Organizational Commitment, Growth Mindset, and Entrepreneurial Orientation. *Frontiers in Psychology*, 12. <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.752193>
- Liao, D., & Valliant, R. (2012). Variance inflation factors in the analysis of complex survey data. 12. <https://www.rti.org/publication/variance-inflation-factors-analysis-complex-survey-data/fulltext.pdf>
- Lillis, A. M., & Mundy, J. (2005). Cross-Sectional Field Studies in Management Accounting Research—Closing the Gaps between Surveys and Case Studies. *Journal of Management Accounting Research*, 17(1), 119–141. <https://doi.org/10.2308/jmar.2005.17.1.119>
- Lin, C.-H., Yang, H.-L., & Liou, D.-Y. (2019). The impact of corporate social responsibility on financial performance: Evidence from business in Taiwan. *Technology in Society*, 31(1), 56–63. <https://doi.org/10.1016/j.techsoc.2008.10.004>
- Litz, D., & Scott, S. (2017). Transformational leadership in the educational system of the United Arab Emirates. *Educational Management Administration & Leadership*, 45(4), 566–587. <https://doi.org/10.1177/1741143216636112>

- Loeb, S., Dynarski, S., McFarland, D., Morris, P., Reardon, S., & Reber, S. (2017). Descriptive analysis in education: A guide for researchers.
- Lopez, B. S., & Alcaide, A. V. (2020). Blockchain, AI and IoT to Improve Governance, Financial Management and Control of Crisis: Case Study COVID-19. <https://essuir.sumdu.edu.ua/handle/123456789/79063>
- Lorah, J. (2018). Effect size measures for multilevel models: Definition, interpretation, and TIMSS example. 6(8). <https://doi.org/10.1186/s40536-018-0061-2>
- Lu, J., & Shon, J. (2020). Understanding the Dissolution of Nonprofit Organizations: A Financial Management Perspective. <https://journals.sagepub.com/doi/full/10.1177/0899764019872006>
- Lubis, R., Alexandri, M. B., Herawaty, T., & Tresna, P. W. (2022). Entrepreneurial Leadership, Financial Governance, and Creative Industry in the City Of Bandung Indonesia. *Resmilitaris*, 12(5), Article 5.
- Lunardi, G. L., Becker, J. L., Maçada, A. C. G., & Dolci, P. C. (2014). The impact of adopting IT governance on financial performance: An empirical analysis among Brazilian firms. *International Journal of Accounting Information Systems*, 15(1), 66–81. <https://doi.org/10.1016/j.accinf.2013.02.001>
- Lustrilanang, P. (2023). The mediating role of financial management skills: Examining the impact of e-government adoption and social support on financial resilience. <https://growingscience.com/beta/dsl/6391-the-mediating-role-of-financial-management-skills-examining-the-impact-of-e-government-adoption-and-social-support-on-financial-resilience.html>
- Lutz Allen, S., Smith, J. E., & Da Silva, N. (2018). Leadership Style in Relation to Organizational Change and Organizational Creativity: Perceptions from Nonprofit Organizational Members. *Nonprofit Management and Leadership*, 24(1), 23–42. <https://doi.org/10.1002/nml.21078>
- Madhani, P. M. (2017). Diverse Roles of Corporate Board: Review of Various Corporate Governance Theories (SSRN Scholarly Paper 2981605). <https://papers.ssrn.com/abstract=2981605>
- Madura, J., Hoque, A., & Krishnamrti, C. (2018). *International Financial Management*. Cengage AU.
- Maitlis, S., & Christianson, M. (2020). Sensemaking in Organizations: Taking Stock and Moving Forward. *Academy of Management Annals*, 8(1), 57–125. <https://doi.org/10.5465/19416520.2014.873177>
- Mallia, J. G. (2014). Inductive and Deductive Approaches to Teaching English Grammar. *Arab World English Journal*.
- Manes-Rossi, F., Nicolò, G., & Argento, D. (2020). Non-financial reporting formats in public sector organizations: A structured literature review. *Journal of Public Budgeting, Accounting & Financial Management*, 32(4), 639–669. <https://doi.org/10.1108/JPBAFM-03-2020-0037>

- Mariano, S., & Casey, A. (2015). Is organizational innovation always a good thing? *Management Learning*, 46(5), 530–545. <https://doi.org/10.1177/1350507615569429>
- Mariotto, F. L., Zanni, P. P., & Moraes, G. H. S. M. D. (2014). WHAT IS THE USE OF A SINGLE-CASE STUDY IN MANAGEMENT RESEARCH? *Revista de Administração de Empresas*, 54, 358–369. <https://doi.org/10.1590/S0034-759020140402>
- Marlowe, J., & Matkin, D. (2021). *Financial Management in the Public Sector*. SAGE Publications Inc. <https://us.sagepub.com/en-us/nam/financial-management-in-the-public-sector/book239267>
- Marshall, G., & Jonker, L. (2010). An introduction to descriptive statistics: A review and practical guide. *Radiography*, 16(4), e1–e7. <https://doi.org/10.1016/j.radi.2010.01.001>
- Marshall, G., & Jonker, L. (2011). An introduction to inferential statistics: A review and practical guide. *Radiography*, 17(1), e1–e6. <https://doi.org/10.1016/j.radi.2009.12.006>
- Marzougui, E. (2023). Integration Model for Demand-Driven Material Requirement Planning and Industry 4.0. <https://doi.org/10.4271/05-16-01-0001>
- Mavlutova, I., Fomins, A., Spilbergs, A., Atstaja, D., & Brizga, J. (2022). Opportunities to Increase Financial Well-Being by Investing in Environmental, Social and Governance with Respect to Improving Financial Literacy under COVID-19: The Case of Latvia. *Sustainability*, 14(1), Article 1. <https://doi.org/10.3390/su14010339>
- McCharen, B., Song, J., & Martens, J. (2011). School Innovation: The Mutual Impacts of Organizational Learning and Creativity. *Educational Management Administration & Leadership*, 39(6), 676–694. <https://doi.org/10.1177/1741143211416387>
- McKeen, J. D., Zack, M. H., & Singh, S. (2006). Knowledge Management and Organizational Performance: An Exploratory Survey. *Proceedings of the 39th Annual Hawaii International Conference on System Sciences (HICSS'06)*, 7, 152b–152b. <https://doi.org/10.1109/HICSS.2006.242>
- McQuitty, S. (2004). Statistical power and structural equation models in business research. *Journal of Business Research*, 57(2), 175–183. [https://doi.org/10.1016/S0148-2963\(01\)00301-0](https://doi.org/10.1016/S0148-2963(01)00301-0)
- Mello, S. C. B. D., & Collins, M. (2001). Convergent and discriminant validity of the perceived risk scale in business-to-business context using the multitrait-multimethod approach. *Revista de Administração Contemporânea*, 5(3), 167–186. <https://doi.org/10.1590/S1415-65552001000300009>

- Melnyk, S. A., Page, T. J., Wu, S. J., & Burns, L. A. (2012). Would you mind completing this survey: Assessing the state of survey research in supply chain management. *Journal of Purchasing and Supply Management*, 18(1), 35–45. <https://doi.org/10.1016/j.pursup.2011.12.002>
- Memon, M. A., Ting, H., Cheah, J.-H., Thursamy, R., Chuah, F., & Cham, T. H. (2020). Sample Size for Survey Research: Review and Recommendations. *Journal of Applied Structural Equation Modeling*, 4(2), i–xx. [https://doi.org/10.47263/JASEM.4\(2\)01](https://doi.org/10.47263/JASEM.4(2)01)
- Mérigot, B., Durbec, J.-P., & Gaertner, J.-C. (2010). On goodness-of-fit measure for dendrogram-based analyses. *Ecology*, 91(6), 1850–1859. <https://doi.org/10.1890/09-1387.1>
- Mikalef, P., & Gupta, M. (2021). Artificial intelligence capability: Conceptualization, measurement calibration, and empirical study on its impact on organizational creativity and firm performance. *Information & Management*, 58(3), 103434. <https://doi.org/10.1016/j.im.2021.103434>
- Ministry of Interior. (2023). Ministry of Interior—United Arab Emirates. Ministry of Interior United Arab Emirates. <https://moi.gov.ae/en/default.aspx>
- Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive Statistics and Normality Tests for Statistical Data. *Annals of Cardiac Anaesthesia*, 22(1), 67–72. [https://doi.org/10.4103/aca.ACA\\_157\\_18](https://doi.org/10.4103/aca.ACA_157_18)
- Mohamed, M., Khalifa, G., Al-Shibami, A., Alrajawy, I., & Isaac, O. (2019a). The Mediation Effect of Innovation on the Relationship Between Creativity and Organizational Productivity. An Empirical Study Within Public Sector Organizations in the UAE. *Journal of Engineering and Applied Sciences*, 14, 3234–3242. <https://doi.org/10.3923/jeasci.2019.3234.3242>
- Mohamed, M., Khalifa, G., Al-Shibami, A., Alrajawy, I., & Isaac, O. (2019b). The Mediation Effect of Innovation on the Relationship Between Creativity and Organizational Productivity. An Empirical Study Within Public Sector Organizations in the UAE. *Journal of Engineering and Applied Sciences*, 14, 3234–3242. <https://doi.org/10.3923/jeasci.2019.3234.3242>
- Mohammed, L. A. (2023). Internal Marketing and Staff Satisfaction in Ras AL-Khaimah Police. *Asian Journal of Research in Business and Management*, 4(4), Article 4.
- Mokoena, S. K., & Ngwakwe, C. C. (2020). The IMF COVID-19 Financial Relief and Weak Financial Governance Commitment. *Journal of Public Administration*, 55(3–1), 588–594. <https://doi.org/10.10520/ejc-jpad-v55-n3-1-a13>
- Mooi, E., Sarstedt, M., & Mooi-Reci, I. (2018). Descriptive Statistics. In E. Mooi, M. Sarstedt, & I. Mooi-Reci (Eds.), *Market Research: The Process, Data, and Methods Using Stata* (pp. 95–152). Springer. [https://doi.org/10.1007/978-981-10-5218-7\\_5](https://doi.org/10.1007/978-981-10-5218-7_5)

- Moolman, S., & Van, D. W. G. (2022). The Effectiveness of Financial Governance Structures in the South African Public Sector. *African Journal of Public Affairs*, 13(1), 1–26. [https://doi.org/10.10520/ejc-ajpa\\_v13\\_n1\\_a2](https://doi.org/10.10520/ejc-ajpa_v13_n1_a2)
- Moshagen, M., & Erdfelder, E. (2016). A New Strategy for Testing Structural Equation Models. *Structural Equation Modeling: A Multidisciplinary Journal*, 23(1), 54–60. <https://doi.org/10.1080/10705511.2014.950896>
- Moultrie, J., & Young, A. (2019). Exploratory Study of Organizational Creativity in Creative Organizations. *Creativity and Innovation Management*, 18(4), 299–314. <https://doi.org/10.1111/j.1467-8691.2009.00536.x>
- Moussa, M., McMurray, A., & Muenjohn, N. (2018). Innovation in public sector organisations. *Cogent Business & Management*, 5(1), 1475047. <https://doi.org/10.1080/23311975.2018.1475047>
- Mumford, M. D. (2016a). *Handbook of Organizational Creativity*. Academic Press.
- Mumford, M. D. (2016b). *Handbook of Organizational Creativity*. Academic Press.
- Mumford, M. D., Hester, K. S., & Robledo, I. C. (2017). Chapter 1 - Creativity in Organizations: Importance and Approaches. In M. D. Mumford (Ed.), *Handbook of Organizational Creativity* (pp. 3–16). Academic Press. <https://doi.org/10.1016/B978-0-12-374714-3.00001-X>
- Murphy, K. R. (2021). In praise of Table 1: The importance of making better use of descriptive statistics. *Industrial and Organizational Psychology*, 14(4), 461–477. <https://doi.org/10.1017/iop.2021.90>
- Musa, H., Rech, F., & Yan, C. (2022). The Deterioration of Financial Ratios During the COVID-19 Pandemic: Does Corporate Governance Matter? *Folia Oeconomica Stetinensia*, 22(1), 219–242.
- Muttaqin, G. F., & Mulyasari, W. (2018). Financial Accountability: Organizational Performance Improvement Through Culture Control And Contractibility. 22(2). <https://ecojoin.org/index.php/EJA/article/view/348>
- Muzzio, H., & Paiva Júnior, F. G. (2018). Organizational Creativity Management: Discussion Elements. *Revista de Administração Contemporânea*, 22, 922–939. <https://doi.org/10.1590/1982-7849rac2018170409>
- Myers, J. L., Well, A. D., & Jr, R. F. L. (2010). *Research Design and Statistical Analysis: Third Edition* (3rd ed.). Routledge. <https://doi.org/10.4324/9780203726631>
- Najm, N. A., Abdul Azez, B. A., & Yousif, A. S. H. (2022). Financial governance and organizational commitment: The mediating role of organizational culture. *European Journal of Government and Economics*, 11(1), Article 1. <https://doi.org/10.17979/ejge.2022.11.1.7564>

- Nakagawa, S., Johnson, P. C. D., & Schielzeth, H. (2018). The coefficient of determination  $R^2$  and intra-class correlation coefficient from generalized linear mixed-effects models revisited and expanded. 11.
- Nawab, S., Nazir, T., the COMSATS Institute of Information Technology, Pakistan, Zahid, M. M., the COMSATS Institute of Information Technology, Pakistan, Fawad, S. M., & the COMSATS Institute of Information Technology, Pakistan. (2015). Knowledge Management, Innovation and Organizational Performance. *International Journal of Knowledge Engineering-IACSIT*, 1(1), 43–48. <https://doi.org/10.7763/IJKE.2015.V1.7>
- Nawaz Khan, S., Hussain, R. I., -Ur-Rehman, S., Maqbool, M. Q., Engku Ali, E. I., & Numan, M. (2019). The mediating role of innovation between corporate governance and organizational performance: Moderating role of innovative culture in Pakistan textile sector. *Cogent Business & Management*, 6(1), 1631018. <https://doi.org/10.1080/23311975.2019.1631018>
- Nelson, K. (2018). Innovation(Capacity(Assessment Survey1. [https://www.sog.unc.edu/sites/www.sog.unc.edu/files/course\\_materials/PELA%20Innovation%20Assessment%20Survey%202017.pdf](https://www.sog.unc.edu/sites/www.sog.unc.edu/files/course_materials/PELA%20Innovation%20Assessment%20Survey%202017.pdf)
- Nesvetailova, A., & Palan, R. (2020). The End of Liberal Finance? The Changing Paradigm of Global Financial Governance. *Millennium*, 38(3), 797–825. <https://doi.org/10.1177/0305829810364275>
- Nguyen, T. H. H., Elmagrhi, M. H., Ntim, C. G., & Wu, Y. (2021). Environmental performance, sustainability, governance and financial performance: Evidence from heavily polluting industries in China. *Business Strategy and the Environment*, 30(5), 2313–2331. <https://doi.org/10.1002/bse.2748>
- Njaya, T. (2018). Coping With Informality and Illegality: The Case of Street Entrepreneurs of Harare Metropolitan, Zimbabwe. *Asian Journal of Economic Modelling*, 2(2), 93–102. <https://doi.org/10.18488/journal.8.2014.22.93.102>
- Njiru, P. M., Kiambati, D. K., & Kamau, D. A. (2015). The Influence of Flexible Work Practices On Employee Performance in Public Sector in the Ministry of Interior and Coordination of National Government, Embu County. 1. [https://saudijournals.com/media/articles/SB\\_14102-106.pdf](https://saudijournals.com/media/articles/SB_14102-106.pdf)
- Northcott, D., & Ma'amora Taulapapa, T. (2016). Using the balanced scorecard to manage performance in public sector organizations: Issues and challenges. *International Journal of Public Sector Management*, 25(3), 166–191. <https://doi.org/10.1108/09513551211224234>
- Notanubun, Z. (2021). The Effect of Organizational Citizenship Behavior and Leadership Effectiveness on Public Sectors Organizational Performance: Study in the Department of Education, Youth and Sports in Maluku Province, Indonesia. *Public Organization Review*, 21(1), 1–18. <https://doi.org/10.1007/s11115-020-00475-4>
- Novikov, A. M., & Novikov, D. A. (2013). *Research Methodology: From Philosophy of Science to Research Design*. CRC Press.

- Obaid Alhefeiti, H. S. (2020). The influence of innovation capabilities on individual performance in the Interior Ministry of United Arab Emirates Government [Doctoral, Universiti Tun Hussein Onn Malaysia]. <http://eprints.uthm.edu.my/903/>
- Obi-Anike, H. O., & Ekwe, M. C. (2018). Impact of Training and Development on Organizational Effectiveness: Evidence from Selected Public Sector Organizations in Nigeria. *European Journal of Business and Management*, 6(29).
- Obradovich, J., & Gill, A. (2018). The Impact of Corporate Governance and Financial Leverage on the Value of American Firms. Faculty Publications and Presentations. [https://digitalcommons.liberty.edu/busi\\_fac\\_pubs/25](https://digitalcommons.liberty.edu/busi_fac_pubs/25)
- Ogeh Fiador, V. (2018). Determinants of financial governance practices: Evidence from NGOs in Ghana. *International Journal of Sociology and Social Policy*, 33(1/2), 114–130. <https://doi.org/10.1108/01443331311295217>
- Olszak, C. M., Bartuś, T., & Lorek, P. (2018). A comprehensive framework of information system design to provide organizational creativity support. *Information & Management*, 55(1), 94–108. <https://doi.org/10.1016/j.im.2017.04.004>
- Øye, C., Sørensen, N. Ø., & Glasdam, S. (2016). Qualitative research ethics on the spot: Not only on the desktop. *Nursing Ethics*, 23(4), 455–464. <https://doi.org/10.1177/0969733014567023>
- Palese, A., Grassetti, L., Bressan, V., Decaro, A., Kasa, T., Longobardi, M., Hayter, M., & Watson, R. (2019). A path analysis on the direct and indirect effects of the unit environment on eating dependence among cognitively impaired nursing home residents. *BMC Health Services Research*, 19(1), 775. <https://doi.org/10.1186/s12913-019-4667-z>
- Pandey, J. (2019). Deductive Approach to Content Analysis: Business & Management Book Chapter | IGI Global. <https://www.igi-global.com/chapter/deductive-approach-to-content-analysis/207796>
- Pandis, N. (2014). Cross-sectional studies. *American Journal of Orthodontics and Dentofacial Orthopedics*, 146(1), 127–129. <https://doi.org/10.1016/j.ajodo.2014.05.005>
- Pang, M.-S. (2020). IT governance and business value in the public sector organizations—The role of elected representatives in IT governance and its impact on IT value in U.S. state governments. *Decision Support Systems*, 59, 274–285. <https://doi.org/10.1016/j.dss.2013.12.006>
- Parjanen, S. (2018). Experiencing Creativity in the Organization: From Individual Creativity to Collective Creativity. *Interdisciplinary Journal of Information, Knowledge, and Management*, 7, 109–128. <https://doi.org/10.28945/1580>
- Patel, D. (2016). Research data management: A conceptual framework. *Library Review*, 65(4/5), 226–241. <https://doi.org/10.1108/LR-01-2016-0001>

- Pattnaik, S. C. (2021). Employee engagement, creativity and task performance: Role of perceived workplace autonomy | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/SAJBS-11-2019-0196/full/html>
- Patwary, A. K., Alwi, M. K., Rehman, S. U., Rabiul, M. K., Babatunde, A. Y., & Alam, M. M. D. (2022). Knowledge management practices on innovation performance in the hotel industry: Mediated by organizational learning and organizational creativity. *Global Knowledge, Memory and Communication*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/GKMC-05-2022-0104>
- Peckham, T. K. (2018). Creating a Future for Occupational Health. 61(1). <https://academic.oup.com/annweh/article/61/1/3/2762736?login=false>
- Peng, J., Zhang, G., Fu, Z., & Tan, Y. (2014). An empirical investigation on organizational innovation and individual creativity. *Information Systems and E-Business Management*, 12(3), 465–489. <https://doi.org/10.1007/s10257-013-0227-y>
- Perry, J. L., Hondeghem, A., & Wise, L. R. (2020). Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future. *Public Administration Review*, 70(5), 681–690. <https://doi.org/10.1111/j.1540-6210.2010.02196.x>
- Piepho, H. (2019). A coefficient of determination ( $R^2$ ) for generalized linear mixed models. *Biometrical Journal*, bimj.201800270. <https://doi.org/10.1002/bimj.201800270>
- Ping, Z. (2016). Corporate Governance: A Summary Review on Different Theory Approaches. 68.
- Pokharel, M. P., & Ok Choi, S. (2015). Exploring the relationships between the learning organization and organizational performance. *Management Research Review*, 38(2), 126–148. <https://doi.org/10.1108/MRR-02-2013-0033>
- Prange, C., & Pinho, J. C. (2017). How personal and organizational drivers impact on SME international performance: The mediating role of organizational innovation. *International Business Review*, 26(6), 1114–1123. <https://doi.org/10.1016/j.ibusrev.2017.04.004>
- Priono, H., Yuhertiana, I., Sundari, S., & Puspitasari, D. S. (2019). ROLE OF FINANCIAL MANAGEMENT IN THE IMPROVEMENT OF LOCAL GOVERNMENT PERFORMANCE. *Humanities & Social Sciences Reviews*, 7(1), 77–86. <https://doi.org/10.18510/hssr.2019.7110>
- Puccio, G. J., & Cabra, J. F. (2018). Organizational creativity: A systems approach. In *The Cambridge handbook of creativity* (pp. 145–173). Cambridge University Press. <https://doi.org/10.1017/CBO9780511763205.011>

- Purwanto, A., & Juliana, J. (2022). The effect of supplier performance and transformational supply chain leadership style on supply chain performance in manufacturing companies. *Uncertain Supply Chain Management*, 10(2), 511–516.
- Radhakrishna, R. (2007). Tips for Developing and Testing Questionnaires/Instruments. *The Journal of Extension*, 45(1). <https://tigerprints.clemson.edu/joe/vol45/iss1/25>
- Rahiminezhad Galankashi, M., & Mokhtab Rafiei, F. (2021). Financial performance measurement of supply chains: A review. *International Journal of Productivity and Performance Management*, 71(5), 1674–1707. <https://doi.org/10.1108/IJPPM-11-2019-0533>
- Rahmah, M., Ameen, A., Isaac, O., Abu-Elhassan, A.-E. E.-S., & Khalifa, G. S. A. (2020). Effect of Organizational Innovation (Product Innovation, Process Innovation, and Administrative Innovation) On Organizational Learning. [https://d1wqtxts1xzle7.cloudfront.net/63448780/EffectofOrganizationalInnovationProductInnovationProcessInnovationandAdministrativeInnovationOnOrganizationalLearning20200527-21110-u1of.pdf?1590640422=&response-content-disposition=inline%3B+filename%3DEffect\\_of\\_Organizational\\_Innovation\\_Prod.pdf&Expires=1679060538&Signature=VYwMfYdhIeb8krY7CALQvraRO3RdP27bZur7Opg3zdziFCiVMhDSOGUSvOLGUXtZwzgNvKT48JMHjPdi7J0kXSskG3N0~0RES6ZUBRC6HuLW4cd9ShKGUFLpAP3zG34fIKeUD~k0aX-jjW8-nMf-gJ1LVOFGZsVpp0b6YG2Zq8Fk3QgtpNPvbGo6EQqOkL27IMhhcByIFchYMMjOkLnLY8TCPJ46zzaKu2JjMkKmzH3D3eEZOWt3VudRNXMuy7F71q9dP70A5zdjN113SjlC9QDMXikvE0SS35Oi-qrG87~AwU2O9srhSfGPSdYagGFQDolfoIpxW7sGBrFs4cxkuLA\\_\\_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA](https://d1wqtxts1xzle7.cloudfront.net/63448780/EffectofOrganizationalInnovationProductInnovationProcessInnovationandAdministrativeInnovationOnOrganizationalLearning20200527-21110-u1of.pdf?1590640422=&response-content-disposition=inline%3B+filename%3DEffect_of_Organizational_Innovation_Prod.pdf&Expires=1679060538&Signature=VYwMfYdhIeb8krY7CALQvraRO3RdP27bZur7Opg3zdziFCiVMhDSOGUSvOLGUXtZwzgNvKT48JMHjPdi7J0kXSskG3N0~0RES6ZUBRC6HuLW4cd9ShKGUFLpAP3zG34fIKeUD~k0aX-jjW8-nMf-gJ1LVOFGZsVpp0b6YG2Zq8Fk3QgtpNPvbGo6EQqOkL27IMhhcByIFchYMMjOkLnLY8TCPJ46zzaKu2JjMkKmzH3D3eEZOWt3VudRNXMuy7F71q9dP70A5zdjN113SjlC9QDMXikvE0SS35Oi-qrG87~AwU2O9srhSfGPSdYagGFQDolfoIpxW7sGBrFs4cxkuLA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
- Rahmawati, A., Haerani, S., Taba, Muh. I., & Hamid, N. (2016). Measures of Organizational Effectiveness: Public Sector Performance. *IRA-International Journal of Management & Social Sciences (ISSN 2455-2267)*, 5(2), 203. <https://doi.org/10.21013/jmss.v5.n2.p1>
- Rahnama, A., Mousavian, S. J., Alaei, A., & Maghvan, T. S. (2017). THE SURVEY OF RELATIONSHIP BETWEEN CREATIVITY OF STAFFS AND ORGANIZATIONAL EFFECTIVENESS (Case study of: The East Azarbaijan province and Ardebil Province Education). *Australian Journal of Business and Management Research*, 01(06), 97–104. <https://doi.org/10.52283/NSWRCA.AJBMR.20110106A10>
- Rani Das, K. (2016). A Brief Review of Tests for Normality. *American Journal of Theoretical and Applied Statistics*, 5(1), 5. <https://doi.org/10.11648/j.ajtas.20160501.12>
- Rasoolimanesh, S. M. (2022). Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach. 1–8.

- Razavi, S. H., & Attarnezhad, O. (2013). Management of Organizational Innovation. 4(1). <https://zamaros.net/mgt%20reading%206%20-%20innovation.pdf>
- Rebeiz, K. S., & Salameh, Z. (2016). Relationship between Governance Structure and Financial Performance in Construction. *Journal of Management in Engineering*, 22(1), 20–26. [https://doi.org/10.1061/\(ASCE\)0742-597X\(2006\)22:1\(20\)](https://doi.org/10.1061/(ASCE)0742-597X(2006)22:1(20))
- Reddy, S. K., Mazhar, S., & Lencucha, R. (2018). The financial sustainability of the World Health Organization and the political economy of global health governance: A review of funding proposals. *Globalization and Health*, 14(1), 119. <https://doi.org/10.1186/s12992-018-0436-8>
- Reijers, W., Wright, D., Brey, P., Weber, K., Rodrigues, R., O’Sullivan, D., & Gordijn, B. (2018). Methods for Practising Ethics in Research and Innovation: A Literature Review, Critical Analysis and Recommendations. *Science and Engineering Ethics*, 24(5), 1437–1481. <https://doi.org/10.1007/s11948-017-9961-8>
- Reiter-Palmon, R., & Dredge, C. (2021). Organizations and Creativity. In J. C. Kaufman, J. D. Hoffmann, & S. W. Russ (Eds.), *The Cambridge Handbook of Lifespan Development of Creativity* (pp. 460–479). Cambridge University Press. <https://doi.org/10.1017/9781108755726.026>
- Reiter-Palmon, R., Mitchell, K. S., & Royston, R. (2019). Improving creativity in organizational settings: Applying research on creativity to organizations. In *The Cambridge handbook of creativity*, 2nd ed (pp. 515–545). Cambridge University Press. <https://doi.org/10.1017/9781316979839.026>
- Renz, D., & Herman, R. D. (2019). *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. John Wiley & Sons. [https://books.google.co.uk/books?hl=en&lr=&id=QbrBgAAQBAJ&oi=fnd&pg=PA461&dq=importance+of+financial+management+in+organizations&ots=Vci6sFsBLZ&sig=mUrIPleDvYJB6aJrBf-2rqMzJ9I&redir\\_esc=y#v=onepage&q=importance%20of%20financial%20management%20in%20organizations&f=false](https://books.google.co.uk/books?hl=en&lr=&id=QbrBgAAQBAJ&oi=fnd&pg=PA461&dq=importance+of+financial+management+in+organizations&ots=Vci6sFsBLZ&sig=mUrIPleDvYJB6aJrBf-2rqMzJ9I&redir_esc=y#v=onepage&q=importance%20of%20financial%20management%20in%20organizations&f=false)
- Riaz, H., & Hassan, A. (2019). Mediating role of organizational creativity between employees’ intention in knowledge management process and organizational performance: An empirical study on pharmaceutical employees. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(3), 635–655.
- Rifdan, J. (2021). Publishing Legal Administration At The Office Of The Police (Polres) In Pinrang District (Study on the Defense of Driver’s License (SIM) C)—Test Repository. <http://eprints.unm.ac.id/23482/>
- Rodrigues, C. F. de S., Lima, F. J. C. de, & Barbosa, F. T. (2017). Importance of using basic statistics adequately in clinical research☆. *Revista Brasileira de Anestesiologia*, 67, 619–625. <https://doi.org/10.1016/j.bjane.2017.01.011>

- Rodriguez-Fernandez, M. (2016). Social Responsibility and Financial Performance: The Role of Good Corporate Governance. *BRQ Business Research Quarterly*, 19(2), 137–151. <https://doi.org/10.1016/j.brq.2015.08.001>
- Rogelberg, S. G. (2004). *Handbook of Research Methods in Industrial and Organizational Psychology*. John Wiley & Sons.
- Rovai, A. P., Baker, J. D., & Ponton, M. K. (2013). *Social Science Research Design and Statistics: A Practitioner's Guide to Research Methods and IBM SPSS*. Watertree Press LLC.
- Ruggie, J. G. (2018). Global Governance and New Governance Theory: Lessons from Business and Human Rights. *Global Governance*, 20, 5.
- Rumanti, A. A., Rizana, A. F., & Achmad, F. (2023). Exploring the role of organizational creativity and open innovation in enhancing SMEs performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100045. <https://doi.org/10.1016/j.joitmc.2023.100045>
- Rungtusanatham, M. J., Choi, T. Y., Hollingworth, D. G., Wu, Z., & Forza, C. (2003). Survey research in operations management: Historical analyses. *Journal of Operations Management*, 21(4), 475–488. [https://doi.org/10.1016/S0272-6963\(03\)00020-2](https://doi.org/10.1016/S0272-6963(03)00020-2)
- Rusu Mocănașu, D. (2020). DETERMINING THE SAMPLE SIZE IN QUALITATIVE RESEARCH. *International Multidisciplinary Scientific Conference on the Dialogue between Sciences & Arts, Religion & Education*, 4(1), 181–187. <https://doi.org/10.26520/mcdsare.2020.4.181-187>
- Said, J., Mohamed, A., Sanusi, Z. M., & Yusuf, S. N. S. (2018). Financial Management Practices in Religious Organizations: An Empirical Evidence of Mosque in Malaysia. *International Business Research*, 6(7), p111. <https://doi.org/10.5539/ibr.v6n7p111>
- Saleh Al- Shehhi, H. A., & Che Yaacob, A. B. C. Y. (2022). Crisis Management Model in Improving the Performance Level of Human Resources in the Ministry of Interior in the United Arab Emirates. *International Journal of Academic Research in Business and Social Sciences*, 12(9), Pages 1292-1301. <https://doi.org/10.6007/IJARBSS/v12-i9/15015>
- Salim, I. M., & Sulaiman, M. B. (2011). Impact of Organizational Innovation on Firm Performance: Evidence from Malaysian-Based ICT Companies (SSRN Scholarly Paper 1906131). <https://papers.ssrn.com/abstract=1906131>
- Samartha, V., & Kodikal, R. (2018). Measuring the Effect Size of Coefficient of Determination and Predictive Relevance of Exogenous Latent Variables on Endogenous Latent Variables through PLS-SEM. 119(18).
- Sammy, A. (2021). The Effect of Ethical Leadership on Organizational Creativity in the Midst of Work from Home (WFH) System Due to Pandemic COVID-19 (SSRN Scholarly Paper 3828905). <https://doi.org/10.2139/ssrn.3828905>

- Samuelsson, P. (2023). The effects of innovation types and customer participation on organizational performance in complex services. *European Journal of Marketing*, 57(13), 27–55. <https://doi.org/10.1108/EJM-11-2020-0810>
- Santiso, C. (2019). *The Political Economy of Government Auditing: Financial Governance and the Rule of Law in Latin America and Beyond*. Routledge.
- Saunders, M. N. K., Lewis, P., Thornhill, A., & Bristow, A. (2015). Understanding research philosophy and approaches to theory development (M. N. K. Saunders, P. Lewis, & A. Thornhill, Eds.; pp. 122–161). Pearson Education. <http://catalogue.pearsoned.co.uk/educator/product/Research-Methods-for-Business-Students/9781292016627.page>
- Sawang, S., & Unsworth, K. L. (2017). A model of organizational innovation implementation effectiveness in small to medium firms. *International Journal of Innovation Management*, 15(05), 989–1011. <https://doi.org/10.1142/S1363919611003398>
- Schabowsky, C. N. (2010). Development and pilot testing of HEXORR: Hand EXOskeleton Rehabilitation Robot | SpringerLink. <https://link.springer.com/article/10.1186/1743-0003-7-36>
- Scheibe, K., & Gupta, M. (2017). The Effect of Socializing via Computer-mediated Communication on the Relationship between Organizational Culture and Organizational Creativity. *Communications of the Association for Information Systems*, 40(1). <https://doi.org/10.17705/1CAIS.04013>
- Schoonenboom, J., & Johnson, R. B. (2017). How to Construct a Mixed Methods Research Design. *Kolner Zeitschrift Fur Soziologie Und Sozialpsychologie*, 69(Suppl 2), 107–131. <https://doi.org/10.1007/s11577-017-0454-1>
- Schwartz, M. (2017). Defense Acquisitions: How DOD Acquires Weapon Systems and Recent Efforts to Reform the Process. <https://apps.dtic.mil/sti/citations/ADA520832>
- Sciarelli, M., Gheith, M. H., & Tani, M. (2020). The relationship between quality management practices, organizational innovation, and technical innovation in higher education. *Quality Assurance in Education*, 28(3), 137–150. <https://doi.org/10.1108/QAE-10-2019-0102>
- Scuotto, V., Magni, D., Theofilos, T., & Giudice, M. D. (2022). Chief Digital Officer and Organizational Creativity Toward Digitalization. *IEEE Transactions on Engineering Management*, 1–12. <https://doi.org/10.1109/TEM.2022.3153395>
- Seabrooke, L., & Tsingou, E. (2021). Revolving doors in international financial governance. *Global Networks*, 21(2), 294–319. <https://doi.org/10.1111/glob.12286>
- Selya, A. S., Rose, J. S., & Dierker, L. C. (2012). A Practical Guide to Calculating Cohen's  $f^2$ , a Measure of Local Effect Size, from PROC MIXED. <https://www.frontiersin.org/articles/10.3389/fpsyg.2012.00111/full>

- Setia, M. S. (2016). Methodology Series Module 3: Cross-sectional Studies. *Indian Journal of Dermatology*, 61(3), 261–264. <https://doi.org/10.4103/0019-5154.182410>
- Shahzad, K., Bajwa, S. U., Siddiqi, A. F. I., Ahmid, F., & Raza Sultani, A. (2016). Integrating knowledge management (KM) strategies and processes to enhance organizational creativity and performance: An empirical investigation. *Journal of Modelling in Management*, 11(1), 154–179. <https://doi.org/10.1108/JM2-07-2014-0061>
- Shanker, R., Bhanugopan, R., van der Heijden, B. I. J. M., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior*, 100, 67–77. <https://doi.org/10.1016/j.jvb.2017.02.004>
- Shapiro, A. C., & Hanouna, P. (2019). *Multinational Financial Management*. John Wiley & Sons.
- Sharma, G. (2015). Pros and cons of different sampling techniques. 5.
- Shi, W. (2016). External corporate governance and financial fraud: Cognitive evaluation theory insights on agency theory prescriptions—Shi—2017—Strategic Management Journal—Wiley Online Library. <https://onlinelibrary.wiley.com/doi/abs/10.1002/smj.2560>
- Shin, S.-Y., Park, W.-W., & Lim, H. S. (2018). What Makes Small- and Medium-Sized Enterprises Promote Organizational Creativity: The Contingency Perspective. *Social Behavior and Personality: An International Journal*, 41(1), 71–82. <https://doi.org/10.2224/sbp.2013.41.1.71>
- Shiu, E., Pervan, S. J., Bove, L. L., & Beatty, S. E. (2011). Reflections on discriminant validity: Reexamining the Bove et al. (2009) findings. *Journal of Business Research*, 64(5), 497–500. <https://doi.org/10.1016/j.jbusres.2010.04.004>
- Sim, J., Saunders, B., Waterfield, J., & Kingstone, T. (2018). Can sample size in qualitative research be determined a priori? *International Journal of Social Research Methodology*, 21(5), 619–634. <https://doi.org/10.1080/13645579.2018.1454643>
- Singh, S., Tabassum, N., Darwish, T. K., & Batsakis, G. (2018). Corporate Governance and Tobin's Q as a Measure of Organizational Performance. *British Journal of Management*, 29(1), 171–190. <https://doi.org/10.1111/1467-8551.12237>
- Singhapakdi, A., Gopinath, M., Marta, J. K., & Carter, L. L. (2008). Antecedents and Consequences of Perceived Importance of Ethics in Marketing Situations: A Study of Thai Businesspeople. *Journal of Business Ethics*, 81(4), 887–904. <https://doi.org/10.1007/s10551-007-9555-5>

- Sirkova, M., Ali Taha, V., Ferencova, M., & Safarik, P. J. (2014). An analytical study on organizational creativity: Implications for management. *Polish Journal of Management Studies*, Vol. 10, No. 2. <http://yadda.icm.edu.pl/baztech/element/bwmeta1.element.baztech-433d1fd9-ef85-4591-a092-6cd2e489cfe2>
- Skelcher, C., & Smith, S. R. (2019). Theorizing Hybridity: Institutional Logics, Complex Organizations, and Actor Identities: The Case of Nonprofits. *Public Administration*, 93(2), 433–448. <https://doi.org/10.1111/padm.12105>
- Smith, N. L., & Green, B. C. (2020). Examining the factors influencing organizational creativity in professional sport organizations. *Sport Management Review*, 23(5), 992–1004. <https://doi.org/10.1016/j.smr.2020.02.003>
- Smith, P. C., Anell, A., Busse, R., Crivelli, L., Healy, J., Lindahl, A. K., Westert, G., & Kene, T. (2018). Leadership and governance in seven developed health systems. *Health Policy*, 106(1), 37–49. <https://doi.org/10.1016/j.healthpol.2011.12.009>
- Smith, R., & Smith, R. (2021a). Exploring the Entrepreneurship–Leadership Nexus. In *Entrepreneurship in Policing and Criminal Contexts* (Vol. 12, pp. 69–91). Emerald Publishing Limited. <https://doi.org/10.1108/S2040-724620210000012004>
- Smith, R., & Smith, R. (2021b). Policing Culture and Anti-entrepreneurialism. In *Entrepreneurship in Policing and Criminal Contexts* (Vol. 12, pp. 33–68). Emerald Publishing Limited. <https://doi.org/10.1108/S2040-724620210000012003>
- Soltanzadeh, A. (2015). Path analysis of occupational injuries based on the structural equation modeling approach: A retrospective study in the construction industry. 11.
- Song, Z., Gu, Q., & Wang, B. (2019). Creativity-oriented HRM and organizational creativity in China: A complementary perspective of innovativeness. *International Journal of Manpower*, 40(5), 834–849. <https://doi.org/10.1108/IJM-05-2016-0108>
- Soomro, B. A., Mangi, S., & Shah, N. (2020). Strategic factors and significance of organizational innovation and organizational learning in organizational performance. *European Journal of Innovation Management*, 24(2), 481–506. <https://doi.org/10.1108/EJIM-05-2019-0114>
- Soudani, S. N. (2012). The Usefulness of an Accounting Information System for Effective Organizational Performance. *International Journal of Economics and Finance*, 4(5), p136. <https://doi.org/10.5539/ijef.v4n5p136>
- Souto, J. E. (2021). Organizational creativity and sustainability-oriented innovation as drivers of sustainable development: Overcoming firms' economic, environmental and social sustainability challenges. *Journal of Manufacturing Technology Management*, 33(4), 805–826. <https://doi.org/10.1108/JMTM-01-2021-0018>

- Sözbilir, F. (2018). The interaction between social capital, creativity and efficiency in organizations. *Thinking Skills and Creativity*, 27, 92–100. <https://doi.org/10.1016/j.tsc.2017.12.006>
- Sroka, W., & Lőrinczy, M. (2015). The Perception of Ethics in Business: Analysis of Research Results. *Procedia Economics and Finance*, 34, 156–163. [https://doi.org/10.1016/S2212-5671\(15\)01614-7](https://doi.org/10.1016/S2212-5671(15)01614-7)
- Stapor, K. (2020). Descriptive and Inferential Statistics. In K. Stapor (Ed.), *Introduction to Probabilistic and Statistical Methods with Examples in R* (pp. 63–131). Springer International Publishing. [https://doi.org/10.1007/978-3-030-45799-0\\_2](https://doi.org/10.1007/978-3-030-45799-0_2)
- Steiss, A. W. (Ed.). (2003). *Strategic Management for Public and Nonprofit Organizations*. Routledge. <https://doi.org/10.4324/9781482275865>
- Storey, J., Hartley, J., Denis, J.-L., Hart, P. 't, & Ulrich, D. (2016). *The Routledge Companion to Leadership*. Taylor & Francis.
- Streiner, D. L. (2005). Finding Our Way: An Introduction to Path Analysis. *The Canadian Journal of Psychiatry*, 50(2), 115–122. <https://doi.org/10.1177/070674370505000207>
- Suhag, A. K., Solangi, S. R., Larik, R. S. A., Lakho, M. K., & Tagar, A. H. (2017). THE RELATIONSHIP OF INNOVATION WITH ORGANIZATIONAL PERFORMANCE. *International Journal of Research -GRANTHAALAYAH*, 5(2), 292–306. <https://doi.org/10.29121/granthaalayah.v5.i2.2017.1741>
- Sulimany, H. G., Ramakrishnan, S., Chaudhry, A., & Bazhair, A. H. (2021). Impact of Corporate Governance and Financial Sustainability on Shareholder Value. *Studies of Applied Economics*, 39(4), Article 4. <https://doi.org/10.25115/eea.v39i4.4318>
- Sullivan, D. M., & Ford, C. M. (2019). The Alignment of Measures and Constructs in Organizational Research: The Case of Testing Measurement Models of Creativity. *Journal of Business and Psychology*, 25(3), 505–521. <https://doi.org/10.1007/s10869-009-9147-8>
- Sulphey, M. M., & Alkahtani, N. (2016). Economic Security and Sustainability Through Social Entrepreneurship: The Current Saudi Scenario (SSRN Scholarly Paper 3061091). <https://papers.ssrn.com/abstract=3061091>
- Sun, W., Chou, C.-P., Stacy, A. W., Ma, H., Unger, J., & Gallaher, P. (2007). SAS and SPSS macros to calculate standardized Cronbach's alpha using the upper bound of the phi coefficient for dichotomous items. *Behavior Research Methods*, 39(1), 71–81. <https://doi.org/10.3758/BF03192845>
- Sundgren, M. (2018). New thinking, Management control, & Instrumental rationality Managing organizational creativity in pharmaceutical R&D. Chalmers University of Technology.

- Sekaran, U., & Bougie, R. (2010). *Research for Business—A Skill Building Approach*. John-Wiley and Sons, New York, NY.
- Suresh, D. (2015). Important of SPSS for Social Sciences Research (SSRN Scholarly Paper 2663283). <https://doi.org/10.2139/ssrn.2663283>
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research (SSRN Scholarly Paper 3205035). <https://doi.org/10.2139/ssrn.3205035>
- Talukder, A. K. M., Vickers, M., & Khan, A. (2018). Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review*, 47(3), 727–744. <https://doi.org/10.1108/PR-12-2016-0314>
- Tapera, J. (2019). The Importance of Strategic Management to Business Organizations. 03(11). [https://d1wqtxts1xzle7.cloudfront.net/60296058/THEIMPORTANCEOFSTRATEGICMANAGEMENTTOBUSINESSORGANIZATION20190814-60656-fu9ked.pdf?1565843252=&response-content-disposition=inline%3B+filename%3DThe\\_Importance\\_of\\_Strategic\\_Management\\_t.pdf&Expires=1700226203&Signature=L1udwainEZc9tEDdCfyDHAXi5c azgbklHVxlRg43eKaGa4f0cd47GacCA5~VKNoarCGxB3-50vwjfw~PjANkvC2zztmdmrgrilaCv5Av7I5YWcBx8dljUqPmRmUDP9FFDgJkbrPBdO-5w-4EMR9SU~C0cEyO1evvH~6V2J7H5aXxR-Swz7c7u~jBXhF~9lc1TAnzPav9McBA0ZqyUN8NFdtPt3UioZjycezd-Njcow~DgKHyzscQfv10I2xlrq2Rdwc7JJtDYYlGIN6Hrgj-0qRqMvMchkau08tq1rf7vOTaYcZP0peM-kE5qrkGE6CoxrDBjmgPibsHeaAHDmP~g\\_\\_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA](https://d1wqtxts1xzle7.cloudfront.net/60296058/THEIMPORTANCEOFSTRATEGICMANAGEMENTTOBUSINESSORGANIZATION20190814-60656-fu9ked.pdf?1565843252=&response-content-disposition=inline%3B+filename%3DThe_Importance_of_Strategic_Management_t.pdf&Expires=1700226203&Signature=L1udwainEZc9tEDdCfyDHAXi5c azgbklHVxlRg43eKaGa4f0cd47GacCA5~VKNoarCGxB3-50vwjfw~PjANkvC2zztmdmrgrilaCv5Av7I5YWcBx8dljUqPmRmUDP9FFDgJkbrPBdO-5w-4EMR9SU~C0cEyO1evvH~6V2J7H5aXxR-Swz7c7u~jBXhF~9lc1TAnzPav9McBA0ZqyUN8NFdtPt3UioZjycezd-Njcow~DgKHyzscQfv10I2xlrq2Rdwc7JJtDYYlGIN6Hrgj-0qRqMvMchkau08tq1rf7vOTaYcZP0peM-kE5qrkGE6CoxrDBjmgPibsHeaAHDmP~g__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Tawil, N. M., Khoiry, M. A., Hamzah, N., Arshad, I., & Badaruzzaman, W. H. W. (2014). A Pilot Survey on Causes of Delay in Malaysian Construction Project. *MATEC Web of Conferences*, 15, 01010. <https://doi.org/10.1051/matecconf/20141501010>
- Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. *California Management Review*, 58(4), 13–35. <https://doi.org/10.1525/cmr.2016.58.4.13>
- Tehseen, S., Ramayah, T., & Sajilan, S. (2017). Testing and Controlling for Common Method Variance: A Review of Available Methods. *Journal of Management Sciences*, 4(2), 142–168. <https://doi.org/10.20547/jms.2014.1704202>
- Tehseen, S., & Sajilan, S. (2017). Assessing Cultural Orientation as a Reflective-Formative Second Order Construct—A Recent PLS-SEM Approach. 6(2).
- Tennant, R., Hiller, L., & Fishwick, R. (2007). The Warwick-Edinburgh Mental Well-being Scale (WEMWBS): Development and UK validation. <https://hql.biomedcentral.com/articles/10.1186/1477-7525-5-63>

- Thabane, L., Ma, J., Chu, R., Cheng, J., Ismaila, A., Rios, L. P., Robson, R., Thabane, M., Giangregorio, L., & Goldsmith, C. H. (2010). A tutorial on pilot studies: The what, why and how. *BMC Medical Research Methodology*, 10(1), 1. <https://doi.org/10.1186/1471-2288-10-1>
- Thakkar, J. J. (2020). *Structural Equation Modelling: Application for Research and Practice (with AMOS and R) (Vol. 285)*. Springer. <https://doi.org/10.1007/978-981-15-3793-6>
- The Government of UAE. (2022a). UAE Police Departments. <https://www.dubaipolice.gov.ae/wps/portal/home>
- The Government of UAE. (2021). Ministry of Interior—Crunchbase Company Profile & Funding. <https://www.crunchbase.com/organization/ministry-of-interior>
- The Government of UAE. (2022b). Home—Federal Authority For Identity and Citizenship. <https://icp.gov.ae/en/>
- Thi Tran, Y., Nguyen, N. P., & Nguyen, L. D. (2022). Results-oriented Culture and Organizational Performance: The Mediating Role of Financial Accountability in Public Sector Organizations in Vietnam. *International Journal of Public Administration*, 45(3), 257–272. <https://doi.org/10.1080/01900692.2020.1841227>
- Thomas, A. B. (2004). *Research Skills for Management Studies*. Psychology Press.
- Tihanyi, L., Graffin, S., & George, G. (2018). Rethinking Governance in Management Research. *Academy of Management Journal*, 57(6), 1535–1543. <https://doi.org/10.5465/amj.2014.4006>
- Tiwana, A., & McClean, E. R. (2015). Expertise Integration and Creativity in Information Systems Development. *Journal of Management Information Systems*, 22(1), 13–43. <https://doi.org/10.1080/07421222.2003.11045836>
- Tricker, R. I. (Bob), & Tricker, R. I. (2015). *Corporate Governance: Principles, Policies, and Practices*. Oxford University Press.
- Tsagris, M., & Pandis, N. (2021). Normality test: Is it really necessary? *American Journal of Orthodontics and Dentofacial Orthopedics*, 159(4), 548–549. <https://doi.org/10.1016/j.ajodo.2021.01.003>
- Tsai, K.-J. (2019). Corpora and dictionaries as learning aids: Inductive versus deductive approaches to constructing vocabulary knowledge: Computer Assisted Language Learning: Vol 32, No 8. <https://www.tandfonline.com/doi/abs/10.1080/09588221.2018.1527366>
- Tsingou, E. (2017). Club governance and the making of global financial rules. *Review of International Political Economy*, 22(2), 225–256. <https://doi.org/10.1080/09692290.2014.890952>

- Turnbull, S. (2006). Corporate Governance: Its scope, concerns and theories. In *Corporate Governance*. Gower.  
<https://www.taylorfrancis.com/chapters/edit/10.4324/9781315191157-29/corporate-governance-scope-concerns-theories-shann-turnbull>
- UAE Ministry of Interior. (2022). Ministry of Interior UAE Overview | SignalHire Company Profile. SignalHire. <https://www.signalhire.com/companies/ministry-of-interior-abu-dhabi>
- Uslu, T., & Çubuk, D. (2017). The Effects of Knowledge Management and Self-Organization on Organizational Creativity: The Mediating Roles of Corporate Innovativeness and Organizational Communication (SSRN Scholarly Paper 3330505). <https://papers.ssrn.com/abstract=3330505>
- Vakkuri, J., Johanson, J.-E., Feng, N. C., & Giordano, F. (2021). Governance and accountability in hybrid organizations – past, present and future. *Journal of Public Budgeting, Accounting & Financial Management*, 33(3), 245–260. <https://doi.org/10.1108/JPBAFM-02-2021-0033>
- Valckx, J., Vanderlinde, R., & Devos, G. (2020). Departmental PLCs in secondary schools: The importance of transformational leadership, teacher autonomy, and teachers' self-efficacy. *Educational Studies*, 46(3), 282–301. <https://doi.org/10.1080/03055698.2019.1584851>
- Valenzuela, S., & Bachmann, I. (2017). Path Analysis. In *The International Encyclopedia of Communication Research Methods*. <https://doi.org/10.1002/9781118901731.iecrm0181>
- Van Lancker, J., Mondelaers, K., Wauters, E., & Van Huylbroeck, G. (2016). The Organizational Innovation System: A systemic framework for radical innovation at the organizational level. *Technovation*, 52–53, 40–50. <https://doi.org/10.1016/j.technovation.2015.11.008>
- Varianou-Mikellidou, C., Boustras, G., Dimopoulos, C., Wybo, J.-L., Guldenmund, F. W., Nicolaidou, O., & Anyfantis, I. (2019). Occupational health and safety management in the context of an ageing workforce. *Safety Science*, 116, 231–244. <https://doi.org/10.1016/j.ssci.2019.03.009>
- Vasileiou, K. (2018). Characterising and justifying sample size sufficiency in interview-based studies: Systematic analysis of qualitative health research over a 15-year period | BMC Medical Research Methodology | Full Text. <https://bmcmmedresmethodol.biomedcentral.com/articles/10.1186/s12874-018-0594-7>
- Veisesh, S., Shiri, A., & Eghbali, N. (2018). A study on ranking the effects of transformational leadership style on organizational agility and mediating role of organizational creativity. *Management Science Letters*, 4(9), 2121–2128.
- Verdun, A., & Zeitlin, J. (2018). Introduction: The European Semester as a new architecture of EU socioeconomic governance in theory and practice. *Journal of European Public Policy*, 25(2), 137–148. <https://doi.org/10.1080/13501763.2017.1363807>

- Verma, J. P., & Verma, P. (2020). Determining Sample Size and Power in Research Studies: A Manual for Researchers. Springer. <https://doi.org/10.1007/978-981-15-5204-5>
- Verma, P. (2017). Organisational performance as a function of creativity components and innovation capability: An Indian perspective. <https://www.inderscienceonline.com/doi/abs/10.1504/IJBPM.2016.073330>
- Vintilă, G., Păunescu, R., & Gherghina, Ș. C. (2020). Does Corporate Governance Influences Corporate Financial Performance? Empirical Evidences for the Companies Listed on US Markets. *International Business Research*, 8, 27–49. <https://doi.org/10.5539/ibr.v8n8p27>
- Voorhees, C. M. (2016). Discriminant validity testing in marketing: An analysis, causes for concern, and proposed remedies | SpringerLink. <https://link.springer.com/article/10.1007/s11747-015-0455-4>
- Wacker, J. G., Yang, C., & Sheu, C. (2016). A transaction cost economics model for estimating performance effectiveness of relational and contractual governance: Theory and statistical results. *International Journal of Operations & Production Management*, 36(11), 1551–1575. <https://doi.org/10.1108/IJOPM-10-2013-0470>
- Wadi, S. S. (2022). THE USE OF GOVERNANCE METHODS AND THEIR REFLECTION ON THE GROWTH OF CORPORATE PROFITS AN ANALYTICAL STUDY OF THE PERFORMANCE INDICATORS OF TWO SAUDI COMPANIES FOR THE PERIOD FROM 2015-2019. *World Economics and Finance Bulletin*, 8, 108–119.
- Wadkar, S., Singh, K., Chakravarty, R., & Argade, S. (2016). Assessing the Reliability of Attitude Scale by Cronbach's Alpha. *Journal of Global Communication*, 9, 113. <https://doi.org/10.5958/0976-2442.2016.00019.7>
- Walker, R. M., Damanpour, F., & Devece, C. A. (2017). Management Innovation and Organizational Performance: The Mediating Effect of Performance Management. *Journal of Public Administration Research and Theory*, 21(2), 367–386. <https://doi.org/10.1093/jopart/muq043>
- Wan Yusoff, W. F. (2018). Insight of Corporate Governance Theories. *Journal of Business & Management*, 1(1), 52–63. <https://doi.org/10.12735/jbm.v1i1p52>
- Wang, C.-J. (2016). Does leader-member exchange enhance performance in the hospitality industry? The mediating roles of task motivation and creativity. *International Journal of Contemporary Hospitality Management*, 28(5), 969–987. <https://doi.org/10.1108/IJCHM-10-2014-0513>
- Wang, G., Badal, A., Jia, X., Maltz, J. S., Mueller, K., Myers, K. J., Niu, C., Vannier, M., Yan, P., Yu, Z., & Zeng, R. (2022). Development of metaverse for intelligent healthcare. *Nature Machine Intelligence*, 4(11), Article 11. <https://doi.org/10.1038/s42256-022-00549-6>

- Wang, X., & Cheng, Z. (2020). Cross-Sectional Studies: Strengths, Weaknesses, and Recommendations. *Chest*, 158(1, Supplement), S65–S71. <https://doi.org/10.1016/j.chest.2020.03.012>
- Wart, M. V. (2017). *Leadership in Public Organizations: An Introduction*. Taylor & Francis.
- Weikart, L. A., Chen, G. G., & Sermier, E. (2021). *Budgeting and Financial Management for Nonprofit Organizations*. CQ Press. [https://books.google.co.uk/books?hl=en&lr=&id=1oKYm1W5hoIC&oi=fnd&pg=PR1&dq=financial+management+and+organizations&ots=amTGB7cz75&sig=3la1-AQJ1PzmoDu2c0\\_h9ZlZ1mg&redir\\_esc=y#v=onepage&q=financial%20management%20and%20organizations&f=false](https://books.google.co.uk/books?hl=en&lr=&id=1oKYm1W5hoIC&oi=fnd&pg=PR1&dq=financial+management+and+organizations&ots=amTGB7cz75&sig=3la1-AQJ1PzmoDu2c0_h9ZlZ1mg&redir_esc=y#v=onepage&q=financial%20management%20and%20organizations&f=false)
- Westera, N. J., Kebbell, M. R., Milne, B., & Green, T. (2016). The prospective detective: Developing the effective detective of the future. *Policing and Society*, 26(2), 197–209. <https://doi.org/10.1080/10439463.2014.942845>
- Wicker, P., & Breuer, C. (2017). Examining the Financial Condition of Sport Governing Bodies: The Effects of Revenue Diversification and Organizational Success Factors. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 25(4), 929–948. <https://doi.org/10.1007/s11266-013-9387-0>
- Wiles, R., Charles, V., Crow, G., & Heath, S. (2006). Researching researchers: Lessons for research ethics. *Qualitative Research*, 6(3), 283–299. <https://doi.org/10.1177/1468794106065004>
- Williamson, T. (2021). *The Philosophy of Philosophy*. John Wiley & Sons.
- Woiceshyn, J., & Daellenbach, U. (2018). Evaluating inductive vs deductive research in management studies: Implications for authors, editors, and reviewers. *Qualitative Research in Organizations and Management: An International Journal*, 13(2), 183–195. <https://doi.org/10.1108/QROM-06-2017-1538>
- Wolniak, R. (2022). PROBLEMS OF COVID-19 INFLUENCE ON SMALL AND MEDIUM ENTERPRISES ACTIVITIES – ORGANIZING FUNCTION. 167. <https://managementpapers.polsl.pl/wp-content/uploads/2023/01/167-Wolniak.pdf>
- Wong, S., & Chin, K. (2007). Organizational innovation management: An organization-wide perspective. *Industrial Management & Data Systems*, 107(9), 1290–1315. <https://doi.org/10.1108/02635570710833974>
- Woo, J. J., Ramesh, M., Howlett, M., & Coban, M. K. (2016). Dynamics of global financial governance: Constraints, opportunities, and capacities in Asia. *Policy and Society*, 35(3), 269–282. <https://doi.org/10.1016/j.polsoc.2016.10.002>
- Wreathall, J. (2016). *Properties of Resilient Organizations: An Initial View*. In *Resilience Engineering*. CRC Press. <https://www.taylorfrancis.com/chapters/edit/10.1201/9781315605685-23/properties-resilient-organizations-initial-view-john-wreathall>

- Wunsch, D. R., & Gades, R. E. (1986). Survey Research: Determining Sample Size and Representative Response. and The Effects of Computer Use on Keyboarding Technique and Skill. *Business Education Forum*, 40(5), 31–36.
- Xie, S., & Chen, Y. (2020). Internal governance and innovation. <https://onlinelibrary.wiley.com/doi/abs/10.1111/acfi.12673>
- Xie, X., Huo, J., & Zou, H. (2019). Green process innovation, green product innovation, and corporate financial performance: A content analysis method. *Journal of Business Research*, 101, 697–706. <https://doi.org/10.1016/j.jbusres.2019.01.010>
- Xu, Z. Y. (2018). The Intelligent Management System of Police Equipment Based on Internet of Things. *Applied Mechanics and Materials*, 422, 191–195. <https://doi.org/10.4028/www.scientific.net/AMM.422.191>
- Yaqoubi, R. A. A., & Adnan, A. A. B. Z. (2022). Ethical Leadership and Organizational Safety Performance in Abu Dhabi National Oil Company in the United Arab Emirates. *Scholars Journal of Arts, Humanities and Social Sciences*, 10(6), 276–280. <https://doi.org/10.36347/sjahss.2022.v10i06.005>
- Yaser Alraei, A. B. A., Joseph, A., Asif, M. K., & Hock, O. Y. (2020). Application of Strategic Management Information System (SMIS) in the Ministry of Interior, UAE: Issues and Challenges. *International Journal of Academic Research in Business and Social Science*, 10(2), Article 2.
- Yavuz, N., & Welch, E. W. (2019). Factors affecting openness of local government websites: Examining the differences across planning, finance and police departments. *Government Information Quarterly*, 31(4), 574–583. <https://doi.org/10.1016/j.giq.2014.07.004>
- Yeh-Yun Lin, C., & Liu, F. (2018). A cross-level analysis of organizational creativity climate and perceived innovation: The mediating effect of work motivation. *European Journal of Innovation Management*, 15(1), 55–76. <https://doi.org/10.1108/14601061211192834>
- Yoon, W., Kim, S. J., & Song, J. (2016). Top management team characteristics and organizational creativity. *Review of Managerial Science*, 10(4), 757–779. <https://doi.org/10.1007/s11846-015-0175-7>
- Yu, C., & Frenkel, S. J. (2018). Explaining task performance and creativity from perceived organizational support theory: Which mechanisms are more important? *Journal of Organizational Behavior*, 34(8), 1165–1181. <https://doi.org/10.1002/job.1844>
- Yu, L. (2015). Back to the fundamentals again: A redefinition of information and associated LIS concepts following a deductive approach. *Journal of Documentation*, 71(4), 795–816. <https://doi.org/10.1108/JD-12-2014-0171>

- Yudatama, U., Hidayanto, A. N., Nazief, B. A. A., & Phusavat, K. (2019). Data to model the effect of awareness on the success of IT Governance implementation: A partial least squares structural equation modeling approach (PLS-SEM). *Data in Brief*, 25, 104333. <https://doi.org/10.1016/j.dib.2019.104333>
- Zeebaree, M., Ismael, G. Y., Nakshabandi, O. A., Saleh, S. S., & Aqel, M. (2020). Impact of Innovation Technology in Enhancing Organizational Management. *Studies of Applied Economics*, 38(4), Article 4. <https://doi.org/10.25115/eea.v38i4.3970>
- Zelman, W. N., McCue, M. J., Millikan, A. R., & Glick, N. D. (2019). *Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications*. John Wiley & Sons.
- Zhao, J. S., & Zhang, Y. (2022). Proactive policing embedded in two models: A geospatial analysis of proactive activities by patrol officers and COP officers. *Journal of Criminal Justice*, 82, 101972. <https://doi.org/10.1016/j.jcrimjus.2022.101972>
- Zhou, J., & Hoever, I. J. (2018). Research on Organizational Creativity: A Review and Redirection. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 333–359. <https://doi.org/10.1146/annurev-orgpsych-031413-091226>
- Zietlow, J., Hankin, J. A., Seidner, A., & O'Brien, T. (2018). *Financial Management for Nonprofit Organizations: Policies and Practices*. John Wiley & Sons.
- Zouari, G., & Abdelmalek, I. (2020). FINANCIAL INNOVATION, RISK MANAGEMENT, AND BANK PERFORMANCE. *Copernican Journal of Finance & Accounting*, 9(1), Article 1. <https://doi.org/10.12775/CJFA.2020.004>
- Zozus, M. (2017). *The Data Book: Collection and Management of Research Data*. CRC Press.
- Zikmund, W. G., & Carr, G. (2000). *Business Research Methods*. 6th. USA, Dryden.
- Žukauskas, P., Vveinhardt, J., & Andriukaitienė, R. (2018). *Management Culture and Corporate Social Responsibility*. BoD – Books on Demand.

## APPENDICES

### Appendix 1: Questionnaire

#### **The Role of Financial Governance on The Relationship Between Organizational Creativity and Organizational Performance in The UAE Ministry of Interior**

**Dear respondents:**

The researcher is doing a study, to analyze employee The Role of Financial Governance on The Relationship Between Organizational Creativity and Organizational Performance in The UAE Ministry of Interior I would be very grateful if you could kindly respond to this questionnaire pertaining to the subject matter being studied. It should not take more than 15 minutes. The anonymity and confidentiality of respondents will be respected in this study. Your time given in completing this survey questionnaire is very much appreciated.

**NOTE:** The data will always be treated with the utmost confidentiality.

**Mariam Mohammed Hassan Al Hammadi**

#### ❖ **Demographic information:**

|                         |                                   |                                                 |                                    |
|-------------------------|-----------------------------------|-------------------------------------------------|------------------------------------|
| <b>Gender</b>           | <input type="checkbox"/> Male     | <input type="checkbox"/> Female                 | ...                                |
| <b>Age</b>              | <input type="checkbox"/> 25-35    | <input type="checkbox"/> 36-45                  | <input type="checkbox"/> More 45   |
| <b>Education Degree</b> | <input type="checkbox"/> Bachelor | <input type="checkbox"/> Master                 | <input type="checkbox"/> PhD       |
| <b>living location</b>  | <input type="checkbox"/> City     | <input type="checkbox"/> Village                | <input type="checkbox"/> nomadic   |
| <b>Social status</b>    | <input type="checkbox"/> Single   | <input type="checkbox"/> Married                | <input type="checkbox"/> Widowed.  |
| <b>Nationality</b>      | <input type="checkbox"/> UAE      | <input type="checkbox"/> Aribian                | <input type="checkbox"/> Foreigner |
|                         | <input type="checkbox"/> GCC      | <input type="checkbox"/> Other (specif).....    |                                    |
| <b>Job title</b>        | <input type="checkbox"/> Director | <input type="checkbox"/> Head of the Department | <input type="checkbox"/> Employee  |

#### ❖ **Financial Governance**

Indicate with an (X) the option you consider appropriate according to you

| NO | financial governance                                                                                                               | Strongly Disagree<br>(S D) | Disagree<br>(D) | Undecided<br>(U) | Agree<br>(A) | Strongly Agree<br>(S A) |
|----|------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------|------------------|--------------|-------------------------|
| 1  | MOI Have total marketing idea assessment systems that separate creation from evaluation and look beyond simple financial analysis. |                            |                 |                  |              |                         |

|   |                                                                                                                                                               |                                |                     |                      |                  |                             |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|----------------------|------------------|-----------------------------|
| 2 | The MOI applies clear and consistent financial policies and procedures.                                                                                       |                                |                     |                      |                  |                             |
| 3 | The MOI updates financial policies and procedures in accordance with the necessary changes and leading global practices.                                      |                                |                     |                      |                  |                             |
| 4 | The MOI is keen to disseminate financial policies and procedures to all employees, and training is done on them.                                              |                                |                     |                      |                  |                             |
| 5 | The MOI documents and periodically evaluates financial policies and makes the necessary improvements thereto.                                                 |                                |                     |                      |                  |                             |
|   | <b>Disclosure and Transparency</b>                                                                                                                            | <b>Strongly Disagree (S D)</b> | <b>Disagree (D)</b> | <b>Undecided (U)</b> | <b>Agree (A)</b> | <b>Strongly Agree (S A)</b> |
| 1 | MOI ensure that its disclosures are understandable and accessible to stakeholders, including those with limited financial or technical expertise.             |                                |                     |                      |                  |                             |
| 2 | MOI have a clear policy on disclosure and transparency.                                                                                                       |                                |                     |                      |                  |                             |
| 3 | MOI ensure that all relevant information is disclosed in a timely and accurate manner to stakeholders, such as investors and customers.                       |                                |                     |                      |                  |                             |
| 4 | At the MOI types of information are typically disclosed.                                                                                                      |                                |                     |                      |                  |                             |
| 5 | MOI handle sensitive or confidential information, such as trade secrets or personal data for protecting this information while still maintaining transparency |                                |                     |                      |                  |                             |

|   |                                                                                                                                                    |                                |                     |                      |                  |                             |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|----------------------|------------------|-----------------------------|
| 6 | MOI have a process for responding to requests for information from stakeholders, such as investors or journalists.                                 |                                |                     |                      |                  |                             |
| 7 | MOI has integrating new strategies for Disclosure and integrity.                                                                                   |                                |                     |                      |                  |                             |
|   | <b>Accountability</b>                                                                                                                              | <b>Strongly Disagree (S D)</b> | <b>Disagree (D)</b> | <b>Undecided (U)</b> | <b>Agree (A)</b> | <b>Strongly Agree (S A)</b> |
| 1 | MOI have a culture of accountability, where employees are encouraged to take ownership of their work and are held responsible for their decisions. |                                |                     |                      |                  |                             |
| 2 | MOI monitor and evaluate its own accountability practices.                                                                                         |                                |                     |                      |                  |                             |
| 3 | MOI ensure that all employees are held accountable for their actions and decisions.                                                                |                                |                     |                      |                  |                             |
| 4 | MOI handle situations where an employee fails to meet performance or conduct standards.                                                            |                                |                     |                      |                  |                             |
| 5 | MOI have a process for investigating and addressing complaints or grievances from employees, customers, or other stakeholders.                     |                                |                     |                      |                  |                             |
| 6 | MOI ensure that its suppliers and business partners are held accountable for their actions and decisions.                                          |                                |                     |                      |                  |                             |
|   | <b>Data Security Risk Management</b>                                                                                                               | <b>Strongly Disagree (S D)</b> | <b>Disagree (D)</b> | <b>Undecided (U)</b> | <b>Agree (A)</b> | <b>Strongly Agree (S A)</b> |
| 1 | MOI Have a stated and working strategy of Data Security Risk Management                                                                            |                                |                     |                      |                  |                             |

|   |                                                                                                              |  |  |  |  |  |
|---|--------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 2 | MOI Develop structural mechanisms for Data Security Risk Management.                                         |  |  |  |  |  |
| 3 | MOI Reward management creativity and Data Security Risk Management.                                          |  |  |  |  |  |
| 4 | MOI Create a Data Security Risk Management vision/strategic intent.                                          |  |  |  |  |  |
| 5 | MOI Treat employees as a vital resource for building competitive advantage in Data Security Risk Management. |  |  |  |  |  |

● **Organizational Creativity**

Indicate with an (X) the option you consider appropriate according to you

| Code | Task Motivation                                                                                                                           | Strongly Disagree (S D) | Disagree (D) | Undecided (U) | Agree (A) | Strongly Agree (S A) |
|------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|---------------|-----------|----------------------|
| 1    | MOI have requited relevant managers to have objectives for process Motivation and evaluate their performance relative to these objectives |                         |              |               |           |                      |
| 2    | MOI have Encourage new ideas and risk taking with processes                                                                               |                         |              |               |           |                      |
| 3    | MOI have Value and practice openness with respect to products                                                                             |                         |              |               |           |                      |
| 4    | MOI have product idea/ Motivation champions                                                                                               |                         |              |               |           |                      |
| 5    | MOI have formal product idea assessment systems                                                                                           |                         |              |               |           |                      |
| 6    | MOI have Motivation managers and their contributions in high esteem                                                                       |                         |              |               |           |                      |
| 7    | MOI have Treat employees as a vital                                                                                                       |                         |              |               |           |                      |

|    | resource for building competitive advantage in processes                                                                                 |                         |              |               |           |                      |
|----|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|---------------|-----------|----------------------|
| NO | Skills and Process                                                                                                                       | Strongly Disagree (S D) | Disagree (D) | Undecided (U) | Agree (A) | Strongly Agree (S A) |
| 1  | MOI have processes that are used in a variety of contexts, including business, manufacturing, healthcare, and project management.        |                         |              |               |           |                      |
| 2  | MOI have effective processes help to ensure that tasks are completed efficiently and effectively, and that resources are used optimally. |                         |              |               |           |                      |
| 3  | MOI employees have the necessary skills and expertise to perform their roles effectively.                                                |                         |              |               |           |                      |
| 4  | MOI employees have skills and processes are critical to achieving success in a variety of fields.                                        |                         |              |               |           |                      |
| 5  | MOI have cross-functional and customer/supplier process redesign/engineering teams                                                       |                         |              |               |           |                      |
| 6  | MOI have a market orientation for creating processes (it is close to its customers)                                                      |                         |              |               |           |                      |

❖ **Innovation In Moi**

❖ **Indicate with an (X) the option you consider appropriate according to you**

| NO | Innovation Strategies in Organizations                                                                               | Strongly Disagree (S D) | Disagree (D) | Undecided (U) | Agree (A) | Strongly Agree (S A) |
|----|----------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|---------------|-----------|----------------------|
| 1  | MOI hold Innovation process employees and their contributions in high esteem                                         |                         |              |               |           |                      |
| 2  | MOI have a stated and working strategy of process innovation (includes process redesign/reengineering)               |                         |              |               |           |                      |
| 3  | MOI have developed structural mechanisms for process redesign/reengineering initiatives                              |                         |              |               |           |                      |
| 4  | MOI have encouraged Innovation and innovation from the employees.                                                    |                         |              |               |           |                      |
| 5  | MOI have Create a vision/strategic intent for process innovation                                                     |                         |              |               |           |                      |
| 6  | MOI have Treat employees as a vital resource for building competitive advantage in processes                         |                         |              |               |           |                      |
| 7  | MOI take"the"initiative"to"introduce"change"responding"to"opportunities.                                             |                         |              |               |           |                      |
| 8  | MOI utilize"individuals"and"teams"in"the"organization"to"develop"ideas"for"change                                    |                         |              |               |           |                      |
| 9  | MOI experiment on a small scale to test new approaches or ideas."                                                    |                         |              |               |           |                      |
| 10 | MOI seek to answer questions or get new ideas by using prototypes or experiments, e.g., Let's see what happens if... |                         |              |               |           |                      |

- **Organizational Performance**

Indicate with an (X) the option you consider appropriate according to you

| Code | Organizational Performance                                                       | Strongly Disagree (S D) | Disagree (D) | Undecided (U) | Agree (A) | Strongly Agree (S A) |
|------|----------------------------------------------------------------------------------|-------------------------|--------------|---------------|-----------|----------------------|
| 1    | MOI have increased growth rate of employees as compared to last two years.       |                         |              |               |           |                      |
| 2    | Activities by MOI have significantly increased regarding law enforcement.        |                         |              |               |           |                      |
| 3    | MOI is coordinating with other organizations to ensure peace and sustainability. |                         |              |               |           |                      |
| 4    | MOI has significantly contributed to improving governance in the country.        |                         |              |               |           |                      |
| 5    | MOI ensures attainment of strategic objective in a best possible manner.         |                         |              |               |           |                      |
| 6    | MOI has achieve greater success in the past three years                          |                         |              |               |           |                      |
| 7    |                                                                                  |                         |              |               |           |                      |



**Thank you**