



**Institute of Technology Management and Entrepreneurship**

**EXAMINING THE RELATIONSHIP BETWEEN INTEGRATED  
MANAGEMENT SYSTEM AND ORGANIZATIONAL INNOVATION  
AND EXCELLENCE PRACTICES IN THE SELECTED ABU DHABI  
PUBLIC SECTOR ORGANIZATIONS**

اونيورسي تيكنيكل مليسيا ملاك  
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**Anas Nasir Mahmud Daharat**

**Doctor of Philosophy**

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**EXAMINING THE RELATIONSHIP BETWEEN INTEGRATED MANAGEMENT  
SYSTEM AND ORGANIZATIONAL INNOVATION AND EXCELLENCE  
PRACTICES IN THE SELECTED ABU DHABI PUBLIC SECTOR  
ORGANIZATIONS**

**ANAS NASIR MAHMOUD DAHARAT**

**A thesis submitted  
in fulfillment of the requirements for the degree of Doctor of Philosophy**









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**2023**

## DECLARATION

I declare that this thesis entitled “Examining the Relationship between Integrated Management System and Organizational Innovation and Excellence Practices in the Selected Abu Dhabi Public Sector Organizations” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.

   
Signature:   
Name :  Anas Nasir Mahmoud Daharat  
Date :  October 17, 2023  


## APPROVAL

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in terms of scope and quality for the award of the degree of Doctor of Philosophy.

 Signature :   
Supervisor Name: Dr. Mohammad Kamil Bin Sued  
Date :  October 18, 2023  

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## DEDICATION

To my beloved Family.



## ABSTRACT

Today, organizations in the twenty-first century rely on the significant role of management systems and international quality standards. Integrated management systems (IMS) help organizations to survive and secure long-term organizational excellence, whereas the public and private organizations in the United Arab Emirates (UAE) seek excellence in all aspects of the work by promoting IMS to attain excellence through innovation. But the implementation of IMS and aligning several management systems need sufficient resources and availability of expertise. It is a big challenge for many organizations in the UAE and worldwide. Therefore, the objectives of this study examines the effect of IMS on organizational excellence and attempts to understand why innovation practices influence this relationship as a mediator in three UAE public sector organizations (Abu Dhabi Civil Defense Authority, Abu Dhabi National Exhibition Center, and Abu Dhabi Environmental Agency). The methodology that was adopted to achieve this aim is quantitative for testing the hypotheses and evaluating the proposed framework. SEM has been deployed to analyze the data. The questionnaire is data collection instrument. Simple random sampling applied for collecting the data from the employees of these organizations. Out of 450 distributed questionnaires, 384 complete copies were used for data analysis. The findings reveal that IMS significantly affects organization excellence, and innovation practice partially mediates this relationship. Respondents' opinions indicate that adopting IMS through multiple ISO quality standards will undoubtedly contribute to organizational excellence. Thus, public organizations in the UAE should employ more ISO certificates withing IMS to promote innovation in the workplace, i.e., process innovation, technology innovation and organizational innovation to attain excellence in the work. This study contributes to the body of literature by filling in gaps in validating the role of IMS and organizational excellence in UAE with a paradigm that hasn't yet received academic validation.

**KAJIAN HUBUNGAN ANTARA SISTEM PENGURUSAN BERSEPADU DAN  
INOVASI ORGANISASI SERTA AMALAN KECEMERLANGAN DI KALANGAN  
ORGANISASI SEKTOR AWAM TERPILIH DI ABU DHABI**

**ABSTRAK**

*Hari ini, organisasi pada abad kedua puluh satu bergantung pada peranan penting sistem pengurusan dan piawaian kualiti antarabangsa. Sistem pengurusan bersepadu (IMS) membantu organisasi untuk bertahan dan mendapatkan kecemerlangan organisasi jangka panjang, manakala organisasi awam dan swasta di Emiriah Arab Bersatu (UAE) mencari kecemerlangan dalam semua aspek kerja dengan mempromosikan IMS untuk mencapai kecemerlangan melalui inovasi. Tetapi pelaksanaan IMS dan menyelaraskan beberapa sistem pengurusan memerlukan sumber yang mencukupi dan ketersediaan kepakaran. Ia merupakan cabaran besar bagi banyak organisasi di UAE dan di seluruh dunia. Oleh itu, objektif kajian ini mengkaji kesan IMS ke atas kecemerlangan organisasi dan percubaan untuk memahami mengapa amalan inovasi mempengaruhi hubungan ini sebagai pengantara dalam tiga organisasi sektor awam UAE (Pihak Berkuasa Pertahanan Awam Abu Dhabi, Pusat Pameran Kebangsaan Abu Dhabi dan Abu Dhabi Agensi Alam Sekitar). Metodologi yang digunakan untuk mencapai matlamat ini adalah kuantitatif untuk menguji hipotesis dan menilai rangka kerja yang dicadangkan. SEM telah digunakan untuk menganalisis data. Soal selidik adalah instrumen pengumpulan data. Persampelan rawak mudah digunakan untuk mengumpul data daripada pekerja organisasi ini. Daripada 450 borang soal selidik yang diedarkan, 384 salinan lengkap telah digunakan untuk analisis data. Penemuan mendedahkan bahawa IMS memberi kesan ketara kepada kecemerlangan organisasi, dan amalan inovasi sebahagiannya menjadi pengantara perhubungan ini. Pendapat responden menunjukkan bahawa penggunaan IMS melalui pelbagai standard kualiti ISO sudah pasti akan menyumbang kepada kecemerlangan organisasi. Oleh itu, organisasi awam di UAE harus menggunakan lebih banyak sijil ISO dengan IMS untuk mempromosikan inovasi di tempat kerja, iaitu, inovasi proses, inovasi teknologi dan inovasi organisasi untuk mencapai kecemerlangan dalam kerja. Kajian ini menyumbang kepada badan kesusasteraan dengan mengisi kekosongan dalam mengesahkan peranan IMS dan kecemerlangan organisasi di UAE dengan paradigma yang belum menerima pengesahan akademik.*

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## LIST OF ABBREVIATIONS

IMS	-	Integrated management system
UAE	-	United Arab Emirates
ISO	-	International Organization for Standardization
ADICOE	-	Abu Dhabi International Centre for Organizational
DGEP	-	Dubai Government Excellence Program
EFQM	-	Eropean for Quality Management
QMS	-	Quality System Management
ASQ	-	American Society for Quality
ADAEP	-	Abu Dhabi Awards for Excellence in Government Program
ICMA	-	Internationan City/Country Management Association
EMS	-	Environmental Management System

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## LIST OF PUBLICATIONS

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2. Daharat, A.N.M., Ismail, A.F.M.F. and Sued, M.K., 2022. A Conceptual Model Of Integrated Management System On The Organizational Excellence Of Pubic Organization. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 7(4).



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

In today's competitive market, integrating management systems is the pillar of success to attain excellence in all organizational functions (Rochmatullah et al., 2023). Organization seek effective management tools that reduce the time for doing jobs and ease the work. Implementing an Integrated Management System (IMS) could establish this goal. IMS becomes the only way to eliminate unnecessary procedures and increase workflow efficiency (Carvalho et al., 2023). Any organization that successfully integrates IMS will receive numerous benefits, e.g., increased work productivity, more efficient use of senior management time, efficient development and management, cost-effective certification, and reduced audit workload (Bernardo et al., 2015; Jonnagaddala et al., 2023). For these reasons, large and medium-sized organizations adopt IMS to achieve organizational excellence (Maier et al., 2015).

IMS provide potential management tools by combining multiple management systems that lead to cost benefits compared to single management systems commonly used in the market (Santos et al., 2023), e.g., Quality Management Systems, Total Quality Management, Environmental Management System, and Lean. In this regard, IMS nowadays have been approved for effectiveness and usefulness (Bazazo and Alananzeh, 2022). The issues linked to quality assurance, workplace risks, occupational health and safety, and turbulence in environmental management can be reduced after adopting IMS (Mohamad et

al., 2013). Moreover, occupational safety is promoted by IMS, so which helps organizations protect the workforce from hazards and prepare them for safety certification (Rahman et al., 2022). As a result, IMS is now required for every organization dealing with workplace safety issues (Latifa et al., 2021). Adoption of IMS is crucial for the survival and competitiveness of today's institutions and organizations (Wang and Liu, 2023), not just for efficient business processes but include the whole functions inside the organization (Mitreva et al., 2015; Santos et al., 2017).

Another concept that has been debated a lot in the literature is organizational excellence (Bhagat and kumari, 2020). Practically all organizations require organizational excellence to be in a better position in the market (Alsuwaidi et al., 2023). With the rapidly increasing complexity of quality management, such as the lack of expertise and adequate resources to apply management systems, achieving performance excellence has become even more challenging (Mohamad et al., 2022). In other sense, organizational excellence is primarily concerned with delivering and maintaining extremely valuable products and services to all important stakeholders (Hijjawi, 2021). Because of the tough competition from global peers and the diversity of market demands, organizations begin to focus on excellence through the integration of innovation with multiple management systems as part of an organization's long-term strategy (Carvalho et al., 2023). In other words, the effective application of IMS, monitoring of quality certificates, and integrating innovation practices in the workplace will promote organizational excellence.

Although IMS could solve many issues and challenges in the workplace, it might not be enough to achieve organizational excellence without innovation practices (Vieira Nunhes et al., 2022). However, many organizations fail to gain the anticipated benefits from integrating several management systems in an effort to achieve organizational excellence (Mohammed, 2021). The increasing number of organizations that have implemented IMS in

recent years has been accompanied by many problems related to integration difficulties and the absence of alignment with business strategy (Toyo and Madonsela, 2020). The key to success in today's rapidly changing work contexts is innovation, which is considered a must strategy for modern organizations and helps them face challenges and remove obstacles that hinder the work. But organizational innovations are thought to be more systemic and difficult to replicate. While difficulties related to innovation were substantially linked to technological innovations, specific obstacles make the adoption of technology innovation complicated tasks, such as the lack of expertise and necessary resources (Emre et al., 2019).

Furthermore, in order to achieve organizational objectives, it is essential to employ innovative techniques such as process innovation which includes new methods to promote production and better service (OECD, 2018), technological innovation, which includes invented tools, e.g., blockchain and cloud-native applications, and marketing innovation which includes new marketing tools and methods to make major changes in product design or create a new type of marketing service. All these types of innovation boost excellency in the workplace and help organizations to implement new techniques for accomplishing the work, whereas optimizing IMS may assist organizations in achieving these goals (Rahman et al., 2022; Ispas et al., 2023). A recent study has linked innovation techniques to improved business success and performance by incorporating new ideas into the workplace and developing new products, services, technology, processes, and strategies (Phan, 2019; Alharbi et al., 2019; Rupietta et al., 2021). However, these findings have yet to be approved in the United Arab Emirates (UAE). It is uncertain how IMS will engage with innovative approaches to organizational excellence in the UAE.

Many academic research has indicated that an IMS is not the only available option to attain the desired organizational performance (Bornia et al., 2016; Muthusamy and Abdul Rasid, 2018), for instance innovation practices are deemed to support every goal that modern

organizations want to reach. Implementing innovative strategies with IMS will certainly improve organizational performance and market survival (Alharbi et al., 2019). In other words, if innovation is not introduced, IMS may fail to achieve the expected results (Simon and Petnji Yaya, 2012; Merce, 2014; Bernardo et al., 2016). Thereby, this research project aims to extend the discussions beyond IMS, but also find out how innovation practices might contribute to achieving organizational excellence.

Besides, organizations always look for adaptation to a situation where the economic changes or unexpected financial crises might happen, these scenarios trigger new ways that help organizations respond quickly, for example using innovated ways in marketing, as well as utilizing IMS into their marketing or business plans so that organizations can survive in the ever-changing market. Organizations must be creative in their business processes as they grow in order to survive, thrive, and excel (Demircioglu, 2016). Therefore, adopting innovation across all work processes is increasingly important to gain customer satisfaction, cost savings, and attain competitiveness (Bernardo, 2014). In this sense, modern organizations should promote enhanced processes and use new management methods to attain these goals (Miriam and Radoslav, 2020), e.g., to achieve organizational excellence, the implementation of innovation (technology, process, and marketing) in their strategy could help the organization to obtain this objective (Mohamad et al., 2022; Antony et al., 2023).

On the other hand, the ability to innovate is a viable advantage that shows how organizations targeting the lead in everything to prosper and attain excellent performance. It is found that adopting innovation, principally in the public sector, strives to reduce the high costs in production while getting fine products and high-quality services (Demircioglu, 2016). But organizational innovation requires a creative culture that supports new ideas, processes, and business approaches. An innovative culture is necessary to promote

innovation practices inside the organization. At the same time, the weak knowledge of the IMS role and its contribution to organizational excellence results from poor innovation-focused culture (Elfaituri and Saad, 2017). As a result, organizations need evidence the innovation practices (e.g., process, technology, and organizational) play a substantial influence in fostering the impact of IMS towards organizational excellence (Ahmad et al., 2022).

Based on the arguments mentioned above, the research will look into how incorporating innovation practices with the aid of IMS will enhance organizational excellence in terms of excellence awards. However, there are interconnected reasons why some of the institutions under consideration have not received excellence awards while being nominated previously. Accordingly, this research project is an empirical attempt to identify the strength and significance of the relationship between IMS and organizational excellence while investigating the role of innovation practices in this relationship. The investigation will focus on three government agencies, i.e., Abu Dhabi National Exhibition Center, Abu Dhabi Civil Defense Authority, and Abu Dhabi Environmental Agency.

## **1.2 Background of Study**

The quality management system QMS (ISO 9001) have been identified and recognized worldwide as the primary approach for achieving high levels of quality in almost all industries that promote the growth of organizational excellence (Glykas and George, 2017; Hossain, 2015; Mahmoud and Assem, 2017; AlFaris et al., 2016; Santos et al., 2017; Zondo, 2021; Barbosa et al., 2021). In the UAE, there are limited scholarly publications on the usage of IMS in UAE public sector organizations. An examination of the literature reveals little research on organizational excellence in the UAE. However, there is an absence of quantitative research that addresses the issues associated with IMS in the UAE. This is critical because most studies on this subject have concentrated on some developed countries