



Influence of Employee Motivation, Knowledge Sharing, Collaborative E Culture, and Quality Policy on Institutional Excellence – Empirical Study in the UAE

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ABSTRACT

Institutional excellence in the UAE public sector is critical to the continued success of the UAE. Therefore, the research aim is to investigate the influence of selected organizational strategies (employee motivation, internal knowledge sharing, collaborative E-culture, and quality policy enforcement) on the institutional excellence in Abu Dhabi Municipality. The proposed conceptual framework is supported from two theories, activity theory and excellence theory. The conceptual framework proposed four direct effect relationships. The study used quantitative methods by statistically analyzed the data collected from 336 employees in Abu Dhabi Municipality. The findings reveal that the four independent variables can explain 34.2% of the variance in the institutional excellence. The proposed conceptual framework includes four effects to predict the institutional excellence, which all empirically proved to have a significant effect in the municipality of Abu Dhabi. The effects are in different levels and the precedence of the variables based on its path coefficient is internal knowledge sharing (0.277), collaborative e-culture (0.250), employee motivation (0.245), then quality policy enforcement (0.097). Based on that the management in Abu Dhabi municipality need to focus in internal knowledge sharing and collaborative e-culture which have shared practices such as encouraging the use of the social media communication, digital groups, and other emerging technologies to improve the internal communication and shared their knowledge, ideas, and experience. Other scholars are invited to replicate this study in different context and to develop the model by adding more predictors such as creativity and leadership.

Keywords: Employee Motivation, Internal Knowledge Sharing, Collaborative E-Culture, Quality Policy Enforcement, Institutional Excellence, Abu Dhabi Municipality

1. Introduction

The United Arab Emirates (UAE) is a rapidly developing nation that has become a leader in several industries, including oil and gas, tourism, real estate, and finance. The public sector, which plays a crucial role in the UAE's development, has also been a major contributor to the country's success. However, with increasing global competition, the UAE public sector must strive for excellence in order to remain a leader and continue to serve the country's growing needs (Al Athmay & Fantazy, 2022).

Organisational excellence in the UAE public sector can be defined as the continuous pursuit of improving the efficiency, effectiveness, and impact of government services and programs. This requires a culture of innovation, collaboration, and transparency, as well as a commitment to the highest standards of service delivery and accountability (Zainal & Salloum, 2021).

One of the key factors that contribute to organisational excellence in the UAE public sector is the adoption of digital technology. The use of advanced digital solutions, such as artificial intelligence, cloud computing, and blockchain, has greatly improved the efficiency and accuracy of government processes and services. For example, the Dubai government has launched several initiatives, such as Smart Dubai and Dubai Now, that aim to make Dubai the world's smartest and most technologically advanced city. These initiatives have transformed the way the government provides services, such as issuing visas, paying bills, and accessing information, making them faster, more accessible, and more convenient for citizens and residents (AlZawati et al., 2021).

Another factor that is critical to organisational excellence in the UAE public sector is the development of a highly skilled and motivated workforce. This involves providing employees with the training and development opportunities they need to excel in their roles, as well as creating a supportive and inclusive workplace culture that values diversity and encourages innovation. The UAE government has recognized the importance of a highly skilled workforce and has made significant investments in education and training programs to support the development of its employees (Salah & Salah, 2019).

The UAE public sector also must ensure that its operations are transparent and accountable to the public. This includes implementing robust governance structures, such as independent auditing and regulatory bodies, as well as ensuring that government services and programs are delivered in a fair and

impartial manner. The UAE government has taken several steps to increase transparency, such as publishing regular reports on government spending and performance, and establishing a national anti-corruption strategy (Al Athmay & Fantazy, 2022; Zainal & Salloum, 2021).

Finally, the UAE public sector must continuously seek out new and innovative solutions to the challenges it faces. This requires a culture of continuous improvement, where employees are encouraged to identify and pursue new opportunities for improvement, and to experiment with new technologies and approaches. The UAE government has established several initiatives, such as the Mohammed Bin Rashid Al Maktoum Global Initiatives, which support innovation and entrepreneurship in a variety of sectors (AlZawati et al., 2021; Salah & Salah, 2019).

In conclusion, organisational excellence in the UAE public sector is critical to the continued success of the UAE. By embracing digital technology, developing a highly skilled and motivated workforce, ensuring transparency and accountability, and fostering a culture of innovation, the UAE public sector can continue to provide the high-quality services and programs that are essential to the wellbeing of the country and its citizens. The research aim is to investigate the influence of selected organizational strategies (employee motivation, internal knowledge sharing, collaborative E-culture, and quality policy enforcement) on the institutional excellence in Abu Dhabi Municipality.

2. LITERATURE REVIEW

2.1 Concepts Definition

The definitions of the six key variables that composed the conceptual framework is illustrated in a short definitions in the following paragraphs.

Employee motivation: Employee motivation refers to the drives, incentives, and factors that influence employees to act in a certain way within an organization. It encompasses a wide range of psychological and emotional factors, such as recognition, growth opportunities, and fair compensation (Tampu & Cochina, 2015).

Internal knowledge sharing: Internal knowledge sharing refers to the process of exchanging information and best practices within an organization. This can be facilitated through various means, such as collaboration tools, training programs, and informal networks (Xue, 2017).

Collaborative e-culture: Collaborative e-culture refers to the use of digital technologies to foster collaboration and communication within an organization. This includes the use of tools such as email, instant messaging, and video conferencing to facilitate teamwork and improve efficiency (Hargreaves & O'Connor, 2017; Kukulska-Hulme & Viberg, 2018).

E-service quality: E-service quality refers to the level of quality of services provided through digital channels, such as websites, mobile apps, and customer service portals. This includes factors such as reliability, ease of use, speed, and accessibility (Fauzi, 2018; Zemblytė, 2015).

Quality policy enforcement: Quality policy enforcement refers to the measures and systems put in place by an organization to ensure that its quality policies are implemented consistently and effectively. This may include training programs, audits, and performance management systems (Kagumba & George, 2013).

Institutional excellence: Institutional excellence refers to the continuous pursuit of improvement and the highest standards of performance in an organization. It encompasses a wide range of factors, including leadership, strategic planning, employee development, and customer service (Carvalho et al., 2019; Hickman & Silva, 2018).

2.2 Theoretical Support of the Conceptual Framework

The Excellence Theory, Grunig & Grunig (1996), is a communication theory that explains how organizations can achieve excellence through effective communication. The theory posits that excellence in organizations is achieved through a combination of strong leadership, effective communication and mutual understanding. The theory proposes four models of communication: symmetry, asymmetry, superiority and public relations, each of which can be applied to achieve excellence in organizations. Symmetry models emphasize two-way communication between organizations and their stakeholders, while asymmetry models focus on one-way communication from organizations to their stakeholders. Superiority models emphasize the power and control of organizations over their stakeholders, while public relations models emphasize the relationship-building aspect of communication. The Excellence Theory highlights the importance of effective communication in achieving excellence in organizations, and suggests that organizations should adopt a mix of symmetry and public relations models to achieve both efficiency and effectiveness in their communication efforts. The theory has been widely adopted and used as a framework for understanding and improving communication in organizations.

The Activity Theory, Vygotsky and Cole (1978), is a sociocultural theory of human development that focuses on the study of human activity and its underlying motivations and structures. It views human activity as a complex system of interrelated actions, objects, and motives, and suggests that human activity is always guided by the pursuit of meaning and purpose. The theory proposes that human development is the result of the historical and cultural evolution of activities, and that individuals participate in and contribute to these activities throughout their lives. Authors argued that individuals are both shaped by and shape their cultural and historical contexts through their activities, and that the development of these activities is a complex and dynamic process. The Activity Theory provides a useful framework for studying the dynamics of human activity, and has been applied in a wide range of fields, including education, psychology, and management.

2.3 Conceptual Framework of Organisational Excellence

The conceptual framework of this study is an integration of different antecedents that belong to the institutional practices and its impact on the institutional excellence in public organisation such as Abu Dhabi municipal. The proposed antecedents of institutional excellence are four; employee motivation, knowledge sharing, collaborative E-culture, and quality policy enforcement. The proposed concepts supported from different theories such as activity theory (AT), and excellence theory. Activity theory proposed by Vygotsky and Cole (1978) to explain the historical-cultural psychological processes in the society as an interaction among those who use it. Excellence theory was originally developed by Vercic, Grunig, and Grunig (1996) and entailed ten major principles includes key components of strategic management, employee communication, diversity, power, activism, ethics, and general social responsibility of the firm. Service quality theories. Figure 1 shows the conceptual framework of this study and the following is the four hypotheses.

Hypothesis 1: Employee motivation has a significant influence on the institutional excellence of Abu Dhabi municipal.

Hypothesis 2: Internal knowledge sharing has a significant influence on the institutional excellence of Abu Dhabi municipal.

Hypothesis 3: Collaborative E-culture has a significant influence on the institutional excellence of Abu Dhabi municipal.

Hypothesis 4: Policies quality has a significant influence on the institutional excellence of Abu Dhabi municipal.

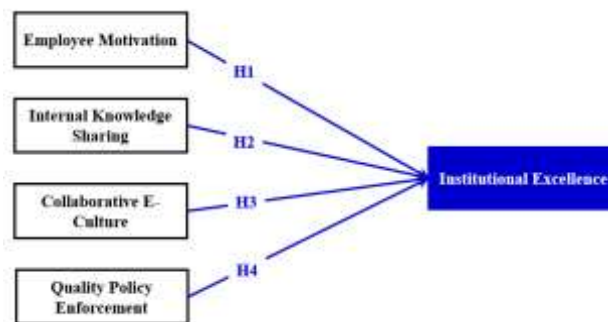


Fig. 1 - Conceptual Framework

3. METHODOLOGY

This research is organized as a scientific process, which means that the study has a series of systematic steps that began with identifying and defining a problem and formulating a solid hypothesis, and ends with evaluation of the hypotheses alongside the results interpretation and conclusion (Ghauri et al., 2020). The study employed quantitative approaches and the data is primary data that was collected specifically for this research by using a well-structured questionnaire to survey the perception of selected samples drawn from the entire population of Employees of Abu Dhabi municipality. The statistical analysis conducted by using the technique known as partial least equation modelling (PLS), which is a subfield of structural equation modelling (SEM) and is implemented in both developed and predicted models (Sarstedt et al., 2021).

The population for this research is all the employees who have grad 12 and above in municipality. According to administrative records, the estimated number of the population is 2500 employees. The sample size is estimated based on the Krejcie and Morgan (1970) formula and the suitable sample size is 335. The samples were collected online via the Microsoft forms service and the sampling technique is convenience.

The main tool for data collection is an adapted questionnaire that have six scales for the different variables and used the Likert-5 scale for estimating the respondents' perceptions. The items of employee motivation are seven and adapted from previous studies of (Talukder & Saif, 2014). The items of knowledge sharing are seven and adapted from previous studies of (Yang & Chen, 2007). The items of collaborative E-culture are seven and adapted from previous study of (Harding et al., 2017). The items of quality policy enforcement are five and adapted from previous studies of (Knapp & Ferrante, 2012). The items of institutional excellence are six and adapted from previous study of (Uygur & Sümerli, 2013).

4. FINDINGS AND DISCUSSIONS

4.1 Data Screening

The data collection was carried out in the year 2022 by the utilisation of the direct data collection method. The distributed questionnaires reached 469 employees in Abu Dhabi municipality who have 12 grade and above. The distribution was carried out with the cooperation of the department of human resources, which chose the target samples in a random way before handing them out. The collected responses are 404 (86.1%) and the first step omits 5 cases because they are non-consistent with the grade 12 restriction. There are 43 uncompleted responses that have an essential component of uncompleted items, and those cases were excluded directly before the data entering procedure. These responses are from the 399 responses that are still left. The 356 responses were entered into the SPSS software, and three statistical tests were performed in order to identify the cases that had the same answers for all

of the items, the cases that had strange answers at the variable level, and the cases that had strange answers at the multiple regression level. The three tests can detect 20 outliers that had been omitted, and the final data set has 336 replies, which account for 71.6% of the questionnaires that were distributed.

4.2 Demographic Profile

For the demographic characteristics, the female category includes 197 respondents which represents 58.6%, and the male category contains 139 respondents which represent 41.4%; for age, the first age category is 31 - 35 Years, which include 79 respondents that counts 23.5% of the respondents; for managerial level, the first category is middle management, which includes 233 respondents that count 69.3% of the respondents; and for the experience in the ADM, the first category is 11-15 Years, which includes 91 respondents that counts 27.1% of the respondents.

4.3 Reliability and Validity

Table 1 displays the results of the outer loading reliability test. Every item has to have the appropriate amount of loading within its linked variable. According to the rule of thumb, any loading that is above the threshold of 0.708 is sufficient, any loading that is below the threshold of 0.4 is inadequate, and any loading that falls between the thresholds of 0.4 and 0.7 is suspicious and can be deleted or kept depending on the specific conditions of each study (Sarstedt et al., 2021). As seen in the Table, one item is deleted because it has a weak loading less of 0.653.

In addition, the Cronbach's alpha was utilized to check the study variables' internal consistency. According to the general rule of thumb, it is acceptable for any value to be more than 0.7 (Jr Hair et al., 2019). The findings of all five variables are displayed in the Table 1; all of the variables have scores that are higher than 0.7, which indicates that the suggested variables in the model have satisfactory levels of internal consistency. Therefore, the dataset is credible, and it is possible to move forward with more testing.

In addition, the findings of the convergent validity, which was measured by the value of the extracted average variance (AVE), are presented in Table 1. The general rule of thumb stated that any AVE result that is higher than 0.5 is acceptable (Hair et al., 2021a). The AVE values for each of the structures are summarized in the table; the values for each construct fall somewhere in the range of 0.648 to 0.792. Consequently, the dataset possesses a sufficient level of convergent validity.

The findings of the Variance inflation factor (VIF), which was used to examine whether or not there was a significant correlation between the latent variables and the dependent variables, are also shown in Table 1. According to the general rule of thumb, any value for the VIF that falls between the range of 0.2 to 5 is suitable (Wong, 2013). According to the findings, the lowest possible value for VIF is 1.008, while the highest possible value for VIF is 1.2509. As a result, every one of the VIF values falls inside the range of permissible levels, and the multicollinearity hypothesis is supported.

Table 1 - Indicator Outer Loading Assessment

Variables	Item	Outer Loading of all Items	Outer Loading of Good Items	Cronbach's Alpha	AVE	VIF
Collaborative E-Culture	CEC1	0.790	0.789	0.923	0.684	1.250
	CEC2	0.833	0.832			
	CEC3	0.831	0.831			
	CEC4	0.846	0.846			
	CEC5	0.845	0.845			
	CEC6	0.830	0.830			
	CEC7	0.812	0.812			
Employee Motivation	EM1	0.797	0.796	0.917	0.668	1.239
	EM2	0.780	0.780			
	EM3	0.841	0.841			
	EM4	0.838	0.839			
	EM5	0.823	0.824			
	EM6	0.811	0.811			
	EM7	0.827	0.828			
Institutional Excellence	IE1	0.653	deleted	0.933	0.792	1.122
	IE2	0.898	0.917			
	IE3	0.757	0.763			
	IE4	0.941	0.938			
	IE5	0.889	0.896			

	IE6	0.923	0.924			
Internal Knowledge Sharing	IKS1	0.809	0.808	0.910	0.648	1.008
	IKS2	0.845	0.846			
	IKS3	0.751	0.750			
	IKS4	0.766	0.766			
	IKS5	0.847	0.847			
	IKS6	0.825	0.825			
	IKS7	0.789	0.790			
Quality Policy Enforcement	QPE1	0.794	0.792	0.888	0.683	x
	QPE2	0.784	0.783			
	QPE3	0.834	0.833			
	QPE4	0.862	0.861			
	QPE5	0.857	0.860			

To demonstrate discriminant validity, one must demonstrate that the various variables are sufficiently separated from one another. This validity is evaluated using a variety of methodologies, one of which is the heterotrait-to-monotrait ratio (HTMT). The recommended value of HTMT ought to be lower than 0.9 (Hair et al., 2021b). Table 2 provided an illustration of the HTMT values in which the aforementioned rule of thumb was satisfied.

Table 2: Heterotrait-Monotrait Ratio (HTMT) Assessment

	CEC	EM	IE	IKS	QPE
CEC	0.827				
EM	0.407	0.817			
IE	0.435	0.427	0.849		
IKS	0.280	0.272	0.416	0.805	
QPE	0.087	0.053	0.141	0.034	0.827

4.4 Predictive Power and Relationships

The variance of the endogenous variable that is explained, also known as R square, represents the predictive capacity of the model (R²). According to Jr Hair et al. (2019), the rule of thumb said that R² is considered to be high when the value is greater than 0.75, moderate for values between 0.5 and 0.75, and satisfactory for values (between 0.2 and 0.5).

The findings of the dependent variable, institutional excellence (IE), reveal that it has a satisfactory level of predictive power. As can be shown in Table 3, the R square value is 0.342, The four independent variables can explain 34.2% of the variance in the institutional excellence (IE).

Table 3: Predictive Power of the Institutional Excellence

	Predictive Power R Square	Status
Institutional Excellence (IE)	0.342	Satisfactory

As seen in Table 4, the four relationships in the conceptual framework have a significant impact on the institutional excellence because the P value is less than 0.05. The following includes the interpretation of the results.

The relationships between variables in multi regression analysis is estimated by P value, T statistics, and path coefficient. For the relationship to be significant, the P value must be less than 0.05 or the t statics is more than 1.96 (Jr Hair et al., 2019). The path coefficient is an estimate variance change that caused by the increment of one unit of the variable and used to know the influence power of each variable.

For this study, internal knowledge sharing has the highest effect on the institutional excellence with P value of 0.000 and t statistics of 6.456 that shows a significant relationship. The path coefficient has the value of 0.277, which is the first influence among the four independent variables.

Collaborative E-culture has the second effect on the institutional excellence with P value of 0.000 and t statistics of 4.593 that shows a significant relationship. The path coefficient has the value of 0.250, which is the second influence among the four independent variables.

Employee motivation has the third effect on the institutional excellence with P value of 0.000 and t statistics of 4.831 that shows a significant relationship. The path coefficient has the value of 0.245, which is the third influence among the four independent variables.

Quality policy enforcement has the fourth effect on the institutional excellence with P value of 0.026 and t statistics of 2.235 that shows a significant relationship. The path coefficient has the value of 0.097, which is the fourth influence among the four independent variables.

Table 4: Path Coefficient Assessment for the Relationships of Customer Satisfaction

#	Relationship	Path Coefficient	Standard Deviation	T Statistics	P Values	Status	Rank
H2	Internal Knowledge Sharing --> Institutional Excellence	0.277	0.043	6.456	0.000	Significant	1
H3	Collaborative E-Culture --> Institutional Excellence	0.250	0.054	4.593	0.000	Significant	2
H1	Employee Motivation --> Institutional Excellence	0.245	0.051	4.831	0.000	Significant	3
H4	Quality Policy Enforcement --> Institutional Excellence	0.097	0.043	2.235	0.026	Significant	4

5. CONCLUSION AND RECOMMENDATIONS

The proposed conceptual framework includes four effects to predict the institutional excellence, which all empirically proved to have a significant effect in the municipality of Abu Dhabi. The effects are in different levels and the precedence of the variables based on its path coefficient is internal knowledge sharing (0.277), collaborative e-culture (0.250), employee motivation (0.245), then quality policy enforcement (0.097).

Based on that the management in Abu Dhabi municipality need to focus in internal knowledge sharing and collaborative e-culture which have shared practices such as encouraging the use of the social media communication, digital groups, and other emerging technologies to improve the internal communication and shared their knowledge, ideas, and experience. In addition, employee motivation can be achieved by many practices, but when crossed with the other two variables, the activities of e-collaboration and knowledge sharing can be one of indicators of the employees' performance system.

From the academic point of view, scholars are invited to replicate the study in different context to generalize the proposed hypotheses and compare the results in different environment; this could be municipalities in other countries or other sectors such as universities, ICT companies, and all other sectors. The model explanation power is acceptable for the social science but there is a high chance to increase it by adding more antecedents such as mediating effect of satisfaction or engagement, the direct effect of creativity, leadership, and much more.

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