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**THE IMPACT OF BUSINESS INTELLIGENCE AND
ORGANIZATIONAL FORESIGHT ON PERFORMANCE
MANAGEMENT IN UAE'S PUBLIC SECTOR**

MOHAMED OBAID JEMEI AL HINDAASSI



**DOCTOR OF PHILOSOPHY
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2025**

**THE IMPACT OF BUSINESS INTELLIGENCE,
ORGANIZATIONAL FORESIGHT, AND PERFORMANCE
MANAGEMENT SYSTEMS ON PERFORMANCE
MANAGEMENT IN UAE'S PUBLIC SECTOR**

MOHAMED OBAID JEMEI AL HINDAASSI (904738)



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)

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Tarikh : **3 OKTOBER 2024**
Date

Nama Pelajar : **MOHAMED OBAID JEMAEI OBAID ALHINDAASSI (904738)**
(*Name of Student*)

Tajuk Tesis : **THE IMPACT OF BUSINESS INTELLIGENCE AND ORGANIZATIONAL**
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(*Programme of Study*)

Penyelia Pertama : **ASSOC. PROF. DR. MOHD**
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ABSTRACT

This study examines the impact of business intelligence and analytics (BIA) on performance management (PM), performance management systems (PMS), and organizational foresight (OF) within the UAE public sector, with a particular focus on the Federal Authority for Government Human Resources (FAHR). This study investigates the interplay between these four variables, where BIA (independent variable) is assessed through technical infrastructure quality, management capability, and personnel expertise. Organizational foresight (environmental scanning and strategic selection) serves as a mediator influencing PMS, which encompasses developing and planning, managing, reviewing, and rewarding. Additionally, PMS itself plays a mediating role between BIA and PM, which is characterized by mission clarity, framework effectiveness, and control mechanisms. While PMS is a fundamental component of performance management, PM extends beyond the system, covering broader organizational activities related to performance enhancement. The UAE's heavy involvement in technology use, particularly in the government sector, provides a relevant empirical environment for this research. Besides, in the UAE context, no such studies performed before to provide empirical feedback to the UAE decision-makers. Two theories contribute to this study, Resource-Based View (RBV) theory, and Dynamic Capabilities theory. The study uses quantitative methods and depends upon primary data. The population of this research is all employees from operational management, supervisors, operational managers, and departmental managers of the FAHR in the UAE. The total number of employees in all department and in the seven states are approximately 3750, and the suitable sample size based on Morgan and Kerjice formula is 489. The data are collected from the eight location-based groups based on the employees' population and the technique used for selecting samples is quota sampling. The data was collected online by using a well-structured questionnaire that is adapted from previous studies. The findings indicate that BIA has a significant positive impact on both OF and PMS, reinforcing the role of data-driven decision-making in enhancing organizational foresight and performance systems. Additionally, PMS mediates the relationship between BIA and PM, highlighting the importance of structured performance management systems in optimizing business intelligence for improved organizational performance.

Keywords: Business Intelligence and Analytics, Performance Management, Organizational Foresight, Environmental Scanning, FAHR

ABSTRAK

Kajian ini meneroka pengaruh kecerdasan dan analitik perniagaan (BIA) terhadap pengurusan prestasi (PM), sistem pengurusan prestasi (PMS), dan pandangan jauh organisasi (OF) dalam sektor awam UAE, dengan tumpuan khusus kepada Pihak Berkuasa Persekutuan bagi Sumber Manusia (FAHR). Kajian ini menyelidiki interaksi antara keempat-empat pembolehubah, menggunakan rangka kerja yang merangkumi kualiti infrastruktur teknikal, keupayaan pengurusan, dan kepakaran kakitangan untuk BIA sebagai pembolehubah bebas, manakala pandangan jauh organisasi (pengimbangan persekitaran dan pemilihan strategik) sebagai perantara kepada PMS. PMS merangkumi pembangunan dan perancangan, pengurusan, semakan dan ganjaran). Pembolehubah ini juga memainkan peranan perantara terhadap pembolehubah bersandar dalam kajian ini iaitu PM, di mana kejelasan misi, keberkesanan rangka kerja, dan kawalan merupakan ciri utama. PMS dianggap sebagai sebahagian daripada proses pengurusan prestasi yang lebih luas. PM, sebaliknya, merangkumi lebih daripada sekadar sistem itu sendiri, meliputi pelbagai aktiviti yang lebih luas berkaitan pengurusan prestasi dalam organisasi. Penglibatan besar UAE dalam penggunaan teknologi, khususnya dalam sektor kerajaan, menyediakan persekitaran empirikal yang relevan untuk penyelidikan ini. Selain itu, dalam konteks UAE, tiada kajian sedemikian pernah dijalankan sebelum ini untuk memberikan maklum balas empirikal kepada pembuat keputusan di UAE. Dua teori menyumbang kepada kajian ini, iaitu teori Resource-Based View (RBV), dan teori Dynamic Capabilities. Kajian ini menggunakan kaedah kuantitatif dan bergantung kepada data primer. Populasi kajian ini meliputi semua pekerja daripada pengurusan operasi, penyelia, pengurus operasi, dan pengurus jabatan FAHR di UAE. Jumlah keseluruhan pekerja di semua jabatan dan di tujuh negeri adalah kira-kira 3750 dan saiz sampel yang sesuai berdasarkan formula Morgan dan Kerjice, adalah sebanyak 489 pekerja. Data telah dikumpul daripada lapan kumpulan berdasarkan lokasi populasi pekerja dan teknik yang digunakan untuk pemilihan sampel adalah persampelan kuota. Data telah dikumpulkan secara dalam talian menggunakan borang soal selidik berstruktur yang diadaptasi daripada kajian terdahulu.

Kata kunci: Kecerdasan Perniagaan dan Analitik Perniagaan, Pengurusan Prestasi, Pandangan Jauh Organisasi, Pengimbangan Persekitaran, Pihak Berkuasa Persekutuan bagi Sumber Manusia (FAHR)

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Performance management is a process to facilitate managing the performance of resources and measuring outcomes of the organization (B. Gupta & Agarwal, 2022; Zhi xiong Huang, Savita, & Zhong-jie, 2022; Kurdi, Alzoubi, Alshurideh, Alquqa, & Hamadneh, 2023; Xu, Tu, & Xiao, 2022). In order to make sure the goals are measurable, it analyzes organizational goals and breaks them down into distinct benchmarks. For an organization to succeed, performance management is crucial. Organizations must constantly adapt in the ever changing world of today and develop strategies to be competitive. Many firms today struggle with making strategic decisions in a fast-paced commercial climate (Alqubaisi & Emran, 2022; Catalogo & Araceli, 2022; Ghareeb, Almansoori, & Ismail, 2023; Liu, 2022; Panigrahi et al., 2023; Richards, Yeoh, Chong, & Popovič, 2019). As an end result, many agencies interact in statistics technologies (IT) that promise elevated performance via better-knowledgeable decision-making and quicker movement as they strive for fulfillment in a global of fast alternate and creative destruction.

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APPENDICES

Appendix

A

Research Questionnaire



A STUDY ON PERFORMANCE MANAGEMENT

Dear Participant,

Thank you for agreeing to participate in this research titled:

I am a PhD candidate and I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only. If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours Sincerely,

Mohammed
UUM College of Law, Government and International Studies
(UUM COLGIS) Universiti Utara Malaysia
Malaysia
Email:

SECTION A

Instruction:

This part contains few demographic information pertaining to yourself. **Please tick (√)** in the box or write your response in the space provided.

1. Sex:

- Male
- Female

2. Age:

Please specify: _____ years old.

3. Marital Status:

- Single
- Married
- Divorced/Separated/Widowed

4. Highest academic qualification:

- Primary School/Secondary School
- Master's Degree
- Doctoral Degree
- Associate Professor
- Full Professor

5. Current monthly salary:

- Below AED 10,000
- AED 15,000 – AED 20,000
- AED 20,000 – AED 35,000
- Above AED 35,000

6. Years in service:

- Less than a year
- 1 – 3 years
- 4 – 7 years
- More than 7 years



SECTION ONE

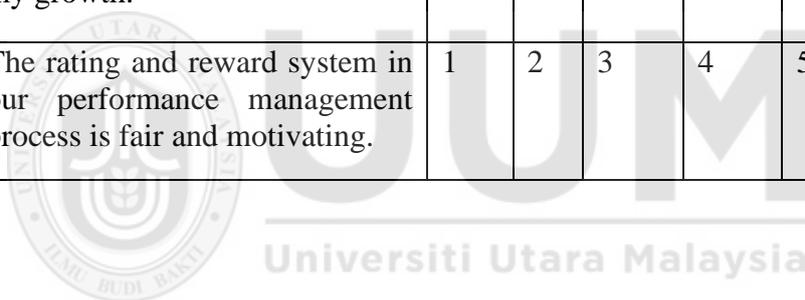
GUIDELINES: In section one, please rate your level of agreement with the following statements as all questions have the same options (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Somewhat Disagree SWD, 4 = Neither Agree nor Disagree NAD, 5 = Strongly Agree SA, 6= Agree A, 7= Strongly Agree SA).

		SD	D	SWD	NAD	SA	A	SA
1.	The mission of this organization is clearly understood by all employees.	1	2	3	4	5	6	7
2.	The framework for performance measurement is understood.	1	2	3	4	5	6	7
3	Service managers actively participate in the control systems of the organization.	1	2	3	4	5	6	7
4.	The decisions to take appropriate corrective action usually comes from top management of the organization.	1	2	3	4	5	6	7

SECTION TWO

GUIDELINES: In section two, please rate your level of agreement with the following statements as all questions have the same options (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Somewhat Disagree SWD, 4 = Neither Agree nor Disagree NAD, 5 = Strongly Agree SA, 6= Agree A, 7= Strongly Agree SA).

		SD	D	SWD	NAD	SA	A	SA
1.	The goal-setting process in our performance management system is clear and effective.	1	2	3	4	5	6	7
2.	Regular monitoring and measurement of performance help me stay on track and achieve my goals.	1	2	3	4	5	6	7
3.	The performance review and development discussions provide valuable insights and support for my growth.	1	2	3	4	5	6	7
4.	The rating and reward system in our performance management process is fair and motivating.	1	2	3	4	5	6	7



SECTION THREE

GUIDELINES: In section two, please rate your level of agreement with the following statements as all questions have the same options (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Somewhat Disagree SWD, 4 = Neither Agree nor Disagree NAD, 5 = Strongly Agree SA, 6= Agree A, 7= Strongly Agree SA).

		SD	D	SWD	NAD	SA	A	SA
1.	This organization has improved its ability to identify new business opportunities.	1	2	3	4	5	6	7
2.	This organization has improved its ability to anticipate market opportunities.	1	2	3	4	5	6	7
3.	This organization has improved its ability to adapt to volatile industry/market changes.	1	2	3	4	5	6	7
4.	This organization has become responsive to market demands.	1	2	3	4	5	6	7
5.	This organization has improved its ability to innovate new products/services.	1	2	3	4	5	6	7
6.	This organization has improved its ability to reduce redundancy in knowledge-centric effects.	1	2	3	4	5	6	7

SECTION FOUR

GUIDELINES: In section three, please rate your level of agreement with the following statements as all questions have the same options (1 = Strongly Disagree SD, 2 = Disagree D, 3 = Somewhat Disagree SWD, 4 = Neither Agree nor Disagree NAD, 5 = Strongly Agree SA, 6= Agree A, 7= Strongly Agree SA).

		SD	D	SWD	NAD	SA	A	SA
1.	This organization has the resources to identify new needs.	1	2	3	4	5	6	7
2.	This organization is able to identify emerging technologies.	1	2	3	4	5	6	7
3.	This organization is able to identify competitor's concepts early.	1	2	3	4	5	6	7
4.	This organization is able to reposition innovation portfolios.	1	2	3	4	5	6	7
5.	This organization is able to provide strategic guidance.	1	2	3	4	5	6	7
6.	This organization is able to identify new business models	1	2	3	4	5	6	7
7	This organization is able to consolidate the opinions of employees.	1	2	3	4	5	6	7
8	This organization is able to promote vision creation among employees.	1	2	3	4	5	6	7
9	This organization is able to challenge basic assumptions.	1	2	3	4	5	6	7
10	This organization is able to scan for disruptions that could endanger future innovations	1	2	3	4	5	6	7
11	This organization is able to challenge the state-of-the-art of current R & D projects.	1	2	3	4	5	6	7

Please indicate any comments you have in order to improve this questionnaire:

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Please, feel free to contact me on any issue(s) regarding to this questionnaire.

Thank you for your participation in answering this questionnaire.

Mohamed Obaid AL Hindaassi

Tel No: +971554070000

