Organisational Development in the United Arab Emirates: Prospects for Change in the Public Sector

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Abstract

Although Organisational Development (OD) has become a feature of large contemporary organisations there remains a lack of OD research in the Middle East. A number of factors exist within Arab countries that could facilitate or inhibit OD interventions, thereby questioning the validity and generalisability of Western theories and models when applied to the Middle East. The purpose of this study was to explore different aspects of OD in public sector organisations in the UAE. It was conducted in Abu Dhabi Sewerage Services Company (ADSSC).

The research aims to determine the attitudes of leaders and employees towards OD interventions and resulting change within a traditional organization. It also examines problems of achieving fundamental attitude change in the top management of traditional organisations. Additionally, it also contributes towards Human Resource Development thinking on the context, role and impact of OD interventions and identifies practical challenges confronting leaders in transforming traditional public sector organisations into project-oriented organizations. The research utilises a mixed method (qualitative and quantitative) approach. The findings of the study indicate that ISO implementation as an OD intervention can help traditional organisations to transform into a project-based organisations by improving overall effectiveness, reducing costs, improving the overall service quality. Other useful findings include managing resistance to change, institutionalising change, and training the employees to implement ISO as an OD intervention. The study has some limitations including small sample size; time available with respondents; and questionnaire response rate. Nevertheless, this research contributes to our knowledge of the utilization of ISO interventions for Organisation Development and offers some practical evidence-based strategies for transforming traditional public sector organisations into project based organisations.

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Declaration

I, Salem Almahri, hereby declare that the thesis "Organisational development in the United Arab Emirates: Prospects for Change in the Public Sector" was carried out by me for the Doctor of Philosophy in Management degree at the University of York, United Kingdom.

I declare that this thesis is a presentation of original work and I am the sole author. This work has not previously been presented for an award at this, or any other, University. All sources are acknowledged as References.

The interpretations that are given in this research are based on my understanding and reading from the books and published articles.

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Chapter 1: Introduction

1.1 Background

Organisational development applies behavioural knowledge and practice to help organisations to implement change and attain greater effectiveness. It seeks to improve the external environment and internal functions of an organisation for achieving high quality and high performance. Suggestions by Taher et al. (2005) indicate that organisational development can be construed as action science in the context of organisational change. Further to this, knowledge is also developed by applying the change and learning from the consequences of the change applied (Taher et al., 2005). In the context of the UAE, organisational development is described by explaining the role of HR in public sector organisations. In the research, OD is discussed as one of the most important factors for the success of public sector organisations in the UAE (Kolachi and Akan, 2014). However, it appears that Organisational Development is not applied in the public sector organisations of the UAE. Its application is limited to the western context and change management is hard in the public sector organisations of the UAE.

The research is being undertaken as a scarcity of literature was found on the topic– organisational development in public sector organisations of the UAE. Other reasons for conducting the research are to examine the reasons of low levels of employee engagement, and to make public sector organisations more effective by implementing OD intervention. The research carried out attempts to highlight the limitations of organisational development in the public sector organisations of the UAE.

Economic Situation in the GCC Countries

It is essential for an overview of the economic situation in the GCC countries to be put into cognizance in order to fully assess organizational development in public sector firms within the UAE. Additionally, governments in the region will be interested in ensuring the distribution of oil revenues amongst the population of the country. Economic diversification is taking place in the economy of GCC countries due to declined oil prices in the year 1980, and the increasing volatility in the following years. Since the inception of oil exports in the Gulf countries, the major source of revenue for these countries has been oil export, solely. There is a one-to-one relationship between the performance of the economy and international oil prices (Hvidt, 2013). The fiscal policy of GCC countries has played an important role in shaping the social and economic outcomes for the current as well as future generations. However, with the increasing volatility of oil prices in the international market, government revenues have become uncertain, leading to large swings in fiscal balances (IMF, 2013). In the last decade, two models of specialisations seemed to have arisen in the GCC countries. The first model is that of Oman, Bahrain, Qatar and the United Arab Emirates following the path of economic diversification. The second model is that of Kuwait and Saudi Arabia concentrating on the mining and oil sector (Marzovilla, 2014). The economic situation of the GCC countries does not seem fine. The public sector needs to make efforts in shifting the economy's attention from the mining and oil sector solely to the efficiency of the employees of public sector organisations.

The petrodollar monarchies of the Gulf are dependent on migrant labour and hydrocarbon revenues (Sturm et al., 2008). Mostly government jobs are reserved for nationals of the UAE. People of the UAE prefer to enter the public sector organisations rather than private sector organisations. There is a sense of job security in public sector organisations and more perks

and facilities are offered in comparison to the private sector. It draws the attention of the people of the UAE towards the public sector organisations rather than the private sector organisations. Moreover, the trend is showing that foreign nationals are employed in the private sector. In public sector organisations, foreign nationals number less and there are more chances for the local people to get employed. A study has confirmed that citizens of the UAE do not find it acceptable to work in the private sector due to long working hours, the restricted approach to employee performance and short periods of leave (Salih, 2010). UAE nationals believe that the private sector offers less opportunities and low wages. On the contrary, there are ample opportunities in public sector organisations to grow and prosper (Al-Ali, 1981). The government has taken many initiatives to promote nationalisation of the local workforce. Some of the initiatives are Saudization, Emiratisation and other such programmes (IMF, 2013; Sturm et al., 2008).

Abu Dhabi Economic Vision 2030

Abu Dhabi's government has announced a transformation plan for the economy of the Emirates. Abu Dhabi Economic Vision 2030 focuses on reducing the reliance of the nation on the oil and gas sector along with focusing more on the industries that are knowledge-based in the future. The Abu Dhabi Economic Vision 2030 has the aim of achieving economic transformation along with bringing global integration. Abu Dhabi is committed to building a diversified and sustainable economy by 2030 (Abu Dhabi Council For Economic Development, 2017). As a result of the researcher's personal beliefs in the vision for the government of Abu Dhabi as well as the unique nature of Abu Dhabi's Public Sector organizational development, this study would be focusing on examining the features as well as the unique nature of Abu Dhabi Emirate's public sector organizational development. The Vision 2030 is the strategy for socio-economic transformation of Abu Dhabi. The Vision

2030 presents a roadmap for achieving a sustainable and secure future. Some important government economic priorities of the government under the Abu Dhabi Economic Vision 2030 include building an integrated business environment, building a resilient financial and monetary environment, developing a productive workforce, developing an efficient infrastructure.

However, for developing a dynamic economy and accomplishing the objectives laid down in Vision 2030, it is important for Abu Dhabi government to make public sector organisations more efficient. The government needs to optimise the use of the workforce and enhance workforce productivity. Government cannot continue being the employer of choice amongst nationals. It needs to encourage nationals to join the private sector by equipping them with a work ethic, the required skills, and qualifications to succeed in the private sector job market (Abu Dhabi Council For Economic Development, 2017).

Organisational Development in the Public Sector

Organisational development in the public sector organisations can be used as an approach to change the scenario of low levels of engagement amongst the employees of public sector organisations. There is a need to change the scenario by rolling out organisational development in public sector organisations. It is usually used in public sector organisations for the purpose of implementing strategic initiatives (Sminia and Nistelrooij, 2006). There is a need for making the change in the organisational goals for making changes on a large scale. Organisational development will prove to improve the performance and productivity aspects and will generate more income for improving the economic growth of the country (Sminia and Nistelrooij, 2006).

Organisational development and change are required to be implemented in the economy of GCC countries. Organisational development has emerged in the Middle East countries recently, to make the process of change successful. Organisational development will assist the economy to grow by making public sector organisations more growth-orientated. There is dominance of the public sector organisations in the economy of the Middle East. The public sector affects the system of the economy in many ways such as causing delays in obtaining licences, imposing high revenue costs on the collection of revenue, the poor quality of public services and the complex court system. Thus, OD initiatives are influenced by the policies of the government within the Middle East (Mathias, 2014).

In GCC countries, the number of expatriates is more in comparison to other countries and groups of countries such as Pakistan and India. In the UAE, the number of expatriates exceeds the UAE nationals. As per the estimate of 2010, around 7,316,073 people are expatriates. It has increased by more than 20 times from the 1975 figure of 356,343.Thus, it can be confirmed that foreign nationals number more and constitute 88 percent of the total population of the UAE. Most expatriates are believed to have come from Asia, specifically from India. In terms of employment, foreign nationals account for a large number, more than 96 percent as per the report of 2011. Around 40 percent of the workforce of the UAE is employed in the public sector. In the case of the private sector, it is 99.5 percent (De Bel-Air, 2015).

In relation to analysing the political economy of the Gulf States, the concept of the rentier state has been established in the literature (Beblawi and Luciani, 2016). The rentier state theory seeks to elaborate the relationship between state and society in which a large proportion of income is derived from the unproductively earned payments and rents. The theory has been applied to the Middle East, including Arab and Gulf States, because of the

heavy dependence on the export of oil. In a country like the UAE, having a high reliance on oil and gas has now changed the relationship of the state with society. The country's dependence on building international roles and images has increased (Gray, 2011). This theory states that state authority is accepted by the citizens in lieu of the state's distribution of income (Randeree, 2008). The focus of the government should be completely shifted to the economic well-being of the people by eradicating the challenges of employment in the GCC countries. Economies of Middle Eastern countries usually lag behind their competitors' due to the challenges faced by public sector organisations. Many challenges are faced by the employees in the UAE, such as sustainability issues, future demographics, diversity related problems and employment of the national workforce. Through organisational development all the issues can be addressed because as a result of adoption of organisational development there could be leadership of organisations developing, strategies which are more holistic and people oriented as well enabling lasting change (Randeree, 2008).

In the 1960s and 1970s, the Gulf region had shown an increase in oil wealth, contributing to the rapid urban development. Later on, challenges related to employment were faced by the countries of the GCC. The rise in unemployment amongst Bahraini nationals made employment a major issue in the regime in 1990. Initially, there was a need for expats for undertaking specific projects. However, the number of expats working in the private and public sectors of the GCC countries increased with the passage of time. The main reason is as a result of fewer number of people working in the UAE public or private sectors and as well as due to unemployment (Beidas-Strom et al., 2011; Davis and Hayashi, 2007). The highly controversial system of the GCC countries, the Kafala system, has not been eliminated by the GCC states with the exception of Qatar. According to the Kafala system, owners of real estate companies having a large number of projects are allowed to bring in labourers with

short-term contracts and low wages. This system ends within six months, reducing the expenses for the owners in comparison to local labour taken from country itself (Winckler, 2010; Chatam House, 2012). This system is also responsible for the increase in the expatriate population in the UAE, as this system allows employers or GCC nationals to hire workers from other countries at much lower costs in comparison to nationals.

Overall, in order to make the economic situation better in the GCC countries, reforms are needed. Reforms should be rolled out in both the public and private sectors to promote the nationals in jobs. Reforms will increase the income of the people and the economic situation of the country will become better (UN, 2009; Louër and Hertog, 2015).

Over-reliance on expats is evident by the fact that in GCC countries, the population of expatriates is 26.05 million while the nationals number 20.45 million (Forstenlechner and Rutledge, 2015). This has led to several problems for GCC countries. First of all, the larger migrant worker population poses a security threat for these countries. Secondly, it has led to dilution of the indigenous culture. Finally, the large expat population is responsible for the higher unemployment rate amongst nationals as a majority of private sector companies tend to hire expats owing to their low cost (Forstenlechner and Rutledge, 2015). The problem related to expats can be solved by organisational development.

Presently, the UAE is undergoing rapid change in terms of expansion. The growth is fuelled by investments which are gained from the proceeds of increasing oil prices. The international investments in the major private and public ventures are also contributing to the growth in the Emirates (Alam and Dubey, 2014). To strengthen the macroeconomic foundations of the country the government has recognised the long-term strategies like increasing investments in

human capital and focusing on the sustainability of growth of the non-oil sector. A big challenge for the government of the United Arab Emirates is to increase the rate of the reform process along with its implementation so that the transformation of the economy helps in creating job opportunities for the citizens (Bradley et al., 2014). The human resource of the UAE is highly competitive and understands the scope of change and innovation, which is implemented in the functions and projects of the country (Yousef, 2004). However, in the UAE a large number of people working are expatriates. Due to the expatriates' population outnumbering the local people in the country, the local people get fewer opportunities for employment. The number of migrants increased in the country in 2005 in comparison to 1990. There is a scarcity of literature on the differences between the promotional opportunities for the domestic people and expatriates. Expatriates coming from other countries are already availing the career opportunities as they are sent to other countries on international assignments (AbdelRahman et al., 2012). Thus, the country should focus on extracting the capabilities of its citizens by ensuring their enhanced participation and involvement in the activities and projects (Yousef, 2004). There are some key questions that can change the fortune of Gulf countries in the next two decades. The focal questions are relevant for the United Arab Emirates. These focal questions are as follows.

Will the leaders of the UAE implement the economic and political reforms effectively? Will they govern the private and public sector effectively by enforcing the leadership and governance capabilities for future growth and stability in the nation? There is scope for improvement in the governance and leadership structures in the UAE. If the public management of the country is improved along with allowing some openness in the government structures, this will help in improving the effectiveness of public/economic programmes so that foreign investors can be attracted (WEF, 2007, p.2).

Given the economic context of the UAE, it is clear that organisational change is required to meet new challenges. Many observers advocate organisations to transform into project-orientated organisations. Such transformational change is complex and rarely achieved; many factors such as organisational culture, structure and environment need to be considered. Change in the public sector organisations affects the power relationships within the organisations. Change also affects the stakeholders of the organisations. An important role is played by the leaders in communicating the change for properly implementing it (Taher et al., 2005). A study illustrated the change from the side of teachers in an educational institute. The resistance was culture-related, personal and psychological. The teachers were afraid of unknown changes in the institute. The issue was faced by the students as well due to a new curriculum being rolled out (Ibrahim et al., 2013). The study presented that higher and complex organisations often find it difficult to implement the change in their organisations. The ability of the top management to understand the need for change and delivering strong leadership is what determines an organisation's failure or success (Mathias, 2014).

Another important challenge in implementing the change is prediction of the results of the change's implementation (Carnall, 1990). In addition, attributes of public sector organisations such as hierarchy, top-down management and set rules and regulations for decision making make implementing change more difficult (Junge et al., 2010; Osborne and Brown, 2005). The role of power and politics in the organisational change is also very important. Public organisations of the UAE seemed to have found an answer in Organisation Development (OD). Even in the GCC countries, the public sector organisations have implemented innovation through the process of change management (OECD, 2014). The present study examines how OD interventions are being implemented within public sector organisations in

the UAE in transforming into project-orientated organisations. However, the role of leadership is important in OD interventions.

Leadership styles have a great influence on employees' attitudes and behaviour. Several studies have spotted the impact and influence of leadership styles on employees' job satisfaction and turnover in public sector organisations (Al-Ababneh and Lockwood, 2010). There is a need for leaders to introduce and devise new approaches to enhance employees' job satisfaction and commitment, so that the performance of an organisation can be improved (Brooke, 2006; Voon et al., 2011). Leaders need to aim at optimising every human resource in their organisation (Bergquist, 1993). They have to empower the employees, to initiate improvements and change. It is vital that they implement effective organisational development interventions to improve the performance and effectiveness at organisational, group and individual levels. Leadership and OD are conceptually linked; however, the problem for the thesis is that OD was originally developed in the US, along with most popular theories of leadership. There is a direct relationship between the performance and leadership of an organisation. Most businesses are willing to do business with those organisations that have a stable leadership (Khator, 2012). OD can be made effective with the help of effective leadership. In a bid to become fully effective, the development system of the organisation should be integrated with the performances of the organisation (Bolden, 2010).

Definition of Traditional vs. Transformational Organisations

The traditional model for organisations is more concerned with the agencies performing administrative functions. Under this model, communication is not easy and there are various barriers to communication. The type of communication practised in such organisations is task-orientated and formal. This model is practised in various business organisations.

However, these organisations are slowly adopting the transformational organisation model to achieve competitiveness and be successful. The transformational model indicates that the organisations have transformed or shifted from the traditional model by way of the change management process to ensure effectiveness and better productivity. Thus, these models are implemented as a way of a management process. There are multi-unit structures in the transformational organisations that provide better scope of communication and thus enhance the efficacy of the organisation (Molero et al., 2007).

Traditional Organisations

Halmaghi (1990) describes traditional organizations as representative of an organizational structure which excludes characteristics of being hierarchical suggesting power flow in such organizations is vertically and upwards. Other features which are illustrated by traditional organizations include departmentalization of the employees and the "flow if command" in the organization being strictly followed (Halmaghi, 1990). Maqsood and Mian (2011) in further describing traditional organizations describe them as being characterized by strict and rigid plans which may not be easy to change as opposed to comparison with the flexibility exuded in modern organizations today (Halmaghi, 1990). John et al (2018) indicates that while in modern organizations there may flexibility which enhances the work environment to stimulate creative inputs, in traditional organizations, there is a fixed and inflexible atmosphere which are dependent in strict laid-out plans, thus indicating the organizations have a "tall" hierarchical structure as opposed to "flat" structure exuded in modern organizations (Loonam, Kumar, & Parry, 2018).

Slabbert (2004) in furtherance suggests that with regards to risks, traditional organizational organizations adopt policies which are specific to ensure that the organizations are protected

from any forms of risks, thus minimizing overall risks as opposed to practices in modern firms where different high risks are taken in a bid to jolt the growth of the organization's development (Slabbert, 2004).

Traditional corporate companies and organizations are making endeavours to implement vertical disaggregation strategies in order to make transitions to form a network organization. Network organizations are necessary for modern firms in the changing environment (Cravens, et al., 1994). It is very complex as merely flattening the hierarchy will not work. Major emphasis is to transform these organizations for adopting the worker empowerment process (Cravens, et al., 1994).

Transformational Organisations

The contingency model of change was introduced by Dunphy and Stace (1993). The research of Dunphy and Stace was based on 20 Australian organisations. The major emphasis of the model was on the thinking that change strategies of the change agents and managers should differ on the basis of different external environments. It was claimed that one theory cannot support all the situations. Instead, adaptation makes sense in case of change in the environment. Authors of the research elaborated that the strategy for managing the change should be according to the degree of change to be introduced in an organisation, in such a manner that leadership is required and external conditions fit as per the organisation's needs (Dunphy and Stace, 1988).

The change matrix created by Dunphy and Stace is shown below:

Figure 1: Dunphy and Stace change matrix

Source: (Dunphy and Stace, 1988)

At present, ADSSC most likely lies under type 2, as the style of management is directive in nature and the company follows a bureaucratic to performance-driven culture. ADSSC has a bit of type 1 as well in the organisation as the company has a collaborative and consultative nature. ADSSC adopted a comprehensive and interdependent approach in developing its performance management system. The company has also established an organisational excellence model, which is an integrated framework that provides a holistic view from numerous management perspectives (Kaplan and Norton, 2014).

Organisational change can be categorised into four types, namely fine tuning, incremental adjustments, modular adjustments and corporate adjustments. Similarly, organisational leadership can be categorised into four styles, namely collaborative, consultative, directive and coercive styles. The best method is chosen according to the organisation (Dunphy and Stace, 1993). Transformation leadership can be a major driving factor for transformational organisations. The role played by transformational leaders is very important for convincing the employees to adopt the change (Dunphy and Stace, 1993). In UAE organisations, change management can be rolled out with the help of transformational leadership. Transformational

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leadership will prove to be helpful. Research has shown positive relationships between transformational leadership and employee performance and commitment levels (Abdalla, 2010). Technology change and strategy development changes are frequently rolled out in the organisations of the UAE. Employee involvement and commitment was found to be low in these programmes. Cultural barriers were faced by the majority of organisations in the change management process (Yazeen and Okour, 2012).

1.2 Statement of the Problem

This section attempts to raise some of the key debates or conflicts in relation to the proposed research. The first of which is that organisations in the UAE are based on Arab traditions and face staff retention problems. Human Resource (HR) practices and other factors such as job satisfaction, organisational commitments and leadership practices have been introduced within public sector organisations in the UAE with little success (Ware, 2008; Awamleh et al., 2005; Abdulla et al., 2011). Employee engagement in organisational decision-making is also very low because of the hierarchical structure of the organisations and the autocratic style of leadership followed by the managers (Abdulla et al., 2011). Lack of loyalty is a serious problem in organisations in the UAE. Ultimately, this leads to an increase in the number of employees leaving these organisations (Abdulla et al., 2011).

In theory, HRM within the project management context has its own characteristics that play a vital role and are socially responsible in comparison to traditional HRM (Belout and Gauvreau, 2004). However, as Khoury and Tozer (2012) noted, in the Arab Gulf region, the employee engagement rate of nationals is just 26%. It has been estimated and analysed that almost three out of four workers are actively disengaged or not engaged at work (Khoury and Tozer, 2012).

Recent research suggests that if absorption of the present Emirati workers is continued by the public sector of the UAE, then this will result in an increase in the spending of the government by more than US$10 billion annually. The Emiratisation initiatives of the government are focusing on promoting at least some proportion of the Emirati citizens in many private sector industries so that they can be successfully retained and engaged (Khoury and Tozer, 2012, p.63).

HR could play an important role in delivering effective OD. However, according to Rees et al. (2011) in the Middle East region, the process that is used for the organisational development is extracted from the more generic practice and theory of organisational change and development, which includes a specific set of values linked with the leadership of organisation change and development. The role of HR in OD is not emphasised in the Middle Eastern countries. This can be viewed from Middle East HRM and other employee-related values and practices, which include: a high preference of employees towards consultative and participative styles, an authoritarian style as liked by the managers but disliked by the employees, the last word of the manager to be taken as the rule, respect for seniority, low level of preference for support and achievement rather than high preference for power, and job security. In the Middle East, some sort of discrimination is also practised between the expatriates and locals, which, coupled with gender discrimination, leads to segregation of the occupational structure (Tayeb, 2005). Many of these practices and values can be counterproductive to OD interventions. Thus, there is a need for emphasis on HRM practices that support OD interventions. HR needs to ensure that the leadership capabilities are transformational, not just transactional.

In the Middle Eastern countries, the leadership style that is prevalent is based on nepotism, which means the leaders practise the influence or power of favouring; favouring friends or relatives in engaging and providing jobs. It has been mentioned that there should be the establishment of clear lines of responsibility and accountability while organisational restructuring is implemented. Poor and biased leadership will lead to ineffectiveness and low levels of employee engagement and also result in unemployment. This needs to reduce and even remove the favouring by leaders in order to increase the level of employee engagement in the public sector organisations of the Middle East (Rees et al., 2011, p.147). However, studies show that transformational leadership can exist in Arabic culture. Change and leadership are intertwined with each other. The major purpose of leadership is to implement the change in the organisation successfully. For proving the relationship between change and leadership, consequentiality, a view of ethics can be adopted. Emphasis of this view is on the outcomes rather than the processes (Boje et al., 2012). The preferred style for achieving the outcomes can be transformational leadership. Transformational leadership is that style of leadership which involves passion, enthusiasm and energy. In this style, leaders not only are involved and concerned about every stage of the process but also help the members of the group succeed in their particular tasks. This style of leadership helps in strengthening the bond between the leaders and the followers, and ensures high levels of motivation and morale between them (Cherry, 2015). It would be more appropriate to use transformational leadership from the perspective of the employees. Employees are more comfortable with transformational leadership. They tend to perform better under the leadership of transformational leaders. Moreover, it is evidenced from the research that employees working under transformational leaders are more successful. It is more appropriate for our project as well, as it is essential to manage the attitude of the employees while implementing change in the organisation. This kind of leadership strengthens the relationship between employees and

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leaders. It is better for the achievements of goals and not only are the leaders responsible for implementing the changes in the organisation, managers also have an important role to play. Managers not having the confidence to implement a change successfully turned out to be failed managers and their organisation was a complete failure. Effort of the managers is required to initiate and implement the change successfully (Schlesinger and Kotter, 1989). Thus, implanting change is the responsibility of the leaders, managers and other personnel of the organisation.

According to Tichy and Sherman (1993), for organisations to transform there is a need for employees to accept personal responsibility for their work in order to reduce the requirement for supervision. Also, organisations should try to remove supervisory positions wherever possible by delegating more power to the employees. This will help the organisation in transforming its relationship with the employees because instead of behaving like children who follow parents' orders, employees will then communicate with their managers like adults or peers. However, according to Francesco and Gold (2008), adoption of new leadership styles is a challenging task because there may be resistance from national cultures against new styles of leadership, as they may prefer to retain the traditional leadership styles and this could impact on the implementation of changes which could impact on organizational development. Therefore, failure of new leadership styles adoption may inhibit the successful implementation of OD interventions.

1.3 Research Questions

Given the perceived need for transforming traditional organisations in the UAE into project-orientated organisations, this study aims to find out the effectiveness of OD approaches in driving this transformation. For fulfilling this research purpose, the focus of this proposed study is on the following research questions:

1. In UAE organisations, how are leaders choosing the right OD approaches to transform traditional into project-orientated organisations?
2. What are the organisational developments or change management tools or interventions that are being used by leaders in the context of project management?
3. What are the dynamics of implementation and the barriers to the success of such programmes?
4. What are the challenges encountered by leaders in traditional organisations to transform them?

These research questions are framed in order to assess the research purpose and objectives and bring transformation into the public organisations in the UAE, and solve the issues of employee retention and other human resource management problems. Research questions help in concentrating on the objectives of the study. The research questions are supposed to be helpful in aligning the entire research according to the research questions. The first research question focuses on the approaches of organisational development in order to transform traditional organisations in project-orientated organisations. Another question emphasises the tools to implement the change management successfully in the organisation. Barriers and dynamics of success of such programmes have also been discussed in the

research. The last question should address the challenges faced by the leaders in organisations for managing the change.

1.4 Objectives

1. To ascertain the attitudes of the respondents (leaders and employees) towards the OD intervention and the changes it is bringing when transforming organisations from traditional to project-orientated organisations.

2. To examine the fundamental changes taking place in the attitudes of top managers in traditional organisations.

3. To add to Human Resource Development theory about the role and impact of OD interventions in traditional public sector organisations.

4. To determine challenges faced by leaders in transformation of traditional organisations

The first objective of the study is to examine the behaviour of the employees regarding OD intervention and changes. The next objective is to investigate the change taking place in the attitude of the top managers in the case of traditional organisations. The final objective is to apply the theory of human resource development pertaining to the impact and role of OD interventions in traditional public sector organisations.

1.5 Scarcity of Literature Related to HRM and OD in the UAE

One of the challenges faced by the research is the scarcity of literature in this field. The field of study itself is also subject to cultural and other contextual challenges, although it is well established in liberal market economies in Western Europe and North America. Moreover, the emphasis given to leadership as an important concept in OD and HRM is equally under-

developed in the Gulf States. Other associated concepts such as team working are also difficult to apply. However, given the rapid economic development of the Gulf States and the UAE in particular, the exposure to Western management ideas has gathered pace. For the public sector in particular, traditional patterns of working, based on cultural considerations, are becoming exposed as being inadequate for the economic and managerial challenges of the 21st century. Governments across the region are also conscious that oil revenues are finite and 'rentierism' will cease to be a sustainable characterisation of such economies (Iles et al., 2012). The rentier state is in threat in Oman and Bahrain due to a decline in the projected oil revenues. In Oman, there are demands of diversifying the human resources within public administration. The introduction of quality management in the public sector of Bahrain can be considered as the desire of modernisation by policy makers. In the looming future, rentier states of the Gulf countries can come under pressure, and the demand for effective public services can increase (Common, 2008). In the books on management, there is a dearth of examples and cases of Arab countries mentioning HRM and international business. Many textbooks do not recognise the existence of Arab-related examples at all. In recent years, interest has been developed in the HRM systems of the Middle East. Countries of the Middle East have diverse cultures. The religion and economy of the countries have diverse characteristics. Some people are rich as they have oil wells and are dependent on the migrant labour. Others, who have no oil reserves, look forward to traditional markets of the country. Managing HR in the public sector is not easy with this level of diversity. Challenges faced by the leaders in public sector organisations are the outcomes of gender issues, leading an intercultural environment, issues in team communication and socialisation, adopting unsuitable or inapt strategies for leadership, the mindset of the leaders, conflict challenges of cross-functional teams and inability to self-assess. Successful organisations which are transformed from traditional organisations are those which rely on the team members.

Empowering the team members can be helpful for leaders in shifting the form of organisation from a transformational organisation to a project-orientated organisation. The literature is abundant in exhibiting the enormous challenges faced by organisations and leaders. Various studies focus on the leadership style chosen by an organisation as a responsible factor of the change implementation in organisations of the UAE, mainly in public sector organisations. Employees of the organisation resist the change because they are not aware about the policies and procedures of the change. Unaware of the benefits of the change's implementation, the employees tend to resist the change. Organisational development is necessary in the organisation for transforming for combating with the challenging environment of the current scenario. Organisational development becomes a major requirement of the traditional organisations. In the age of technical change, innovation and turbulences, organisations cannot underestimate the value of OD. The value of OD is to be made understood by the employees of the organisation with the help of an effective leadership style. Transformational leadership will be apt as transformational leaders are friendly with the employees and are able to convince the employees (Iles et al., 2012).

One of the major issues in the country is managing cultural diversity. Cultural diversity creates problems in managing the operations of HR and OD in organisations. It becomes a tough task for leaders to overcome the same. Workforce demographics for the United Arab Emirates are supposed to be on the agenda of leaders of the organisations. The main problem is also faced due to the hierarchical levels followed in the country. Organisational hierarchies do not allow the adoption of western hierarchies. Thus, problem-solving and agenda-setting become a major problem. Most of the challenges are generated in the HRM owing to the location of the country. Moreover, it was found that economies of the Middle Eastern countries are lagging behind the global companies. Diversity, gender-related problems,

sustainability issues, the national workforce and education concerns make it more complicated. A challenge faced by organisations is to engage the national workforce in the public sector organisations through the process of Emiratisation. To come at par with the other countries of the world, public sector organisations of the Arab Gulf region have to address the underlying changes (Randeree, 2008; Gold et al., 2010).

Overall, the literature review emphasised the challenges faced by the public sector organisations in the UAE, keeping in mind the research questions and research objectives of the report.

1.6 Research Method

The research design used in the project keeps in mind the population, sample and sampling technique, methods of data collection, analysis of the data and sources of collection of the data. ADSSC is the research site for the study. In this chapter, only a brief overview of ADSSC is provided. A detailed discussion regarding ADSSC is in chapter three (French and Bell, 1995, p.151). The research conducted uses both qualitative and quantitative methods. The main research methodology is qualitative for studying leadership, barriers to OD implementation, employee satisfaction with OD, benefits of OD intervention, and motivation during pre- and post-OD intervention programmes. The reason for using qualitative methodology is summed up as follows.

The qualitative data is collected using the interview and focus group methods. These methods helped in gathering the responses from executives belonging to the top management and managers of ADSSC. Through the interviews and focus group, it would be possible to know the views of respondents regarding the OD in public sector organisations. Here, only the top

management executives and managers are referred to for conducting interviews and the focus group because they are the ones who have ultimate authority. The top management has the knowledge regarding the engagement levels of the employees as well. In addition to that, secondary research has been performed. It has assisted in obtaining a vast amount of data for taking cognizance of the research problem. The questions have focused on the internal responses to the intervention, the barriers encountered, the dynamics of the implementation, and the successes of the programme. The responses to the questions have been used to ascertain the attitudes of the respondents towards the OD intervention and the changes it will bring. In addition, interviews have been used to gauge the degree of commitment of the respondents to the intervention. The responses gathered are essential to understand the effectiveness of the intervention and to develop a future course of action to make it more efficient.

The quantitative data is collected by a survey of approximately 150 employees from ADSSC. The sample included all categories of employees to ensure that the findings are a representation of their views. Furthermore, both male and female employees have been included for the purpose of this research. A questionnaire with approximately 10-20 questions has been prepared. Then, the questionnaires were distributed to randomly picked employees of ADSSC. Most importantly, the identity of the respondents is not to be revealed in any manner and there shall be high privacy and secrecy while conducting this questionnaire survey. In addition, the qualitative method of in-depth interviews with top management and focus group interviews with section and department managers at ADSSC will enable detailed opinions to be acquired to understand fully the situation in the organisation before and after the OD intervention.

1.7 Contribution and Implications

This proposed study shall add to Human Resource Development theory about the role and impact of OD interventions in organisations, and specifically in public sector organisations in the UAE, by studying the impact of one such programme. It is assumed that the interventions will be tailor-made and shaped to the needs of local cultures. The study also makes recommendations for aligning the practices and techniques of OD with the values and cultures of the organisations and the society in which they are to be implemented. The research has provided an in-depth understanding of the impact of OD intervention in public sector organisations. This will be beneficial for the organisation as it will enable it to develop and carry out OD interventions effectively, thereby having a positive impact on productivity and performance. In addition, the research can provide a basis for further research in this area. The research shall also benefit the leaders involved in deploying OD intervention by giving an insight into the challenges and how to overcome them. The impact of organisational development will be positive on organisations of the UAE. OD interventions in the organisation will enhance its workforce. Employees will be able to achieve individual as well as organisational goals and objectives. It will expedite the organisation in combating with the competition. It is seen that employees working in the organisations need training to enhance their skills; with the help of organisational development, they are imparted with the required knowledge. Intervention of OD prepares the employees for performing better in the organisation. In this way, the productivity of the employees is increased. Employees perform better and their morale is boosted. They get more opportunities for growth in the organisation. Its overall impact is seen in the profitability of the organisation. The main mechanism for enhancing individual as well as organisational performance is to provide training. Training should be given as per the performance level of the employees (Al-Nuseirat and Biygautane, 2014).

1.8 Research Structure

This is chapter one and is the introduction chapter. This chapter throws light on the main topic and identifies the research questions for the topic. The main aim of this chapter is to identify the level of success in implementing the OD interventions in such public sector organisations that are project-orientated. For the same purpose, various research questions have been framed that identify various elements integral to the implementation of OD interventions. Thus, the chapter contributes towards the research that can be used by public sector organisations of the UAE in implementing OD interventions and becoming more successful by the timely achievement of objectives and goals and aiming towards growth and development.

Chapter two in this thesis is the literature review, followed by a discussion and analysis. Under the literature review chapter, various literature have been considered so that the elements of international public administrations, leadership theories, public sector leadership, international OD in the Middle East, the public administration in the Middle East, the relationship between the political situation and the public administration in the Middle East and HRM in the context of the UAE can be well understood and established for the purpose of the research. The literature thus reviewed is extensively discussed and analysed in the subsequent chapter. The basis for the analysis is presented in chapter one and it is considered whether the literature review conducted will help in glancing the questions raised in chapter one and whether the literature reviewed is sufficient for the purposes identified under chapter one. Chapter three is the research methodology chapter. This chapter discusses the methodology used for collecting the data in order to answer the research questions. The chapter also discussed the rationale behind the selection of the particular research methodology.

Chapter four discusses the UAE cascading down to the public sector in the UAE and further to ADSSC. The chapter talks about the government history of the UAE since 1971 and its development since the election. Also, the chapter discusses the initiatives taken by government such as Emiratisation, the role of the Executive Council in the Emirate of Abu Dhabi, and how they are operating compared to the federal regime in the UAE.

Chapters five and six present the analysis of the data collected. Chapter five is the quantitative analysis chapter. The quantitative data collected with the help of the questionnaire is analysed with the help of graphs in this chapter. Chapter six is the qualitative analysis chapter. In this chapter, the qualitative data collected with the help of interviews and focus group is analysed.

Chapter seven is the conclusion and recommendation wherein the entire results for the research done in previous chapters have be identified. It discusses in detail things that are integral for the successful implementation of OD interventions in the UAE public sector organisations and current working of the UAE public sector. This chapter gives suggestions as to what can be done and what should not be done to ensure growth and development of public sector organisations in the UAE. The last chapter of the thesis addresses the research questions. In this chapter, the research questions framed in the first chapter is answered. The basis for answering these research questions is the literature review, discussion and analysis, and conclusion and recommendation chapters. Thus, this is the basic structure of the PhD thesis.

1.9 Conclusion

This research aims at understanding organisational development interventions within the public sector in the UAE. First of all, an introduction of the public sector organisations of the UAE is given. In addition to that, it is supported that privatisation of public sectors of the UAE will not be beneficial. The economic situations of the GCC countries are discussed in detail. The problem faced by organisations is employee retention. The research questions emphasise the transformation of traditional organisations into project-orientated organisations. The objectives of the project are to examine the responses of the employees in the context of implementation of OD. Other objectives are related to the investigation of fundamental changes in the attitude of the management.

Chapter 2: Literature Review

2.1 Introduction

The main aim of this chapter is to conduct a literature review to examine the organisational development intervention in public sector organisations that are based in the UAE, especially in line of transforming from a traditional organisation into a project-orientated organisation. The main reason behind conducting this literature review is to use international practices as a benchmark and to identify any gaps in the literature that can be filled through this research. The main difficulty in a study of this nature is the application of theories and concepts that are largely derived from the research in developed western countries which are largely Anglophone.

2.2 Organisational Development

Organisational development can be defined as the systematic and ongoing process of implementing an effective change in the organisation. Organisation development is associated with both the applied behavioural sciences and scientific studies. The behavioural science element focuses on understanding and managing practical organisational change. Scientific study on the other hand is associated with the knowledge base developed by processes of inquiry. Organisation development is interdisciplinary in nature as it draws knowledge and theories from psychology, sociology including the theories related to personality, learning and motivation.

Organisation development is a vast field with diverse intellectual roots and it has number of definitions. In 2002 Tim Egan identified as many as 27. The varying definitions of organisational development are illuminating as they provide a direction along with a shared context. One of the most used and frequently cited definitions of OD was given by Beckhard

(1969). He defined organisation development as an effort that is organisation wide, planned, focused on increasing organisational effectiveness, includes changes that are managed from top and includes the interventions that use behavioural-science knowledge.

Another definition of organisation development was given by Burke and Bradford (2005). According to them, organisation development is based on humanistic values and applies the behavioural sciences and the theory of open systems. It is focused on implementing planned changes for improving overall effectiveness of the organisation. In order to improve the organisational effectiveness OD focuses on enhancing the congruency of different dimensions of the organisation such a mission, external environment, structure, culture, strategy, reward system, work policies and procedures (Burke, 2008).

In essence organisation development can be defined as the process of increasing the effectiveness of the organisation along with facilitating organisational change and personal change with the help of interventions that are driven by behavioural and social science knowledge.

Organisation Development (OD) is an approach that was developed in the US and subsequently the UK after the World War II that is based on the application of behavioural sciences for solving the organisational issues. OD grew out from the military during the World War II. Further OD evolved as large scale initiatives that flow from top to bottom in an organisation. The large organisations like global oil companies such as Shell, BP and the UK NHS regions a number of OD functions in were practiced. In UK, OD was frequently associated with the participation of employees: trade unions however opposed this as they argued that participation should be incorporated into collective bargaining procedures.

2.2.1 History of OD

OD is a significant way of changing and improving organizations and has itself continued to change its orientation towards resolving organizational problems. A brief explanation of the evolution of the field will give better understanding of its application today. Focusing on the differences between the traditional values of OD, Worren et al. (2008) indicate that OD has changed in terms of both its analytical and theoretical frameworks along with the changed role of OD interventionists. The discipline of OD has evolved and its traditional values have also changed to align with the needs of modern organizations (Worren et al., 1999). The major values that are contested in OD include participation, collaboration, openness, trust, teamwork, empowerment and learning (Kondalkar, 2009). Originally, OD was a discipline that focused on improving organisational effectiveness with help of interventions, but OD has now evolved into the discipline for managing organizational change. OD was initially considered to consist of long range efforts to improve the problem solving capabilities of organizations, along with improving their ability to face the challenges of external business world with the help of consultant change agents and behavioural scientists (Beckhard, 1969, p.9; Dotse et al., 2015). OD was also considered as an organization-wide effort managed from the top. With the dramatic changes in needs and nature of organizations- particularly flattening and decoupling - there have been changes in OD for dealing with them. In modern world business, organizations are operating in an environment that is constantly changing and the ability to change has become a key assets. Therefore, OD has now become a system-wide application of behavioural science knowledge to reinforce structures, processes, and strategies that can help in improving organizational effectiveness. OD has evolved as a body of knowledge that improves not only organizational performance, but also individual development. OD interventions are now used in several areas of organization such as

leadership development, change management, performance management, strategic planning, organization design etc. (Minahan, 2010).

In relation to distinctiveness of values of OD, the study conducted by Letiko and Szczerbacki (1987) indicates that there were a number of limitations of the OD in context of the professional bureaucracies. Professional bureaucracy is one of the five organizational structures proposed by Mintzberg (1992). The key part of professional bureaucracy is its operating core. It makes use of vertical and horizontal decentralization and utilizes standardization of skills as prime coordinating mechanism. Professional bureaucracies are formalized, but also offer certain levels of autonomy to professionals who are also highly trained in providing non-routine services to customers (Mintzberg, 1992). Earlier, OD focused on machine bureaucracies and not on professional bureaucracies, where job descriptions are defined loosely and coordination in such bureaucracies is achieved with the help of mutual adjustment (Leitko and Szczerbacki, 1987).

OD and Action Research

Action research can be defined as the process of collecting research data in a systematic manner in relation to particular goal, objective or a need of a system that is fed back into the system and actions are then taken by altering the variables and evaluating the results with the help of further data collection. The process of organization development can also be presented in the form of a model of action research. The OD process also involves a series of steps that help in achieving the goals and objectives related to the organization development process. The series of steps that are adopted in the process of OD includes following – problem identification, problem diagnosis, change planning, change interventions and change evaluation. These steps are taken in a continuous and cyclic manner. The cyclic process in the OD indicates that it involves an action research process. There is a long standing history of

action research in organizational settings which aims at better understanding of the processes of organizational change and developing more effective work practices (Cooke and Cox 2005). This history is well represented in Coghlan and Brannick, (2004), Greenwood and Levin (1998), and Toulmin and Gustavsen (1996). Busch (1998) utilized the appreciative enquiry that is a recent form of action research for helping the organizations and communities to create new images of themselves based on understandings of their past. The images generated help in leading developmental changes in organization. There are four major principles of appreciative enquiry. The action research should start with appreciation, and should be applicable, proactive, and collaborative (Bushe, 1998). Bate et al. (2000) utilized the action research approach in implementing an OD intervention at a large hospital trust in England. This approach helped hospital in managing cultural and structural change successfully.

McArdle and Reason (2008) consider action research as a practice that is used for systematic development of knowledge that is based on a different form of traditional academic research. The authors have considered action research and organization development as the two disciplines that are related to each other closely. The authors stated that action research and organization development can together help in a collaborative enquiry with the help of structure and process creation. In addition, the authors also highlighted that action research and organization development are rooted in democratic values with an aim of changing thing for a better purpose by engaging everyone involved in the process. Coghlan (2012) also considered action research and organization development as the two disciplines that are interrelated but are independent of each other. The author also focused on the synthesis of OD and action research with the help of different change programs and approaches. (Coghlan, 2012). Asumeng and Osae-Larbi (2015) also indicated that the action research model can be referred to as the step by step process that facilitates the process of organization

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development. The action research in OD process helps in conducting the interventions effectively along with improving the overall business situation.

Relationship between OD and HRM

According to the Oxford English Dictionary, 'development' can be defined as a specific state of growth or advancement". OD is also about growth and development with practices such as improvement and adaptation. OD helps in improving the performance of an organization and achieving its goals. The Cambridge Dictionary defines OD as the process of making an organization more effective (Cambridge Dictionary, 2018).

Beckhard (1969) defined organization development as an effort that is organization-wide, planned, managed from the top, and focuses on improving the effectiveness and health of organization through planned interventions and behavioural science knowledge (Beckhard, 1969). Jamieson and Rothwell (2014) focused on the relationship between HRM and OD and determined that both these disciplines operate independently but in parallel pattern. The two disciplines are different in the context of mind-set, pay and status. Another major difference that was highlighted in the study by authors was that OD focuses on pursuing the change but HRM focuses on pursuing stability. The differences between OD and HRM indicate that these two are different dimensions with different goals and objectives but are often used together to improve the organizational outcomes (Jamieson and Rothwell, 2015). OD from the perspective of Human Resources can be defined as a systematic and planned approach to change that enables an organization to achieve a sustainable performance while involving the people of organization in change processes.

OD helps organizations succeed in the global, competitive, and interconnected world but there remains potential for growth, in both developed and developing economies. Not surprisingly, many HR professionals, managers, and corporate strategists are interested in acquiring OD mindsets and skills. Douglas (2018) stated that there is a relationship between OD and HR as OD also focuses on improving the organization and individual capacity along with performance. The relationship between OD and HR has become stronger after the "business partner" evolution of HR as the function that considers employees as valuable assets for organization sustainability and performance. OD can be combined with HR so as to obtain an outcome that improves effectiveness of whole organization by achieving process synergies rather than just acting on one of the activities of organization. Rothwell et al. (2015) also indicated that there is a relationship between OD and HR. Organizations in a dynamic and competitive environment face operational and strategic challenges that make it essential for them to engage people successfully in both disruptive and continuous changes. HRM for managing such a situation requires the skills of OD and change management. The managers are now focusing on co-housing or collaborating the two disciplines to face more complex challenges.(Jamieson and Rothwell, 2015).

Gillon et al. (2013) focused on the presence of OD in Human Resource Management. The authors focused on the point that the OD skills are ignored by scholars but there is a need to consider OD as a part of HRM. The authors also stated that traditional thinking of considering OD and HRM as two different groups needs to be changed (Gillon et al., 2013). Dotse et al. (2015) on other hand presented the differences between HRM and OD. The findings of Gillon et al. (2013) are however not consistent with the findings of Dotse et al. (2015). Dotse et al. (2015) indicated that HRM and OD originated from different roots and agendas. HRM has an agenda associated with employment cycle, managing the technicalities,

constraints, placing the skills at the right place and time. OD on the other hand is associated with managing the behavioural changes in the organization with the help of stakeholders and employee mobilization. OD, HRM, and HRD focus on the human elements of an organization. The managers of modern organizations focus on combining the practices of HRM, HRD and OD in different areas such as decision making and planning. OD can link HRM and HRD with practices such as strategic planning, team building, and learning and development. OD interventions can be used for the development of employees who are resourced by HRM. (Kolachi and Akan, 2014).

2.2.2 Rationale of OD

A rationale is the logical basis or the set of reasons for a particular belief or action. The major rationale of OD is to improve the effectiveness of the organisation by taking into consideration the elements and function of the organisation together (Turner, 2018). The major areas of focus of OD include the effectiveness or organisation in context of meeting the needs of employees, effectiveness of employees in achieving the objectives of organisation along with optimizing the symbolic relationship between the organisational success and the satisfaction of employees.

Organisation development focuses on the human factor as well as the data that is inherent in the relationship of employees and organisation. Among many of the roots of OD, group dynamics is one of its most important. Early OD focused on group learning activities in therapeutic contexts, and carried this into organizations, but subsequently emphasised team building activities. Typical interventions of OD in the 1960s concerned team-building and relationship building between bosses and subordinates (Cummings, 2008).

The interventions of OD can be used for helping the employees to become adaptable and committed so as to improve the organisation as a whole. The process of organisation development involves the whole organisation along with the support of employees and upper management an engaging the members at all levels of the organisation (Kenis, 2010).

Third-party organisation development and change management consultants and professionals are utilized for implementing the process of organisation change or development. Based on an analysis of number of definitions of OD, Budai (2011) indicated that it helps in improving number of aspects such as functions, characteristics and constituent parts of an organization. OD also helps in improving connections, structure and processes. (Budai, 2011).

2.2.3 Objectives of OD

There are number of objectives of OD that are discussed below:

The OD helps in improving the performance of the organisation that can be measured by the measures such as market share, profitability and the innovativeness. The OD helps organisations in being flexible or adaptive to the environment in a dynamic world. Apart from improving the overall performance and effectiveness of the organisation OD also helps in solving the organisational problems by involving the employees of the organisation. The OD interventions also help the organisations in improving the patterns of internal behaviours such as intergroup relations, interpersonal relations, support and the level of trust (French, 1969).

First, the international public administration literature is studied and then the notion of public sector leadership is considered. This is important as the current theories of OD and HRM

place high value on organisational leadership, and this is reflected in the growing literature applied to the public sector. Due to the developing importance of OD and HRM in public administration, there is a need to evaluate OD and HRM in the context of both the international and Middle East level. The chapter then focuses on public administration in the Middle East, and the relationship between public administration in the UAE and the political situation in the Middle East. Finally, OD and HRM in the Middle East are studied with a focus on OD and HRM in the UAE.

Public sector organisational development is something which is a relatively new application in public administration, but its implications are highly different and critical. It must be noted that public sector administration itself cannot be taken as a unique framework which can be adopted everywhere without considering a number of factors such as social and political factors and other such factors that have high importance in influencing these two factors. Public sector organisational development in the Middle East is particularly different because of the unique social and political conditions of the entire area; therefore, there is a need for proper evaluation of the underlying factors that have an impact on public administration in the Middle East, the factors that affect public administration in the region, such as leadership, and HRM practices. The main aim of this chapter is to understand the various factors that have an impact on public sector organisational development in the Middle East by evaluating the various leadership theories, along with public administration and HRM theories in both, the Middle East and those that are practised on an international level. There is a dearth of literature on OD in the context of PA in the Middle East, and especially in the UAE. Some studies have been conducted in the Middle East, such as Alberti and Sayed (2007), which studied the underlying challenges faced in governance, but it considers the Middle East, Northern Africa and the Western Balkans. Another study is by Common (2011), which is

about the leadership barriers currently encountered in the Sultanate of Oman. The study by Metcalfe and Murfin (2011) is about leadership, social development and political development in the Middle East. There are these few studies in addition to a few more, but there are few attempts to identify the role of OD in PA, especially how leadership has an impact on PA (Rigg and Richards, 2006).

This literature review is based on the problem of the research and research objectives as described and mentioned in the first chapter of the research paper, which are related to organisational development in public organisations in the Middle East and the UAE. The major problem discussed in this literature review is to understand the issues and problems involved in the process of organisational development in public organisations in the UAE and the Middle East. The major problem is in the process of public management, or we can say public administration. For effective change to be implemented in the organisation, strong commitment to change and acceptance of change on the employees' side is required. For this, there is a need for transformational leadership behaviour of the public managers. The problem in this discussion is on the side of the public employees and managers. As per the agents of public administration, this is a significant problem faced by the public organisations in the UAE and the Middle East. The leadership skills and style of public managers is the problem, because their leadership defines the perception and actions of the public employees. This has been defined in the literature by the author. The evidence for the same lies in the description of the relationship between public leadership and public administration that is required for organisational development, in order to transform the organisation from a traditional to a project-orientated organisation (Van der Voet et al., 2016, p.842).

2.3 International Public Administration

In public sector organizations, public administration is noted to play a significant role to ensure the development of the organization concerned as it is essential to understanding the interrelating agents in organizational change as well as to ensure distinctiveness with regards to operational process such as planning, training and goal settings (Rusaw, 2007). Under this section we are establishing the importance of International public management by looking at a number of significant texts in the field, namely, Bovaird and Löffler (2009), Ferlie et al. (2007), Wart (2003) and Peters and Pierre (2003), which focus on the role of governance in quality service delivery in public sector organisations, and various approaches that are adopted by public sector organisations all around the world.

Currie, Grubnic and Hodges (2011), Anderfuhren-Biget, Varone and Giauque (2014), Pedersen (2014), Lewis (2011), Steijn et al. (2011), El Baradei (2011), James (2011), Chen, Hsieh and Chen (2014), Grossi and Steccolini (2015), Van de Walle and Bouckaert (2003), and Chukwudi (2015) focus on various organisational aspects of public sector management, such as change, leadership distributed networks and organisational hierarchy.

Alberti and Sayed (2007) and Kalantari (1998) are concerned with public administration in Islamic countries. Common (2001) focuses the context of public administration on South East Asia. Van de Walle and Bouckaert (2003) highlight the problem of citizens' trust in their government; for improving the citizens' trust, there will be a need for re-modernisation of public sector services.

Grossi and Steccolini (2015) highlight the problem of poor accounting standards in public sector organisations compared to private sector organisations; they suggest that the

International Public Sector Accounting Standard (IPSAS) adopted for accounting does not take into consideration accountability in municipal organisations.

Chukwudi (2015) highlights the problem of effective service delivery to the people in Nigeria at the very basic level; staff capacity has been found to be one of the most problematic factors in capacity building. Currie, Grubnic and Hodges (2011) examined the implementation that is aimed at identifying the role of networks in organisations and distributed leadership; it is stated that leadership must not originate from an apex point, but rather distributed amongst various members.

According to Thai (2009), public administration can be understood as the management of governance activities, such that more can be done with fewer resources; he mainly focused on public democratic leadership, and did not focus on leadership in other governance types, such as autocratic regimes.

Peters and Pierre (2003) explain public administration as the translation of laws and decrees made by leaders and politicians on actions involving implementation of those laws and decrees in real life; it is therefore the task of several thousand public administrators working in the country, ensuring that each law is well established and reaches the people for the common good. Peters and Pierre (2003) provide a much greater context of leadership in the public space, as compared to Thai (2009). According to Peters and Pierre (2003), the theory of public administration is the same, anywhere in the world; it's just the context that changes. For this research, understanding public administration on an international level and its importance for the society and leadership is very critical. The criticality of the situation can be understood by the effectiveness of the public administration framework in the country, the

policies and leadership, defines too much extent, the effectiveness of governance in the country. Effective governance has the power of transforming the entire nation in terms of effective leadership and overall satisfaction of people in the society (Peters and Pierre, 2003). On the other hand, if the public administration framework is very weak in the country, then the chances are high that policies might not be implemented on a large scale or in a very effective manner.

Choi (2007) attempts to study leadership in the democratic context; the underlying reason that the author gave to pursue this study is that there had been a lack of research in the democratic arena. Choi (2007) defines democratic leadership as the "Relationship between leaders and followers to achieve democracy through sacrifice, struggle, courage, vision and participation"; democratic movements are defined in a similar way, as, "Public struggles for direct elections, political liberalization and other such political reforms". The study by Choi (2007) is in line with the study by Thai (2009), as both literature have emphasized their focus on democratic leadership. Indeed, one might wonder why such great emphasis is put on democratic leadership. The reason that is given by Choi (2007) for the same is that the world is going through a liberalisation process. The notion presented by Choi (2007), that the world is going through a liberalisation process, is also supported by Ferlie et al. (2007, p.7). Hence, the author states that "*Liberal democracy has become a secular religion and the organisation of government has become one of the main theological issues in politics*"; however, many countries such as the People's Republic of China, Qatar, the UAE, Vietnam, North Korea, Oman, Saudi Arabia, Cuba, Kuwait, Jordan, Morocco, Brunei, Bhutan, Malaysia, Central African Republic, Congo, Libya, Sudan, and Myanmar are still under the one party rule or autocratic regime. Clearly, many countries are still in existence, not only in the Middle East but also in the rest of the world, where democracy is still not practised.

The role of leadership in public management was studied by Guerre and Bissessar (2009), and it was seen that any government institution must clearly integrate any leadership theory and the theory of culture, as public institutions work within a social and cultural environment. The main reason behind such an emphasis on strong leadership in public sector organisations is that leadership helps in putting forth the government initiatives; furthermore, 'A strong political emphasis on leadership lies at the heart of the governance agenda' (Broussine, 2009, p. 274). However, it is also stated that it is a very complex phenomenon in the public sector.

The author agrees with the view of the above author's answer; according to him, the leadership style is very much important and the major challenges faced by public organisations today are related to the leadership challenges that are increasing with globalisation and liberalisation. There is a requirement for a set of framework and leadership practices in order to address these challenges that the public organisations are confronted with (Ramnarayan and Kumar, 2004, p.1).

Lewis (2011) focuses on public sector governance by engaging in diversity in the organisation and creating a network of information, which can be used for interpretive examination and implementing a single approach for governance.

Bovaird and Löffler (2009) assumed public administration as the use of managerial techniques for increasing the value of money that is achieved by public services; furthermore, public management has been stated to be different from public administration. Public governance is more related to public administration, which is basically management of people and governance, overall. Ferlie et al. (2007) is aimed at public management practices all around the world, and its current status. In the introductory remarks, the authors claimed

that public management and organisation is passing through a very disorientated and intriguing period all around the world; governments have taken action and are introducing new public reforms and programmes at regular intervals, but still adopt the same orthodox methodologies, rather than evolving with the underlying changes that are needed to be made in the public organisations and framework. The role of public management has, thus, become very important, as is also suggested by Common (2001). The author has anticipated the issue raised by Ferlie et al. (2007) by taking into consideration the underlying changes in public administration, and termed it as "New Public Management"; New Public Management has also been addressed by Ferlie et al. (2007) as well as Bovaird and Löffler (2009). In the NPM, there had been many issues, such as that of globalisation, as policy makers evaluate policies that are in place in other countries in order to formulate better policies for public management, but the underlying issue that arises is whether globalisation is the sole tool of formulating public administration policies or whether there are any other factors that must be considered in regard to NPM. Common (2001) has taken into account the underlying question and has come up with the fact that policy evaluation considering globalisation is not the sole answer for NPM; in fact, various other factors at a micro level must be taken into consideration, as his study in various nations in Southeast Asia, namely Hong Kong, Malaysia and Singapore, reveals that policy formulation must also take into consideration the underlying political situation as well as the social situation in the country. Policy transfer, defined as adoption of policies from another jurisdiction, must not be adopted as such, as a means of policy formulation in a country.

From the available literature on public administration, it can be seen that there had been a number of studies conducted on public administration and policy development, but very few of them focused on the Middle East region. Most of the studies are based on Asian, European

and North American countries; there is even significant research in the context of Africa. There is clearly a huge dearth of literature on public administration and policy development in the Middle East and especially in the UAE. This research shall aim at filling the underlying gap that is evident in the Middle East.

2.4 Leadership Theories

In the previous section, we established the importance of leadership in public management and governance. Leaders have peculiar behaviour and organizational development would enhance behavioural knowledge, allowing for firms to attain better effectiveness in operations (Taher et al, 2005). However, one problem with the literature is that application in the public sector is often problematic, largely due to the political context which renders organisational leadership difficult or even unattainable. White and Lippit (1960 as cited in Choi, 2007) distinguished the three styles of leadership, namely democratic, autocratic and laissez-faire. Autocratic leadership can be defined as leadership with large control of the followers and the decisions that are made by the group. In autocratic leadership, the followers are not given the freedom to participate or express their thoughts in a free manner. Freedom is an underlying constraint in an autocratic leadership setting. In the democratic and laissez-faire styles of leadership, leaders have a lesser degree of control of the followers and the followers are not deemed to be manipulated entirely by the leaders. Leaders in a democratic setting play a very active and visible role, whereas in a laissez-faire leadership setting, the leaders play a passive role, that is the role of the leader might not be clearly visible, but the leader plays a very important role (Choi, 2007).

There has been a divergence in the new leadership order that is emerging in the world. Haque (2001) talks of a new world order that has arisen due to major shifts in world powers. There

had been a major approach shift in governance all around the world, as it is stated by Haque (2001). Other state formations such as democratic formation, capitalist and post-communist states all have been replaced by the notion of a neoliberal state, in which public governance has taken a major shift. The main concern in the new mode of governance is narrow economic growth as opposed to overall development. The structure is based on managerial autonomy rather than accountability, more support rather than effective service delivery, and, most importantly, the standards have to be based on business norms as opposed to public ethics. Haque (2001) stated that the main reason behind this approach shift is the shift in powers and roles towards a more industrialised society; in which industrial growth is the main notion. Box et al. (2001) highlight the relationship between public administration and American democracy, by stating the fact that the public sector is under immense pressures to adopt the operational methods and values of the private sector. The author identified that people have a very small role in policy formulation and advising, even in what are considered as democratic economies such as America, and that there is a need for a more democratic leadership approach which will take into consideration the input from the society in decision making. Kaboolian (1998) focused on "New Public Management", which has resulted in the need for an increase in coordination between the public administrator and public managers, and engagement with each other. In the international public administration literature, economic reforms have been the driving model behind administrative and political relationships; furthermore, an approach shift is also encountered in leadership. Moreover, Hood (1991) also focused on the idea of New Public Management, and stated that NPM holds the all-purpose key to better public management. In other words, NPM precipitated a demand for the kind of professional management and leadership purportedly practised in the private sector, while the need for better coordination which followed the organisational fragmentation of government after the NPM implementation furthered the demand. 'The

OECD and its member states now recognize the need for leadership in rapidly changing and modernizing public organisations' (Horton and Farnham, 2007, p.447).

2.5 Public Sector Leadership

In a study by Lane (2008), the role of strategic management was seen to be very high in the delivery of effective public services. The role of strategic leadership is further encouraged due to the complex organisational structure of public sector organisations. James (2011) highlights the problem of citizens' expectations in the context of employee attitude, satisfaction and behaviour towards the performance of public sector organisations. It was stated that the poor performance of leaders will have significantly low expectations on the satisfaction level of the leaders. El Baradei (2011) investigated parallel structures in public governance and found that parallel structures in public administration are highly effective in short-term reforms in governance; however, long-term reforms need genuine commitment from the leaders. McGurk (2009) demonstrates the importance of implementing development programmes in public sector organisations, while taking more consideration of the activities of the middle managers.

Fairholm (2009) had identified various traits that a leader must have. Traits refer to the characteristics that a leader must possess, such as the leader should be more charismatic, should be a better motivator. However, many other theories emerged, such as the great man theory, and other such theories which particularly focused on leadership traits. In particular, leadership can be categorised into three types. The theory of situational leadership suggests that an effective leader is required to understand the situation under a context and is required to act on the basis of that situation. Grint (2010) focused on this fact and stated that the simplest definition of leadership is "having followers"; another very important definition that

Grint (2010) provided is that he linked leadership with power and suggested that a leader is a person who has significant powers; in fact, leadership can be alternatively defined as the use of power to make the followers do things that they will not do otherwise. Indeed, this definition seems to be extreme, but it might be true in many contexts. An effective leader is required to understand the situation and evaluate the situation from a rational perspective; this style is opposed to the traditional style of charismatic leadership, in which the leader has a number of followers who would follow the leader and do everything that the leader says. According to Fairholm (2009), situational leadership is the result of a task-orientated continuum as opposed to a people-orientated continuum. McCleskey (2014) stated that the leader might adopt any approach that he might see to be suitable for completing a particular task or activity, and that is the underlying importance in public administration. McCleskey (2014) also reviewed the leadership types and traits in an effective manner and has showcased results similar to Fairholm (2009). Furthermore, these two articles have been of very high importance in the study as they provide information about various types of leadership and how leaders would act in a particular situation.

In public sector leadership, especially in the Middle East, there had been several barriers hindering the effectiveness of public sector leadership. Common (2011) conducted a study in the Sultanate of Oman, attempting to measure the barriers in public sector leadership in the Sultanate. It was noted that Oman is a traditional Sultanate, which had been transformed into a state following considerable support from the British; thus, the overall process of modernisation occurred much later in Oman. The underlying fact to note through the study is that the organisational leadership in Oman is highly dependent on the political situation in Oman, which is mainly driven by the monarchy, who rule and control the state. Therefore, in the context of leadership in the Sultanate, the main thing to note is that the sultan controls the

state, rather than individual leaders, as is the case in democratic countries; furthermore, the lack of development in the market poses more problems for the development of the Sultanate, which is further alleviated by the fact that the economy is not as diverse as it should be. It can be noted from the case of Oman, demonstrated by Common (2011), that there are various factors that impact leadership, such as the political situation in the country, the maturity of the market, and the diversification of the economy, amongst other factors such as interaction with the outside world and level of freedom enjoyed by people.

Wart (2003) has seen that there had been several leadership approaches which were used in public sector leadership, namely the great man leadership style, which was predominant pre-1990; trait-based leadership, which was predominant in 1900-48; contingency leadership, which was predominant around 1948-1980; transformational leadership, which is still in use, along with servant leadership and multifaceted leadership. One very interesting point that can be noted here is that it was seen by Ferlie et al. (2007, p.7) and Choi (2007) that in some places there had been an advent in politics, in terms of adoption of a more liberal political approach; thus, the advent of charismatic and more energetic leaders, that are multifaceted in their approach, is justified, as in a liberal structure, there are few restrictions and large management tasks that can only be countered using a multifaceted leadership approach. Pedersen (2014) identifies two dimensions that are very effective for public sector leaders to work in the interest of the public. The two dimensions identified are commitment to public interest and user orientation; furthermore, the behavioural outcome of local councillors is also of high importance. Anderfuhren-Biget, Varone and Giauque (2014) identified the extent of the policy environment and its impact on the level of public service motivation. A total of four Public Sector Management (PSM) factors are identified namely compassion, attraction to politics, commitment to the public and self-sacrifice.

Another theory of leadership that is described in detail by Grint (2010) and Fairholm (2009) is the transformational theory. Transformational leadership is composed of four main factors namely charisma, individual consideration, inspiration and intellectual stimulation (Keskes, 2013). In international public administration, the best practices are to align public administration leadership with the current best practices; however, Fairholm (2009) states that aligning with the current best practices is part of the puzzle, and one very important aspect that is left out is "strategic planning".

The author agrees with the view of the suggestions iterated above, and according to this, the transformational and charismatic models of leadership have considerably attracted the attention of the researchers. The transactional, transformational and charismatic leadership depend on perceptions. Charisma always remains a cornerstone in all the leadership approaches, whether it is transactional leadership or transformational leadership in the public organisations (Awamleh et al., 2005, p.1).

From the analysis of public administration policies and concerns, one thing that has become clear is that there is a gap in international public administration, as can be seen from Choi (2007) and Fairholm (2009) that leadership in the public administration requires leaders to be highly aligned with two aspects. Firstly, leadership in the current context, using the best practices in leadership, and secondly, leadership taking into account the context of strategic planning. Both the concepts are essentially important for better public administration, but it seems like only the first practice has been adopted by highly aligned public administration, and in many cases, even the first practice is not aligned and the old definition of leadership is still in practice, as it is suggested by Choi (2007), Fairholm (2009) and Peters and Pierre (2003).

The roles of public administration, public sector leadership, leadership theories and organisational development are becoming clearer now, as it has been seen that public administration and public sector leadership are highly dependent on various environmental factors as well as social and economic factors, and as such, in policy formulation, policy transfer cannot be adopted as a single approach for formulating policies in various different legislatures. The high importance of leadership and evaluation of leadership with the changing political and social scenario puts emphasis on organisational development and its relationship with public administration. The literature suggests that leadership is very important in managing the staff and employees in public sector organisations. The importance of employee effectiveness and satisfaction is also highly important in the effectiveness of the work of public sector employees.

2.6 Relationship between Leadership and Public Administration

Leadership approaches and leadership styles significantly affect the overall public administration, or we can say the management of the employees or people in a public sector organisation. Today, it is like a challenge for the managers of public organisations and the government to manage and administer people in public sector organisations. It has become increasingly demanding. In order to meet the important and critical challenges of governance, the competencies of the managers of public organisations need to be focused upon. A significant level of adequacy is required in managerial experience, leadership attributes and knowledge of the top management and public management in order to bring about organisational development. There is an important requirement to introduce programmes of leadership development in these public organisations in order to train the public sector managers on leadership along with the management. In order to meet the challenge of transformational leadership, the responsibility of revitalising the organisation has to be taken

up by the people. They have to define the need for the change, establish new visions, and mobilise commitment to the newly established visions, new thinking frame about the strategy, people and structure. In most success stories of the organisations, traditional skills of the managers are an important component but not sufficient for the transformation of the organisation. The major focus is towards the leadership, as this is the most needed and important natural resource, which is scarce and required to bring about strategic transformation in relation to the public administration. According to the author, the relationship between public administration and leadership is based on the famous and well-known scheme of 'organisational iceberg'.
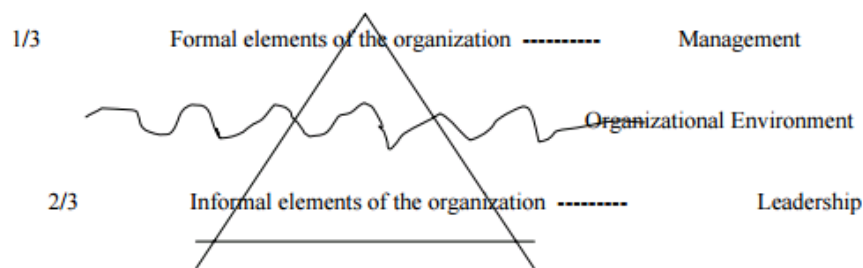
Figure 2: The Organisational Iceberg

Source: (Pavlov and Katsamunska, 2004, p.4)

This is a complex model that consists of two elements, which are public leadership and public management. The element of public management depicts the upper part in this model of the organisational iceberg and shows its influence exerted on public organisations in order to achieve its public goals. It involves the goals, mission, policies and strategies of the public organisation along with its structure and functions. The bottom part of the model of the organisational iceberg shows public leadership and it is directed towards the administrative staff. Public leadership describes the influence exerted on the public employees in order to achieve the similar goals of the organisation. It involves qualification and education, interpersonal skills, necessary leadership attributes, teamwork and experience.

It could also be analysed that there are two separate components involved in leadership, which are formal leadership and informal leadership. Formal leadership is the position's power within the structure of the administration and informal leadership is the personality's power with the personal attributes of him or her. The basis for analysis of the relationship between public leadership and public management is the process of examining the public manager as an informal leader or a formal leader. A public manager that is a formal leader is referred to as public management, as formal requirements are there which determine the required areas of competencies to be possessed by these managers in order to manage the organisation effectively. Likewise, areas of informal leadership competencies of the public leaders are required for effective public leadership (Pavlov and Katsamunska, 2004, pp.1,4).

2.7 International OD in the Middle East

Organisational development has been studied in detail by authors such as Cummings and Worley (2014), whose prime argument over organisational development is that organisations must embrace the concept of OD in highly complex and uncertain changes in terms of economic, political, technological and cultural changes. Cummings and Worley (2014, pp. 167-175) identified various interventions that impact OD in an organisation. The interventions can be identified as: human processes, techno structural, HRM, and strategic. Thus, in this context, it can be said that OD is highly dependent on how HRM is implemented and followed in an organisation. It has also been identified that cultural fit and the level of economic development are some of the most instrumental factors in fostering OD. In the context of the Middle East, it was seen that the cultural fit is significantly low and industrialisation is also moderate, which implies that countries in the Middle East have high power distances, moderate uncertainty avoidance, and an achievement-orientated culture. Therefore, it has a slightly negative impact on OD, as one of the most important things for

OD is that there must be emphasis on openness, empowerment and collaboration. Thus, it can be concluded that the organisational framework in Middle Eastern countries need to be slightly more flexible to allow them to be accommodating in the context of organisational development and overall receiving and processing of ideas, which have been seen to be instrumental in OD. Pollitt and Bouckaert (2011, pp. 1-10) focus on a very important factor that has an impact on OD policies in the administration in a country, and that is the level of political intervention in management issues, particularly human management issues. The main emphasis is laid on understanding the underlying political framework in a country, as it could have a highly positive or negative impact on how ideas are received and processed. Furthermore, Hughes (2012) also focussed on various aspects that can have a large impact on OD, especially in public sector organisations, where it was seen that the most important factors were change management, the role of the government, public governance, public policies, public ownership, leadership and management and strategic management. Indeed, it was observed that public management in the context of OD is very much different from OD in private sector organisations.

Leadership is also very important in OD as it fosters implementation of better performance measurement systems, the agency's performance measurement, better stakeholder support, and better alignment with the external environment. Furthermore, leadership also keep into consideration, the individuals' perceptions, and their importance in OD. Holten and Brenner (2015) focussed on the relationship between the leadership style and change; they found that the transformational and transactional leadership styles were highly positive in relation to engagement of followers and helped in engaging the employees in the change process. The long-term effects on the followers are however positive for the transformational leadership approach and negative for the transactional leadership approach. Chan and Mak (2014) found

that there had been a very large impact of transformational leadership on the followers, as they felt proud of being followers and demonstrated very effective levels of commitment to the leader. Employee commitment plays a very important role in effective organisational development. Tse (2014) identifies the role of leaders in effective teamwork performance, and states that the way leaders interact with the members of their team also has a very large impact on differentiating team performance. In general, it has a very large psychological impact on the members, as in how the leader interacts with the members. Peachey, Burton and Well (2014) found that job embedded has been a moderating factor in moderating the relationship between the organisational commitment of the employee and the job search behaviour of the employee. The role of the leader here is to reduce employee turnover by targeting the employees with a lower level of embeddedness within the job and who are less committed to the organisation. Improving their level of job commitment and job embeddedness will help in reducing their turnover. Chen, Hsieh and Chen (2014) identified that the role of leaders is also a very important antecedent of public service motivation. The trust of public managers in building trust in citizens, colleagues and agencies leads to increments in their public service motivation, which leads to increased effectiveness in the workplace.

International human resource management is another relevant sub-field for the study, primarily because international HRM deals with human resources and their management at an international level, which sets a benchmark for this study, to be able to compare the implications of HR in the Middle East. Brewster et al. (2011) stated that much of the understanding regarding international HRM is based on the studies of multinational corporations. A multinational corporation can be defined as an organisation which has subsidiaries in various other countries, but operates from a single home country. In the

context of MNCs, the cost of people comprises the largest operational cost. It is in the view of their global operations that the HR functions of MNCs are going global. Svendsen (2011) supports the notion of Brewster et al. (2011) and states that globalisation has created a need for international organisations to operate in order to maximise the competitive advantage. Stiles et al. (2006) conducted a study in which the best practices from all around the world were studied and evaluated in the context of human resource management. Swailes (2013) suggests that staffing can be very helpful in OD, as people relevant to the organisation's goals and needs can be recruited. According to Kreitz (2007), talent management is, however, not considered as one of the best practices in human resource management. It has been seen that a large number of organisations face tough challenges in terms of the employer-employee relationship (Righeimer, 2004). A partnership between the employee union and the company's management is one such example of employee relations, as in a partnership between the union and company, various demands of the employees can be known, and various other aspects of the link between the employee and employer can also be managed. Large organisations are expected to attract individuals that are more orientated in economic terms in comparison to people attracted towards smaller organisations (Oldham and Hackman, 1981).

As per Randeree (2009), the role of knowledge in an organisation is highly varied and, at the same time, very important. Strategies must be developed in an organisation to facilitate knowledge and its management because knowledge is often in a form that is unrecognisable. As per Cummings and Worley (2014), change management is another very important aspect of OD, as changes are often encountered in the process of organisational development. Thus, change management must be very closely and clearly managed in the context of OD, and to do that, a readiness for change must be created, resistance must be cooped up in the most

effective manner, a vision has to be created, and employee engagement must be aptly ensured. However, the most important thing in change management is that the organisation must be flexible enough to understand the implications of change and its management in the organisation. In the context of the Middle East, it can be seen that the region still lacks flexibility in terms of organisational approach and change management, which can prove to be the single most highly negative point in the organisational development in the Middle East; thus, the foremost concern must primarily be on adopting a more flexible approach in terms of OD and change management; it is only after adopting a more flexible structure that OD can successfully be fostered in the Middle East. Indeed, the role of the socio-political framework is also very important in this regard, as the conservative nature of the society and politics is highly linked to each other; thus, effort must to be put into either increasing the gap between social and political linkage, such that the two will not interfere with each other, or adopting a more liberal approach in politics, which does not seem to be the case in the context of the Middle Eastern region. Shen et al. (2009) studied workforce diversity in the context of the changing scope of organisations and found that discrimination and inequality are still an issue in workforce diversity, and such issues are still widespread. Steijn et al. (2011) focused on the importance of leadership in public-private partnerships by stating that the role of leaders is very important in developing a sustainable relationship between public and private sector organisations.

2.8 ISO Standards, Its Implementation, and Benefits

ISO management standards can be defined as a series of frameworks that help an organisation to run effectively. ISO certification is proof that an organisation complies with important ISO management standards. ISO certification also provides credibility to the organisation (ISO, 2017).

ISO is a non-governmental and independent international organisation with 160 members that are the national standard body. ISO is the developer of the International standards. The organization was founded in 1947 and has published over 22,480 International Standards that cover a number of aspects related to both business and technology (International Accreditation Forum (IAF), 2012). ISO is an organisation where its members bring experts together to share knowledge and build a consensus on the international standards that are relevant in the market and also support innovations along with providing solutions to global challenges (Abu Dhabi Council For Economic Development, 2017). ISO 9001:2008 standards are focused towards meeting the expectations of the customers along with satisfying their needs. The ISO standards evaluate the quality management system in terms of effectiveness and ability to implement improvements (ISO, 2017).

Continuous improvement is one of the important aspects of ISO standards. The continuous improvement assures that the demands and requirements of the customers are met and the performance is delivered consistently. Also, ISO helps organisations internally by increasing job satisfaction and operational results along with improving morale. ISO standards help in reducing scrap along with improving the efficiency. ISO standards ensure that the regulatory and legal requirements are met effectively (ISO Quality Services Ltd., 2018).

ISO standards help in ensuring that the products or services manufactured by an organization are safe to use and are also of high quality. One of the expected outcomes of ISO also includes reduction in the costs of the organization, reduction in wastage and scrap along with the streamlining of business processes (Fa et al., 2000). Vloegeberhgs and Bellen (1996) indicate that the majority of the benefits of ISO 9000 are internal. Some of the internal benefits of ISO 9000 implementation include improved quality and quality awareness. The

external benefits of ISO 9000 include improved customer satisfaction (Vloeberghs and Bellens, 1996). However, it is not inevitable that the product/service quality of ISO 9000 certified firms would be higher in comparison to that of non-certified firms. This is because ISO 9000 is not a product/service quality standard; rather it is a quality system standard that makes sure that firm's quality system is in accordance with the prescribed standard for maintaining its desired level of product quality.

There are 8 fundamental principles of ISO 9001. These are a process approach, involvement of people, system approach, customer focus, leadership, factual approach to decision-making, mutually beneficial supplier relationships, and continuous improvement (Sachdeva et al., 2012). The Shewhart Cycle PDCA (Plan, Do, Check, Act) model is followed in the implementation of ISO 9001 standard. According to the ISO 9001 standard, the PLAN phase involves establishment of set of objectives and processes for fulfilling customer needs. It also involves establishment of the policies of an organization. The implementation of the processes is carried out in the DO phase. The monitoring of a firm's processes and products against set objectives, policies, and product requirements is carried out in the CHECK phase. Finally, for the continual improvement of process performance, necessary activities are carried out in the ACT phase (ISO, 2008). Apart from the generic process approach discussed above, there is a series of steps that are followed in the context of implementing ISO 9000 standards in the organization. These steps include the important aspects such as – top management commitment, establishment of the team, awareness programs, training, survey, implementation, document control, audits and reviews (International Accreditation Forum (IAF), 2012). For implementation of ISO 9000, there is need for change in the different aspects of organisational working.

Srivastav (2011) focused on ISO as an OD intervention. He suggests that ISO 9000 is the standard that represents the effective and systematic approach of managing organisation along with continuously improving its quality and performance. ISO is a strategy that safeguards an organisation from major problems that are faced during the service or product delivery. Proper implementation of ISO 9000 standards will allow firms to satisfy the internal and external customers by avoiding/minimizing non-conformities and operating in a systematic way. This again is in line with the principles of OD (Srivastav, 2011).

2.9 Public Administration in the Middle East

Despite the prevalence of international trends in public administration, OD and HRM, what the literature tells us about the application of these concepts in the Middle East region's public administration, leadership in the Middle East, is slightly different from the rest of the world. Hofstede (2011) stated that there are multiple reasons for this difference. The first major factor is the high reliance on Islamic values and traditions in leadership. While in the world, especially in the western world, there is a proper organisational approach that is based on organisational development principles and practices, in the Middle East, Islamic traditions and values hold more importance in leadership and organisational development. Second is the highly autocratic level of leadership in the Middle East. The power distance between the leader and follower is very high in the Middle East as compared to the rest of the world, and so, the leader is vested with much responsibility, of development and change; if the leader is not effective, then any such process will eventually lead to failure. There is a gap in leadership as democratic leadership has become one of the most effective ways of leadership in the rest of the world, especially the western world, and the power distance between leaders and followers is reduced. According to House et al. (2004), it has been found that the Middle East lies at different levels in each of the different leadership styles. In the performance-

orientated leadership style, the Middle East lies at the lower level, which means employees in the Middle East focus less on performance improvement of the team; in the team-orientated leadership style, the Middle East lies at the lower level, which means that there is less focus of employees on team building and teamwork; in the participative leadership style, the Middle East lies at the lowest level, which means that employees are not involved in decision making. Decisions are taken by the top management without consultation with the employees. When it comes to the humane style, the Middle East lies in the middle, that is not too high nor too low, which means there is no empathy or sympathy shown amongst the employees in the team; in the autonomous style of leadership, the Middle East lies at the lower level; this describes that employees do not have the power to take decisions on their own and instead, they have to follow the orders of the team leader. The Middle East lies at the highest level in the case of the group or self-protective leadership style; this describes the fact that they believe in the complete protection of their team or individuals. Much of the governance regime and leadership framework in the UAE are mostly related to the principles of Islamic Sharia. In addition to this, due to the underlying monarchy in most of the states in the Middle East, the political regimes are highly authoritarian, and the regimes are mostly controlling of the people (Metcalfe and Murfin, 2011). Islam holds the most authoritative power in leadership and in other such aspects in the Middle East. However, the contemporary approach to leadership in the UAE has been a unique blend of western and traditional Islamic beliefs. The leaders are adopting the traditional western beliefs in conjunction with the Islamic beliefs (Metcalfe and Murfin, 2011).

The western approach to leadership takes highly into account free markets, and democratic and capitalist structures, whereas the Middle Eastern approach is highly related to value-based leadership, which is based on moral and cultural values. Leadership in the Middle East

is also highly related with responsibilities which encompass organisational, social and community-orientated responsibilities. Leadership in the Middle East is also highly power-based. The leader holds much power as compared to the followers, the power distance between the leader and the follower is very large, and that is the main reason behind the authoritative power of the leader (Metcalfe and Murfin, 2011). The Middle East scenario is that the followers do as they are instructed and they even don't raise any questions as to what they should be doing and what they shouldn't; they will most probably go with what their leaders instruct them. The leader holds a particularly high power of dominance in the culture as compared to other cultures, where the leader is seen to be holding almost the same power as the followers, but the role is only that of a leader. In the Middle East, the leader assumes considerable power, which makes it very difficult for the followers to pose any questions on the leadership style or to raise any issues with respect to the behaviour of the leader. Leadership in the Middle East is largely constrained by limiting factors such as lack of progressiveness in their approach and lack of flexibility in the leadership, as is pointed out by Aycan (2001).

Hofstede (2011), in his study of the Middle Eastern countries, including Egypt, the UAE, Libya, Kuwait, Saudi Arabia and Lebanon, analysed the main factors that determine and control leadership in the area, which are power distance and individualism, which means the power between followers and leaders is high and individualism means that the leader is more likely to take decisions on an individual basis and without much input from the rest of the people. Power distance and uncertainty, and masculinity and uncertainty avoidance, which means that the leaders will do their best to avoid any situation that can lead to uncertainty, as uncertainty is highly related to uncomfortable situations, more of the concern of the leaders is thus on traditional methods which are generally adopted. A study by Metcalfe and Murfin

(2011) had been effective in terms of identifying the leadership traits in various countries in the Middle East. Although they have used the findings of Hofstede, they have still been able to distinguish the different leadership traits in various countries in the Middle East. Kalantari (1998) investigated an approach of leadership based on Islamic principles and commented on the practicality of an Islamic public administration framework, which is based on meta-values of Islam, in public sector organisations in the Islamic countries. The IPA is highly feasible in Islamic countries given the fact that these countries hold highly orthodox and traditional views. Common (2008) stated that states in the Middle East are mostly ignored by researchers in the field of public administration; however, these states offer a useful insight into changes in public administration as they have largely been stagnant due to little pressure to reform. It had been found that the public administrations in the Gulf countries are highly different from those of the rest of the world. This is primarily because they do not keep up with the international public sector reforms. In fact, they are highly resistant to international trends in reforms. There are a number of cultural and institutional barriers which are proving to be a hindrance in the slow evolution of the public administration framework in the Gulf.

2.10 Relationship between the Political Situation and Public Administration in the Middle East

There have been changes in the context of the Middle East, and the political situation in the Middle East has been completely different after the 9/11 incident. The new political dynamics in the Middle East can be simply stated using clusters of three countries namely Lebanon-Syria, Iran-Iraq and Palestine-Israel. These three clusters of countries represent problematic countries as they have high tension between them. The three cross-setting issues are sectarianism, nuclear proliferation and the challenges of new political reform. Apart from these issues, there are other obvious issues that define the problems in the Middle East; for instance, Egypt is very much likely to face a succession crisis in the coming years. But, the most challenging situation will be faced by all the Gulf countries as it is expected that the Gulf countries will face an imbalance between the political system that is largely inert and the social and economic system that is dynamically changing. The main political issue according to the authors has been "Failure of Freedom" in the Middle East. There has been a lack of democratic regimes to give the people the power of free speech. According to a report by the United Nations on the development of Arab countries, it had been found that in the timespan of 2002-2006; only three countries had shown a slight increment in the freedom index. Bahrain, Lebanon and Yemen were the only three countries in the Middle East where the Freedom House Index moved from "Not free" to "Partially free"; clearly, if such is the progress then the situation is deemed to be worse in other countries of the Middle East.

A study by Alberti and Sayed (2007) stated that these are one of the most challenging times for government in the Middle East. The new challenges and opportunities are a result of the increased effect of globalisation, which has called for reforms in the governance structure of the Middle East. In view of the new requirements in the Middle East, government has

implemented ICT integration in their framework for better governance of people. Public administration and governance have been important for the governments in the region; furthermore, a new priority of the government is to establish an environment that is suitable for innovation and development of ideas and practices that seek to establish a culture of innovation. Public sector reforms are on the agenda of most of the governments in the Middle East, and one of the main reasons behind it is the increasing pressure that governments are facing from the citizens and other bodies in the countries. Alberti and Sayed (2007) also made an observation that the main reason as to why the Arab region has not been able to benefit from globalisation is that they have not embraced the necessary tools that are needed for making the change, and they have not created a suitable climate, favouring globalisation and smooth flow of goods. Corruption had also been identified to be a major challenge in the Middle East, and in general, Alberti and Sayed (2007) observed that there had been a decrease in large-scale corruption in the area, but there had been an increase in petty corruption incidences. One of the major challenges has been the increase in corruption involving senior officials and politicians. Transparency and accountability are also very less apparent and the reason that is given for the same is the presence of autocratic regimes. In all, the overall political development in the Middle East has not been on the scale that it should be and still there are a number of challenges faced by the Middle Eastern politics; the major challenges are corruption, lack of transparency and accountability, less economic flexibility, relatively negligible freedom for the people to practise free speech and to participate. The study by Alberti and Sayed (2007) is of very high importance for this research because it highlights a major challenge in public sector leadership, which is corruption. It has been noted that corruption is a major challenge in public sector leadership in the Middle East.

2.11 HRM in the Middle East

There is a need to study HRM in the context of the Middle East, because the dynamics of the Middle East are largely different from those of other countries and regions around the world. It can be seen through Peters and Pierre (2003) that there is an autocratic regime in governance in the Middle East, and so, it can be expected that the role of leaders is sufficiently more important than that of the followers; the reason behind this is that in an autocratic regime, followers don't have much power nor authority, and so the role of leaders is very important. The power distance between the leader and followers is so high that the followers don't have much option but to resort to the policies setup by the leader or, for that matter, to make any decision concerning leadership. This power distance in the Middle East highly deviates from what is considered as "New Public Management", which focuses on democratic leadership. It involves the increased participation of people in the leadership process such as policy formulation and decision making. The leaders must be enjoying a dominating role in the society. The aim of this section is to understand the implications of human resource management, its development and its effect on the people in the Middle East. In Suliman (2006), the author reviewed the main countries in the Middle Eastern region and analysed the current status of HRM in these countries. In general, the authors observed that in comparison to the rest of the world, the Middle East has less literature on HRM. There has been a lack of systematic review and analysis of HRM in the Middle East. However, some studies have been conducted in country-specific contexts. In the context of HRD in Oman, Suliman (2006) observed that the Sultanate of Oman has made some progress, mainly by starting education and training initiatives, and embracing HRM principles in policy making in Oman. Furthermore, it was also seen that since the year 1990, Oman has also taken steps in developing other sectors, other than the oil sector. Omani government has planned to expand the skills of the Omani workforce through education and training initiatives. In the context of

HRM in Saudi Arabia, it was seen that women's empowerment is an underlying issue in Saudi Arabia as women constitute 55 percent of the total graduates in Saudi Arabia but only constitute 5.5 percent amongst the total employed population. Another major factor besides the socio-cultural factor is the education alternatives that women opt for in Saudi Arabia; it was seen that most of the women opt for humanities or language-related courses such as courses on Islamic studies and education-based courses, as it was seen that only 1.8 percent of women opt for medicine-based courses and even less, . 0.6 percent of women opted for agriculture-based courses. In general, Saudi Arabia has made much progress since the year 1970, as is observed by Suliman (2006), and much progress had been mainly in increasing the skillset of people and substituting foreign workers with local Saudi people. One major drawback of the HRD policies of the Saudi government is that they have placed much emphasis on skill development but significantly less emphasis on skills utilisation, which is proving to be a hindrance in the overall development of HR policies in Saudi Arabia.

Human resource management in the context of the Middle East has not developed as it should have; there has been a relatively very small amount of literature available on HR practices in the Middle East. Some of the most notable studies conducted in the context of the Middle East are by Aycan (2001); the author states that many of the organisations in Turkey are not well established in terms of use of HRM trends and policies and that the majority of HR professionals do not have any idea about the know-how of HR practices. The study by Sagie and Weisberg (2001) is about transformation of HRM practices in Israel. In the study, the author states that the high-tech sector in Israel is on the rise. Currently, the changes are ongoing and it is expected that the HR professionals are expected to assume new roles and adopt different work values that would be beneficial for them in the long term. Currently, traditional HR practices are being followed and they are used very much in the same way. For

instance, the criteria for promotion are still seniority or years of experience. In Budhwar et al. (2002), the authors investigated the state of HR practices in state-owned enterprises in Oman, and from the study the authors found that the HR managers are aware of the strategic advantages of HR policies. A study conducted by Mellahi (2007) in Saudi Arabia found that the Saudi government is making moves to modify the context of HR policies in the private sector firms in the kingdom. Some studies have been gender-specific, such as Metcalfe (2007), which talks about HRM and its context given the gender differences in the Middle East; the main concern of the author is on the limited management knowledge of people in the area, and knowledge related to gender in the Middle East and especially in Bahrain. It was found that HRM policies had not taken into consideration gender-specific roles and values that might impact the employment of women; thus, one of the most imminent things is to work on the role of women in the process. The findings from Metcalfe and Murfin (2011) are of high importance for this research because gender differences had not been evaluated in much detail before this article.

The existing literature on HRM in the Middle East talks about a number of aspects of HRM in the Middle East; for instance, Aycan (2001) suggests that HR professionals in Turkey are finding it increasingly difficult to follow the global HR practices, as they saw that the majority of HR professionals in Turkey were not well aware of the know-how of the HR profession, nor is there enough research that can support HR professionals in conducting the best practices. One more major bottleneck in the HR profession and practices in the context of the Middle East is evident from Budhwar et al. (2002), who conducted a study in the state-owned enterprises and saw that although the top management in the state-owned enterprises were well aware of the practices in HRM that are followed around the world, they were highly negligent in implementing those practices, they were also highly unwilling to

implement the HR policies and practices that are highly effective. Israel is considered as a fairly developed nation in the Middle East, and is amongst the few countries in the area that have adopted a free market approach and dumped the socialist approach; a study by Sagie and Weisberg (2001) suggests that HR professionals are working in an effective way in making changes in the HR framework of organisations. Most predominantly, HR professionals are witnessing a high rise in the technology sector, and in view of this, they have implemented a number of HR policies that can be highly effective in the context of the technical sector that is emerging in Israel. It can be said that the maturity of HR policies and practices in the Middle East is highly dependent on the market structure; for instance, in places such as Israel, which is highly developed and has adopted the free market structure, the HR policies are increasingly effective and going through a phase of transformation, whereas in other places such as Saudi Arabia, Oman and Turkey, which are still witnessing the growth of the old regime, the HR practices have not been able to mature effectively, and are still in their growth phase. The existing literature on OD and PA in the context of the Middle East does not provide evidence of an existing relationship between OD and PA; however, a relationship between the same can be formulated by the help of various studies conducted in the Middle East, namely Alberti and Sayed (2007), Alnaqbi (2011), Aycan (2001), Budhwar et al. (2002), Common (2011), Metcalfe and Murfin (2011), Metcalfe (2007), Tong and Awad (2014) and Randeree (2009); through these studies it can clearly be seen that there is a huge gap in the literature on public administration, especially in the context of the UAE. The major gap between OD and PA can be identified to be the lack of the democratic leadership approach, which is fostered by a high power distance between the leaders and the followers. Furthermore, public administration and leadership in the Middle East are highly ruled by the autocratic regime, with due focus on traditional practices in leadership and public administration. No major improvement is made in aligning OD

principles for PA development. Box et al. (2001) focused on the fact that public sector organisations need to adopt the best practices from private sector organisations, in order to work effectively. However, Suliman (2006) highlighted some institutional problems in the UAE that might well be hindering OD in public sector organisations. First of all, the labour law states that the maximum working hours for commercial and professional firms is 45 hours a week, while it is 35 hours a week for public sector organisations. There is a large gap in the efficiency of the government sector organisations and private sector organisations; therefore, the primary concern in the development of OD and PA should be on redefining the laws to not discriminate between private sector organisations and public sector organisations. Secondly, expatriates have been seen to be contributing the most to the growth and development of HR functions in the organisation; the impact made by the Emirati population is relatively low. Therefore, effort can be put in, in the form of Emiratisation, to improve the skills and efficiency of Emirati people. Also, as most of the people working in public sector organisations are Emirati, improvement of their skills and efficiency will have a positive impact on the overall functioning of public sector organisations. Another major step that can be taken is to organise development plans or workshops to train public sector employees and leaders to improve their efficiency, as there is a gap in the needed levels of effectiveness in public sector employees.

2.12 Organisational Change

Organisational change can be referred to as the field of management theory that typically focuses on the stages through which a company goes through as a part of their evolution. Alqahtani (2006) focused on the organisational change in Arab region; he stated that there is an absence of strategic organisational change and development in the region. This is further resulting in the issues such as – increased dependence of the nation on foreign workers, lack

of loyalty of employees towards their organisation, high rate of unemployment, administrative corruption, and conflicts. Alqahtani (2006) further stated that change management is one of the powerful strategies that can reform the public sectors that are dealing with the issues discussed above.

Rees and Althakhri (2010) have focused on the paradox between the western approaches of organisational change and the hierarchical approaches. The western approaches of organisational change are participative and collaborative. On the other hand, hierarchical approaches are more directive in nature.

Rees and Althakhri (2010) further stated that the Arab world is male oriented, power distance is large, group oriented, long term orientation and a strong uncertainty avoidance. This indicates that the majority of Arab societies adopt a tribal system.

Rees and Hassard (2010) focused on the organisational change aspects of Asia. The authors determined that the human resource function of an organisation plays a crucial role in implementing the organisational change in the organisation.

2.13 HRM in the Context of the UAE

Various studies such as Rees et al. (2007) talked about the effect of Emiratisation in taking key HR decisions and formulating HR policies in the UAE. The author puts much emphasis on the fact that there is a dearth of literature in this area, especially in the UAE. Another study by Randeree (2009) suggests that Emiratisation is the desired policy of the government of the UAE and that they have encouraged HR professionals to articulate HR policies in view of the underlying aspect of Emiratisation. Both Randeree (2009) and Rees et al. (2007) put greater emphasis on the fact that there is a huge weakness in the underlying HR structure in the UAE, as the underlying literature is highly inefficient and incomplete. Alnaqbi (2011) identifies the HR practices in the UAE that highly affect employee retention in the UAE. It had been seen

that the national culture of the UAE has a direct effect on the organisation policies in the UAE; in addition to this, it had also put emphasis on the current work practices in the UAE that need improvement, as the current policies and procedures are not in favour of employee empowerment and are highly related to the cultural policies of the UAE. Employee empowerment and lack of management support for the employees are two of the underlying practices in HRM in the UAE that need to be improved for higher employee retention. In the context of the UAE, it can be seen that although there is some research in the context of HRM in the UAE, there is a huge dearth of literature on public sector leadership in the UAE. Furthermore, the literature reviewed is highly related to HRM and does not provide much information on public sector leadership.

An integrated model of HRM acts as a tool to improve the organisational performance in transitional and developing countries. According to the author, there is a need to study and practise the HRM in context with the contrasts between the prescription and description. Prescription defines the happening as per the theory, and description defines what is actually happening. Major HRM activities involving job analysis, human resource planning, recruitment and selection, learning and training, performance management, managing pay, employee relations and job reductions are involved in the strategic model of HRM. Before the adoption, adaption and abandonment of every HRM model, it should be assessed critically in the specific setting in which it is to be used. The critical adoption process of the global models of "good practice" defines the major essence of the global HRM (McCourt and Eldridge, 2003, p.4).

Okoth (2015) explained the public policy-making process in the UAE in great detail. First, public policy is defined as the course of action taken by the government in response to a particular social problem. Thus, it is clear that the main concern of the government in this

case is the problem that the society is currently facing. A public policy provides an opportunity for the government to tackle a social issue such that the issue can be eliminated effectively. In the context of the UAE, first of all, it is very important to understand the government structure and its functioning. The government is formulated as per Article 45, which states that there must be a president and his deputy, judiciary, a Federal National Council and a Supreme Council. The government is further divided into two levels; the first one is the national or federal level, and the second one is the local or Emirati level. The first and foremost part of public policy formulation in the UAE is to set an agenda. Setting an agenda eventually breaks down into listing the problems and issues that need immediate attention. The issue is identified as a political, economic or social issue, and what the impact of the issue will be on the general public, and how the public will react to the issue. If the issue is critical in nature, then it will get priority in the policy-making agenda. Another concern of the agenda is in incorporating any new knowledge that can have a high impact on the society. The government gives due importance to research reports and media reports, in identifying both critical issues and new knowledge that can be helpful for the society. Above all, the public is the main source of information gathering regarding the issues, at least in the UAE. The UAE has a very effective system of public forums through the executive council, ruler's court, local Majlis and the National Consultative Council, which offers an opportunity for the general public to provide their concerns on social or personal issues. Once an issue is identified to be critical, policy decisions can be made at the federal level, which is further divided into two: first, the legislative process which includes the Council of Ministers and, second, the Federal National Council which includes the executive committee, the presidency, the cabinet of the presidency and the Supreme Council. The other method of policy formulation is through a presidential decree. In the legislative process approach, the members of the Council of Ministers make recommendations that are sent to the cabinet,

which approves or disapproves the recommendations. Once the cabinet approves the draft, it is sent to the President of the Union, who reviews it along with his advisors, and then finally sends the draft to the Supreme Council, who will finally pass or reject the law. Another method is through presidential decree, a method by which the President passes a particular law.

It can be seen that the method of policy formulation in the UAE is a step-wise and streamlined process which is carefully designed and takes into consideration a broad range of issues from a broad range of sources such as media reports, research reports and, most importantly, the general public. Thus, it can be seen that the public is given significant importance in the process of policy formulation.

The framework for public administration in the UAE is illustrated as follows:
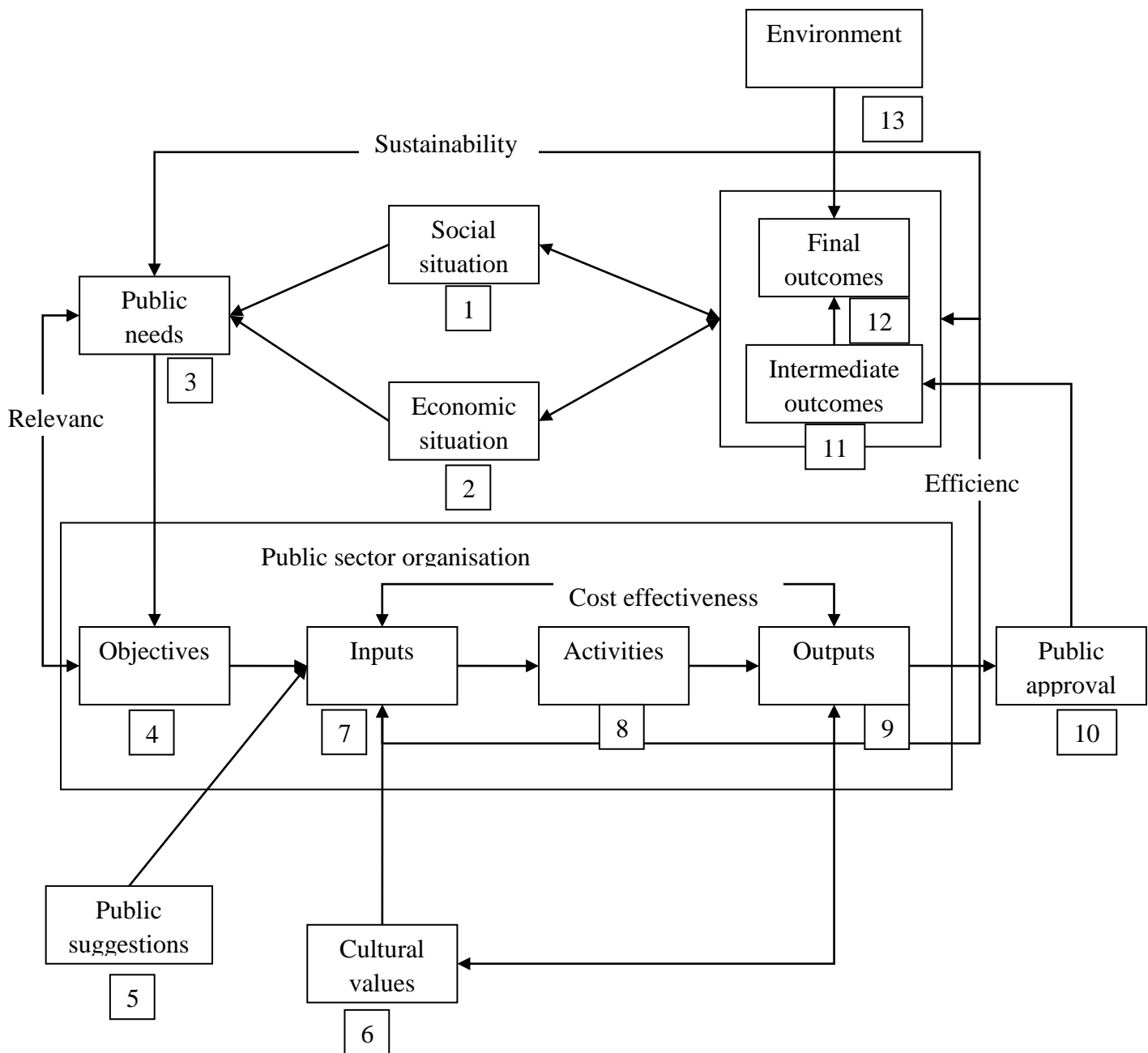
The framework is a stepwise process demonstrating new public management in the context of the public sector organisations in the UAE. The first process is an analysis of the social situation and an analysis of the economic situation to understand the needs of the public management organisation. Objectives are formulated from the public's needs and are used as the input, in addition to public suggestions and cultural values. Activities then lead to outputs, which are measured for cost-effectiveness. The outputs should then be approved by the

public. After that the intermediate outcomes are obtained, followed by the final outcome, which is also dependent on the environment.

2.14 Conclusion

Various studies, such as Alberti and Sayed (2007), Alnaqbi (2011), Aycan (2001), Tong and Awad (2014), Common (2008), Randeree (2009), Okoth (2015), Budhwar et al. (2002), Kalantari (1998), Metcalfe and Murfin (2011) and Peters and Pierre (2003), have stated that public administration and leadership in the Middle East are significantly different from the rest of the world. Although some similarities can be found with autocratic regimes that have not liberalised the political scenario in their country, there is a major dearth of progress in the political scenario of the Middle East. In general, the main problem that has been identified through the literature review is that the political progress, in terms of political ideology and methodology, does not match the societal and economic progress in the Middle East; while most of the countries in the world have progressed towards a post-liberal scenario, the situation in the Middle East is the same throughout. In terms of HRM too, the HRM policies in the Middle East are not that evolved, as can be seen from the examples of Israel, Oman and Turkey, that the traditional HR policies are in place, no matter how much progress has been made in the context. In the case of the UAE, the HRM policies are largely focused on emotional and personal aspects, as Emiratis are the main focus of the policies and the overall aim of HR policies is to favour Emirati citizens over expats. There is a major gap in the context of HRM as compared to the rest of the world. Most of the time, it has been observed that MNCs adopt a very similar kind of approach in HRM that is a sort of mixed approach, in which the culture of the country in which the organisation was founded is carried forward with the adoption of local values, but in the UAE, the culture has mostly favoured the local customs despite the fact that most of the employees working there are expats.

Chapter 3: Research Methodology

3.1 Introduction

This chapter elaborates the research methodology part discussed in chapter one. As discussed in chapter one, this research is undertaken to evaluate the behaviour of employees regarding OD intervention and to examine the change in attitude of the top management in traditional organisations that characterises the public sector of the UAE. This chapter presents the methodology adopted for accomplishing these research objectives.

1. To ascertain the attitudes of respondents (leaders and employees) towards the OD intervention and the changes it is bringing about to transform organisations from traditional into project-orientated organisations.

2. To examine the fundamental changes taking place in the attitudes of top managers in traditional organisations.

3. To add to Human Resource Development theory about the role and impact of OD interventions in traditional public sector organisations.

4. To determine challenges faced by leaders in transformation of traditional organisations.

It discusses the types of research philosophies and approaches appropriate for the research. In addition, the sampling method, data collection and analysis methods used in this research are presented. The chapter also provides insight into the ethical aspects and potential limitations pertaining to the methodology.

3.2 Research Problem

As highlighted in previous chapters, employee engagement is an issue faced by most public sector organisations due to the lack of contribution of the employees in the decision-making

process of the organisations. As per Khoury and Tozer (2012), three out of four workers are found to be actively disengaged or not at all engaged in the workplace. As discussed in chapter one, the Government of the UAE is focusing on economic diversification by concentrating on the expansion of the private sector and foreign investment. This step is being taken by the government to reduce the dependence of the country on the oil reserves, which can be successful if measures are taken to improve employee engagement in public sector organisations. With the help of an engaged workforce, public sector organisations will be able to achieve greater efficiency and improve the quality of services despite budget cuts owing to the global downturn (Hevitt, 2014). For this purpose, there is a perceived need to change traditional organisational structures and to create project-orientated organisations. To bring about this change in the organisations, there is a need for organisational development. Organisational development interventions can be successful with the presence of the transformational leadership style (French et al., 2006, p.46). The transformational leadership style will be helpful in bringing about change and making employees engaged and committed towards achieving the public sector organisation's goals. Therefore, the main research problem of the study is to analyse the extent to which OD approaches in traditional organisations, characterised by a non-participative leadership style, can help to transform them into project-orientated organisations. However, a key problem is the applicability of western-derived concepts and approaches to the context of the Emirates (Rees et al., 2011, p.147). Therefore, the research strategy needs to be cognizant of the challenges posed by important contextual differences with Western countries.

3.3 Research Approach

Within the social science research, there are two major meta-theoretical or philosophical traditions that decide on the epistemological choices. There are two types of choices –

positivist and social constructionist (Easterby-Smith et al., 2009). The major difference between these choices is the way in which the reality is perceived. The reality can be perceived either subjectively or objectively. If the reality is perceived subjectively, then the reality is dependent on the perspective of the individual's mind. On the other hand, if the reality is perceived objectively, then the reality is governed by the physical and mental regularities of human life that are independent of knowledge. The main idea of positivism is that the properties of the social world that exist externally should be measured with the help of objective methods rather than subjective methods such as reflection, sensation or intuition (Easterby-Smith et al., 2009, p.28). The key assumption of the positivism approach is that the social world is a part of the natural world. There are causes and consequences along with the regularities and patterns that exist in the social world. In this context, the positivists believe that the reality is not dependent on individual interpretation and it is something that is beyond the awareness of participants and the researchers (Heshusius and Ballard, 1996; Ron, 2004). Hence, it can be indicated that the positivism approach recognises the events that are observable and the facts that are concrete in nature of the social phenomenon, testing the co-relation that exists between variables along with paying little attention to the subjective state of individuals (Bryman and Bell, 2007; Saunders et al., 2009; Denscombe, 2007; Livesey, 2006).

On the other hand, the opposite of the positivist approach is the constructivist approach. According to the constructivist approach, the world and the reality are constructed socially and not objectively or independently. In other words, the constructivist approach focuses on determining the thinking of people in the world, the way shared experiences are interpreted and how people make sense of the phenomenon that takes place in a particular context. Hence, according to the constructivist approach, it is important to investigate the subjective

explanations and views about the situations that can have an influence on the social interactions and the actions in order to understand the behaviours and motives of an individual (Tashakkori and Teddlie, 2003; Creswell, 2009; Denscombe, 2009).

After determining the ontology and epistemology of both the positivist approach and the constructivist approach, it can be indicated that both approaches have their own criticisms. For example, the positivists admit it openly that an unqualified approach is adopted by them that is self-refuting in logical terms, that also hinders the use of systematic standards that can be used for judging the quality of research (Johnson and Onwuegbuzie, 2004). This may be because human beings are not the same in terms of skills, training, expertise, and research interest. The subjective realities are different from one person to another. The constructivists, on the other hand, are criticised for being ineffective in terms of conducting a value-free research along with neglecting some of the important facts on the basis of which human decisions are made in the process of research (Johnson and Onwuegbuzie, 2004).

Each of the approaches has its own strengths and weaknesses and therefore, this research is not bounded by any one of the approaches. This particular research is not bounded quantitatively, only by the objective and deductive conception (positivism), or to a qualitative subjective approach for understanding the world and reality. This research adopts a pragmatic approach that is more compatibilist and pluralistic in nature (Johnson and Onwuegbuzie, 2004, p.16).

The pragmatic approach is the third type of research approach that is powerful enough in terms of producing a useful middle position, both in terms of method and philosophy, specifically by avoiding the extremes. This research approach advocates the use of triangulation using mixed methods for the research. Triangulation can be defined as the

powerful technique that will facilitate the validation and verification of the data from different sources. In simple words, triangulation can be referred to as the combination and application of the different types of research methods. (Creswell, 2009).

This approach is pragmatic as it is concerned with the consequences related to an action and not on the antecedent conditions (Creswell, 2009). In other words, the pragmatic approach of research is concerned with the solutions of problems and not only on the method for answering the research question. The priority of the pragmatic approach is to answer the research question rather than depending on any individual method.

The pragmatic approach is one that helps in increasing the number of choices for the researcher in terms of choosing from the multiple methods of research. This approach offers them the flexibility to mix the research methods so as to answer the research question effectively. The pragmatic approach of research acknowledges the researcher's values. The activities and the background of the researcher conducting the research cannot be ignored or separated from the process of research. The researcher plays an essential role in terms of analysing the data (Cameron and Price, 2009).

The dilemma of selecting the positivist or constructivist approach has been discussed by many researchers. Some researchers have tried to attune the differences and put forward integrated views (Weber, 2004; Fitzgerald, 1998). Other researchers have stated that there is no way that both approaches can be integrated (Orlikowski and Baroudi, 1991; Walsham, 1995). According to Benbasat et al. (1987), there is no single approach that is inherently better than another. In this research it has been decided to avoid insistence on any one approach. This decision was not taken because of failure to select from amongst the approaches on the basis of their relative advantages and disadvantages. Instead, the researcher is of the opinion that this research can incorporate elements of both approaches. The principal concern of the researcher is that the research that is carried out answers the research questions

laid out in the introduction chapter. Johnson et al. (2007) also argued that there is a need to complement the research methods with each other so that the researchers can provide a solid understanding of the research. The combination of the research methods was essential for this particular study as this research is based on an interdisciplinary perspective and therefore, it was essential to research the problem from different philosophical perspectives. This study, however, focuses not just on providing the knowledge justification or searching for new facts but also on understanding the objectivity and subjectivity of the points of view. The research approach used in this research ensures that the objective and subjective points of view provide a holistic view and a rich insight.

3.3.1 Classic four-paradigm model

According to Burrell and Morgan (1979) the social research can be related to four major research paradigms. The four paradigms are based on different assumptions about the nature of sciences (subjective-objective dimension) and the nature of society (the dimensions of radical regulation of change). The figure presented below shows the four paradigms that are suggested by Burrell and Morgan (1979).
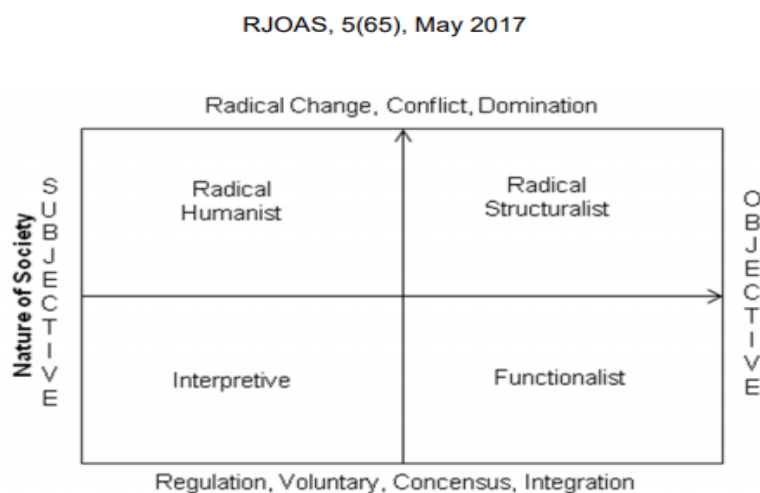
Figure 2 – The Four Paradigms (Burrell and Morgan, 1979)

Source: (Darman et al., 2017)

Burrell and Morgan gave a model of organisational analysis that classifies the sociological theories on the basis of two dimensions – change vs. regulations and subjectivity vs. objectivity (Burrell and Morgan, 1979). In this way sociology is divided into four major paradigm clusters. There is an internal consistency among the four paradigms in terms of group, society, individuals and the goals (Goles and Hirschheim, 2000).

1. Radical Humanist (Change-Subjective): According to this approach the ideologies and social opportunities are controlled by large institutions. This leaves people voiceless, marginalized and disempowered that further leads to breakdown of communities, alienation and psychological. Interventions under this approach are concentrated on damaged groups and individuals that may lead to repair or change in economic and social structures.

2. Functionalist (Regulation-Objective): According to this approach, the societies in the population are coming together with functional civic values so as to establish a social order in which everyone has predetermined but not equal benefits. However there will be some identifiable groups and the individuals who will fall into the maladaptive patters or misfortune. The major goal of interventions under this approach is to help the people to adapt the existing structures along with making incremental institutional adjustments wherever needed (Goles and Hirschheim, 2000).

3. Radical Structuralist (Change-Objective): According to this approach, regularities and their contradictions make a way of living untenable and unjust. The individuals and groups that are distressed can be given some help so as to reduce the severity of the impacts related to structural problems but only complete structural transformation will help in lasting change.

4. Interpretive (Regulation-Subjective): This is the last approach of the model given by Burrell and Morgan. According to this approach social situations are concerned with interpretation – but these interpretations follow patterns and implicit rules. People can feel trapped in their situations but the looking the things differently can help in opening up new options along with leading to better situations. Interventions focus on reframing the events along with regulating the behaviours (Darman et al., 2017).

3.4 Research Design

According to Sharma (2015), there are six main elements of research design. These are approach, population, sample and sampling technique, tools and methods of data collection, method of data analysis, and time, place and source of data collection. All these elements are discussed below in the context of this research.

3.4.1 Place and Source of Data Collection (Research Site)

Earlier, the research site selected for the study was Abu Dhabi Education Council (ADEC). However, university's ethics committee did not approve it as the researcher was working in ADEC. The choosing of ADEC as research site would have presented special ethical challenges as it was a form of insider research. Therefore, Abu Dhabi Sewerage Service Company (ADSSC) was selected as the research site for this study. ADSSC was chosen because it was the first UAE business to achieve triple ISO Certifications (ISO 9001, ISO 14001 and OHSAS 18001). In addition, ADSSC focuses on providing cost-effective, sustainable and safe services throughout Abu Dhabi. So, it was interesting to explore how ISO standards helped ADSSC in achieving the positive outcomes. ADSSC was chosen because it is one of the largest public sector organization in which the dynamics of OD can be studied effectively. ADSSC also implemented Integrated Management System by using the

requirements of ISO 9001. This indicates that ISO is an integral part of the organization and this is one of the important factors that would be beneficial for the research. The organization also has highly educated and experienced employees and managers, who could help in offering the important insights into the ISO implementation in the organization. ADSSC is one of the organizations that is committed towards environmental responsibility, quality, and safety. It will be interesting to determine that how ISO is helping the organization in achieving the quality, safety and environmental objectives. ISO was implemented in ADSSC in year 2010, this indicates that the organization can offer reservoir of information related to the aspects such as the barriers of implementing ISO and challenges associated with the same.

ADSSC was established in June 2005 as a public organisation and it is owned by the government of Abu Dhabi. ADSSC was set up to collect, treat and dispose the water-waste discharged from all the residential, commercial and industrial connections of Abu Dhabi. ADSSC recycles the water and uses it for irrigation purposes in parks, gardens, farms and other green spaces. The bio-solid from the waste is also available for reuse. ADSSC is committed to delivering reliable sewerage and water treatment services to Abu Dhabi. The company simultaneously focuses on total customer satisfaction and meets the increased demand for the sewerage and recycled water. The objectives of ADSSC are to ensure the availability of reliable services, operate and maintain the existing infrastructure more effectively and efficiently, and partner, engage and collaborate with all the stakeholders (ADSSC, 2017).

ADSSC has many stakeholders who have direct and indirect relationships with the goals and objectives of the organisation. These stakeholders are as follows:

- Regulators: Regulation and Supervision Bureau (RSB) and Abu Dhabi Environmental Health and Safety (EHS) Centre are the major regulators of ADSSC. These two stakeholders regulate all the companies' activities which are linked to the electricity and water production, transmission, distribution and supply. They also provide a central reference body for issues related to the environment, health and safety, and monitor the implementation of the EHS Management Systems at the Abu Dhabi Emirate level.

- Government Entities: Executive Council, Department of Finance (DoF), Urban Planning Council (UPC) and Abu Dhabi Water and Electricity Authority (ADWEA) are the government stakeholders of ADSSC. The Department of Finance ensures the appropriate allocation of funding for ADSSC. The Executive Council oversees the development of Abu Dhabi's strategic plans/policies and champions their effective execution. ADWEA provides best practices for effective implementation of the existing MOU, and UPC aligns the strategies of ADSSC with the long-term planning of UPC.

- Consultants: Consultants are essential partners as they ensure the successful delivery of ADSSC's sewerage service mandate.

- Contractors: These are essential partners of ADSSC as they ensure the successful delivery of ADSSC's sewerage service mandate.

- Suppliers: Suppliers are essential partners in ensuring the successful delivery of ADSSC's sewerage services mandate.

- Developers: Developers are the key partners of the organisation in the physical infrastructural development of Abu Dhabi. Developers heavily rely on ADSSC and other entities for the provision of essential services.

- Customers: Customers are the sole stakeholders of any company. ADSSC is dedicated to providing a high standard of services to all its customers. The terms and conditions of the company describe the different categories of customers supplied with sewerage services. These categories include commercial, residential and industrial customers (ADSSC, 2013).

In this project various stakeholders are allowed to participate in the interview and focus group sessions to hear their opinions about the services and OD tools applied in ADSSC.

3.4.2 Research Strategy

Carter and Little (2007, p. 1317), in their study, have differentiated between the two terms methods and methodology. According to the author, the former one is for justification of the methods and the latter one is for the techniques that are used to collect the data and evidence. In this study the case study strategy has been used for the investigation. The discussion given below will focus on the explanation on the choice of case study for the research.

There are a number of research strategies that are discussed in the literature. This includes the grounded theory, surveys, action research and experiments (Saunders et al., 2009). This particular research is of an exploratory or explanatory nature of research. Therefore the case study approach is used for collecting the primary data from the respondents of ADSSC. The case study methodology can be defined as the strategy that can be used for conducting the research that involves an empirical investigation about a particular phenomenon within the context of real life with several sources of evidence (Robson, 2002, p.178).

This indicates that the case study approach is one of the powerful and appropriate strategies for a number of reasons. First, the case study approach allows the investigation of a

phenomenon even when the phenomenon is difficult to be separated from the context (Yin, 2003). Second, the findings of the research are not drawn statistically but an in-depth analysis of the objects and subjects is done. Thus, the case study method of research is suitable for all researchers who want to gain detailed information. The third major advantage of this research approach is that it helps the researcher to handle even the dynamic and complex characteristics of the social world. Finally, the case study approach offers flexibility for researchers to use different methods for the research and to understand the phenomenon (Baxter and Jack, 2008; Runeson and Höst, 2010). Yin (2003) has also indicated that the case study approach is one of the effective strategies that can be used for answering questions such as "why", "what" and "how".

The case study method, however, has some criticisms, particularly in terms of the validity and reliability of the findings of the research. This is because there is a high chance of biasness towards the verification. Another set of criticisms about the case study indicates that it is not safe to generalise the findings with a single case study. A single case study, however, can be used for generating the hypothesis but multiple case studies are required for testing the hypothesis. Yin (2003) argues and states that the case study method is dependent on analytical interpretations rather than a statistical or empirical analysis for providing generalisation. Flyvbjerg (2006) also rejected the criticisms of the case study approach and stated that it would not be correct to conclude that generalisations cannot be made based on a single case. The effectiveness of the case study approach is dependent on the way the case is chosen and written. The generalisability of a particular case can be increased by a strategic case selection. Resource and time limitations, however, can be the major challenges for researchers when collecting the data from multiple sources.

It can be hence concluded that the strategy chosen for this research is appropriate. The topic of the research is broad and complex. Little research has been done in the UAE context in terms of using the ISO as an OD intervention. According to the objectives of this research, the case study strategy is best for the investigation. There are a number of researchers who prefer the case study approach for testing or in exploratory research.

3.4.3 Research Approach: Triangulation

According to Myers (2009), a research method is "a strategy of enquiry, a way of finding empirical data about the world". There are three broad categories of research approaches, namely qualitative, quantitative and mixed. These categories are further divided into sub-types.

"'Data triangulation' refers to the use of different sources of data as distinct from using different methods in the production of data" (Denzin, 2012). Triangulation of data allows the researcher to reach a maximum of theoretical profit from using the same methods. The benefits of triangulation include "increasing confidence in research data, creating innovative ways of understanding a phenomenon, revealing unique findings, challenging or integrating theories, and providing a clearer understanding of the problem" (Thurmond, 2001, p. 254). These benefits largely result from the diversity and quantity of data that can be used for analysis.

Qualitative Approach

The qualitative approach consists of gathering and evaluation of data such as words, objects or pictures, enabling researchers to identify patterns, features and themes. Creswell (2013) correctly argues that the qualitative approach is a method of inquiry which is utilised in many

academic disciplines, especially in social sciences and market research. It aims to determine a deep meaning of human behaviour and other reasons behind such behaviour. In the qualitative approach, the findings are based on the "Why" and "How" of a particular decision in addition to the "When", "Where" and "What". Moreover, the approach uses a focused illustration to conduct its empirical study. The qualitative research design mainly includes phenomenological research, ethnographic research, grounded theory, caste studies, historical research and action research (Sharma, 2015; Carson et al., 2001).

Advantages and disadvantages of qualitative research

There are many advantages and disadvantages of secondary research. The main advantage is that it helps in understanding the main issue or research problem of the study. It is a cost-effective medium and less time-consuming. It becomes the basis of the primary research. Moreover, it is extensively available. Lindlof and Taylor (2011) rightly contend that the qualitative approach is qualified to develop an understanding of a specific problem since it provides the required data for qualitative study. In addition, the approach uncovers the underlying factors and motivations that influence the decision-making and opinions. Some of the disadvantages are inaccuracy, time lag issues and proprietary issues, and these may not be specific (Bryman and Bell, 2011).

Quantitative Methodology

The quantitative approach involves an analysis of numerical data. Positivism is primarily quantitative-based, where the results are validated through statistics. In addition, Himma (2004) asserts that positivism relies on quantitative data, which researchers believe is more consistent than qualitative studies. Creswell (2013) perceptively states that the quantitative approach is conclusive as it attempts to enumerate and understand the problem by observing

and analysing the findings of a significant population. It is commonly used to project an outcome of a significant population or reveal a consensus on a particular subject. Quantitative methodology is used in the research.

Advantages and disadvantages of quantitative research

The advantages of the primary research include that data interpretation is done in a better manner. It is possible to visualise the results with the help of tables and charts. The data is collected for the personnel concerned, so it is fresh in comparison to secondary data. There are no proprietary issues in primary research. The main disadvantage of quantitative research is the huge cost incurred in the research. Secondly, it is time consuming as data needs to be collected from several respondents. More resources are needed in this type of research (Nykiel, 2007; Jensen and Rodgers, 2001).

As discussed above, there are two major approaches of research that can be used for collecting the primary data from the respondents – qualitative and quantitative research. Qualitative research focuses on investigating the social phenomenon in detail so as to explore the points of view of the people along with understanding how the surroundings are interpreted by them. Qualitative research also helps in finding the meanings behind the behaviour of the people. Quantitative investigators, on the other hand, are more focused on data that is in number form so that it can be measured and quantified. Quantitative researchers use large samples and statistical techniques so as to test the association between the empirical evidence and the theory. Qualitative researchers, on the other hand, conduct the fieldwork for the data collection and they use methods such as interviews, observations and focus groups. Quantitative researchers use data collection methods such surveys, experiments and a secondary analysis of the quantitative data. Quantitative researchers also use

mathematical techniques for testing the hypotheses (Collis and Hussey, 2009; Tashakkori and Teddlie, 2003; Easterby-Smith et al., 2009).

The qualitative and quantitative approaches have their own strengths and weaknesses. Qualitative research, for example, provides detailed, meaningful and rich conceptualisations associated with the real social world. Quantitative research, on the other hand, is challenged on the aspects of subjectivity, descriptive biasness along with a lack of experimental controls on the data collection as well as analysis. Qualitative data is also criticised on the grounds of low reliability and being a time-consuming method for collecting and analysing the data (Easterby-Smith et al., 2009; Saunders et al., 2009). Quantitative research, on the other hand, is criticised on the grounds that it focuses only on explaining the trends and is highly dependent on the measurement processes and the procedures. In addition, this approach is also known to be inflexible in nature in terms of studying a particular phenomenon under study (Yin, 2003; Easterby-Smith et al., 2009).

In order to minimise the deficiencies discussed above, this research has used a mixed approach that is consistent with the objectives of the research and has also helped in neutralising the arguments between two paradigms – constructivism and positivism. Moran-Ellis et al. (2006, p. 46) have also defined triangulation as a method that uses multiple methods for drawing the theoretical assumptions. A mixed approach is considered as a healthier research approach as it helps in collecting the data from a number of sources. The mixed approach also helps in mitigating the limitations of each of the research methods along with providing a richer base of information regarding the social phenomena (Yin, 2003; Johnson and Onwuegbuzie, 2004). Furthermore, Voss et al. (2002) also stated that the mixed approach or triangulation approach leads to better outcomes in terms of valid research

outcomes as it helps in increasing the reliability and validity of the research findings and reducing the possibility of bias.

In conclusion, this particular research has used a mixed-methods approach for achieving the research objectives and answering the research questions. A mixed approach was chosen because the researcher needed to explore both the qualitative and quantitative views of the respondents regarding the study aspects. It was thus decided to use interviews for collecting the data from the respondents of ADSSC. The questionnaires were used for collecting the quantitative data from the respondents of ADSSC.

Secondary Research

Secondary research is performed with the help of a review of literature. Relevant sources were referred to for collecting the data. Government publications, professional journals, the media, magazines, academic journals, studies of the Middle East, TV and other descriptive materials have been referred to for carrying out the secondary research. Secondary data is collected through different sources and it helps in structuring the evidence and justifications according to the specific research objectives and questions. The following methods are included in this specific data collection method.

Books: These are one of the most effective, reliable and credible sources of obtaining secondary data. Different topics can be used from the books to solve the research problems as they are helpful in providing a detailed overview regarding the research topic. Researchers in the current scenario utilise electronic books to extract useful data and information. Most researchers prefer books as an effective means of data collection as they are considered as

highly authentic sources. Basic definitions have been derived from the books (Creswell, 2013).

Journal articles: This source is published data in the form of research. The relevant data can be extracted from this source. It consists of research papers from different disciplines of study. The articles can be usually accessed from international journal publication websites. Journal articles provide the most credible and peer-reviewed sources of data collection. They are considered as scholarly data sources and it is often suggested by the academia instructors to apply this source in research so as to make the research more authentic. Most of the information in the literature review has been collected from the journal articles (Creswell, 2013).

Data from government sources: The government data related to different topics provides information about existing policy, rates, economic fluctuations and estimates in relation to the specific topic. Usually, the articles are published by the government at the regular interval of half a year or it is presented on an annual basis. Through this source, researchers can extract both qualitative and quantitative forms of data. As the selected organisation is a government organisation, the information has been collected from government official sites (Creswell, 2013).

Newspapers: Both the past and current data can be extracted easily through the newspapers. It helps researchers in gathering updated information regarding a research topic. It is also one of the cheapest sources of data collection. Usually, it is in print media form but in the current scenario, the news articles can also be derived from different websites to extract updated information (Creswell, 2013).

Some examples of reports, magazines, scholarly articles and leadership programmes of ADSSC are given below:

- Annual Meeting of Ministers of Finance and Central Bank Governors

- Journal of Water Resource and Protection

- Proceedings of ICMTSET

- Natural Resources and Conservation

- Elsevier

- Turkish Online Journal of Science and Technology

- European Scientific Journal

Secondary research has helped in collecting a vast amount of data in relation to the research and making a conceptual framework on the basis of the same. It has helped in comprehending the issue addressed in the study. Secondary research has helped in knowing the phenomena of the public sector organisations and to conduct the research on the basis of the same. The main advantage of secondary research is that it is economical in comparison to primary research, as the cost of collecting original data is saved. Secondary data also enables researchers to make primary data collection more specific and more relevant to the research area. Secondary research is less time consuming. However, there are certain disadvantages of secondary research as well. It is not always possible to find the latest secondary data. Also, secondary data is not always reliable (Kumar, 2008, p.58).

3.4.4 Data Collection Instrument and Population

Qualitative Data Collection Method

For collecting qualitative data, interview and focus group tools have been used (Bryman and Bell, 2011). As the interviewees were from the top management department of ADSSC, some practical considerations have been made while getting an interview like brief letters to respondents stating the purpose of the study with a few well-chosen sentences, a good spiel for the respondents prior to the interviews and fending off questions about the hypotheses. Semi-structured and some open-ended questions for the interviews is the best approach. Interview conversation helps in learning a great deal about the subject (Aberbach and Rockman, 2002).

An interview is an encounter between two persons face to face. Interviews of the top management of ADSSC are conducted. Below is given a list of the potential candidates for the interviews:

- Director general
- Sector heads
- Government offices
- Division managers

It is proposed that the interviews are aimed at understanding the challenges that leaders face in transforming a traditional organisation into a project-orientated organisation. It will also help in understanding how leaders choose the right OD approaches to undertake transformation. The disadvantages of interviews are that they are time consuming and costly. In addition, the data collected through the interviews is difficult to analyse (Flick, 2014).

In addition to interviews, focus group interviews with section and department managers at ADSSC have been carried out. This will enable detailed opinions to be acquired to understand fully the situation in the organisation before and after the OD intervention. A focus group interview consists of a sample group normally involving 5-9 people who share their views on a predetermined topic. Focus groups are more advantageous than interviews in that they are less time consuming and a greater amount of data can be collected in a shorter period of time. However, they may be disadvantageous in comparison to personal interviews in that people involved in the group may refrain from sharing their true opinions in the presence of other participants (Crawford, 1997).

Quantitative Data Collection Method

Questionnaire: This is the primary data collection tool that is used mostly in conducting a survey. It consists of both open-ended and closed-ended questions that are provided to the participants. The questions are pre-planned and they can be structured or unstructured. The major advantage associated with the questionnaire is that it can be used to collect data from different respondents at the same time. A broad group of audiences can be targeted through this tool. It is one of the cheapest modes of data collection as no additional costs are associated except the printing costs. The data collection process through this tool is most effective and reliable and most importantly, it is less time consuming and generally, survey participants like to fill in a questionnaire form (Creswell, 2013).

Quantitative research has been done with the help of a survey instrument. A survey of the employees of ADSSC has been done to determine changes in their behaviour before and after OD intervention. A self-administered questionnaire has been distributed amongst the employees of ADSSC in a bid to gain their responses. Demographic and descriptive questions

are also included in the questionnaire. It is not necessary for a survey to be conducted with the employees of ADSSC as it totally depends on the needs of the research as to when to use the survey.

3.4.5 Sampling Technique

Sample design is a technique through which we select the sample from the total population. There are two techniques which are used for sampling:

1. **Probabilistic Sampling:** In this type of sampling everyone from the population has a chance of being selected. Probabilistic sampling methods include simple random sampling, systematic sampling, stratified sampling and cluster sampling.

2. **Non-Probabilistic Sampling:** Non-probabilistic sampling does not give all the individuals an equal chance of selection from the population. Non-probabilistic sampling methods include reliance on available subjects, purposive or judgmental sampling, snowball sampling and quota sampling.

In this research, the non-probabilistic sampling technique has been used, as it was planned to collect data with the help of convenience sampling as needed. The sample size for the survey is 150. The sample size for the interviews is 10.

3.4.6 Data Analysis

Analysis of the quantitative data is done with the help of SPSS. Pie charts and frequency tables have been used for presentation of the data. A pilot study was also performed for ensuring the reliability and validity of the data on the small sample size. To test the reliability of the collected data, the Cronbach's alpha coefficient was calculated for each variable with the help of SPSS tools. The resulting α (alpha) coefficient of the reliability ranges from 0 to

1. In general, α score of more than 0.7 is considered acceptable and indicates good internal consistency of the items in the scale.

The below tables show the reliability values for the four variables. For all the variables, the value lies between .90 and .99. The Cronbach's alpha coefficients for all the variables are above 0.7. So, it can be interpreted that the results collected from the respondents are reliable or correct as per the actual situation.

Internal Motivation

Table 1: Reliability value of internal motivation data

Reliability Statistics

Cronbach's Alpha	N of Items
.963	3

External Motivation

Table 2: Reliability value of external motivation data

Reliability Statistics

Cronbach's Alpha	N of Items
.952	3

ISO 9001 Implementation

Table 3: Reliability value of ISO 9001 implementation data

Reliability Statistics

Cronbach's Alpha	N of Items
.979	8

Organisational Performance

Table 4: Reliability value of organisational performance data

Reliability Statistics

Cronbach's Alpha	N of Items
.958	4

3.5 Potential Limitations

One of the major limitations of the study is that it is conducted in one organisation so the findings of the study cannot be generalised to other organisations. Moreover, the culture of the organisation mentioned in the research is supposed to be different from the other organisations (Khoury and Tozer, 2012).

Another potential limitation of the study may be that the sample selected may not be representative of the population. If that is the case, then the results of the study may not be entirely accurate. The culture of the organisation can also impact the accuracy of the data shared by the respondents (Khoury and Tozer, 2012).

Additionally, lack of availability of secondary data for this research study is a limitation. This is because without previous research, it is difficult to compare the research findings to check their reliability and validity. The culture of one organisation may also differ from that of another organisation so finding research matching the culture of the organisation is a bit difficult (Khoury and Tozer, 2012).

As the survey questionnaire and interviews were prepared in English, there is a possibility that respondents might have misunderstood the questions, thereby impacting their responses. However, to ensure that the data collection instruments were free from error, a pilot study was conducted.

According to the experience of the author Labaree (2002), a common assumption is made about the participant observations that being an insider during the research offers a great advantage in terms of accessing and understanding the culture and working of any organisation. But during inside observations, the researcher must be aware of the methodological and ethical dilemmas associated with the positioning, field and disclosure (Labaree, 2002). The insider research ethical considerations are as follows:

- The participants should have the right to withdraw from the research study (SHU, 2016).

- Participants should be assured regarding their right of confidentiality in the research. They should be informed in case there is a need to make the responses of participants' public. The information should not be made public without their consent (SHU, 2016).

- There should be no negative consequences of withdrawing from the research or not giving assent to become involved in the research (SHU, 2016).

3.6 Ethical Considerations

To overcome the limitations of the study, ethics are followed throughout the research. The following are some research ethics followed in the study (Resnik, 2015).

Honesty and Integrity

According to Pozgar (2014), one of the important ethical considerations that should be addressed while conducting research is honesty. Honesty should be there in every aspect of research, it is explaining the purpose of the research to participants, reporting the research findings, and citing the ideas of other researchers. This study is performed by keeping all promises and acting with sincerity. In the study, the researcher has strived for consistency in their thoughts and actions. Research is conducted with full honesty and integrity. There is no misrepresentation of data or fabrication of data. The study does not intend to deceive the public, sponsors or anybody associated with the study (Resnik, 2015).

Objectivity

Although research is predominantly qualitative, which involves subjectivity; it has been ensured that there is no biasness in the research designs, research analysis and any other part of the research (Resnik, 2015).

Integrity

The study is performed by keeping all promises and acting with sincerity. In the study, the researcher has strived for consistency in their thoughts and actions (Resnik, 2015).

Ethics in Research

The researcher needs to be very careful while collecting data for the research. Failure to do so may have a direct impact on the results of the study. To ensure accuracy, this work is examined carefully and errors are not ignored. All the activities are undertaken with caution so that chances of error are minimal. The respondents of the research were handled with care

as the responses shared by them are supposed to be precious. The responses are kept fully confidential and only the authorities will have access to the same (Resnik, 2015).

Consent

Obtaining consent is essential before proceeding with the research. Consent has been obtained from the organisation where the study has to be conducted. For getting approval from the organisation, the researcher clearly indicated the aim and procedure of the research. In addition, participants of the study have been informed about the purpose of the research before the data collection so they are aware of how and where their responses will be used.

Confidentiality

Maintaining confidentiality and anonymity of participants' personal information and responses of participants is important for the researcher. This is necessary to get free and frank information from participants. This is because, if participants are not sure about the confidentiality and anonymity of their responses, it is very likely they may not give their true opinions. To ensure that respondents provide their views without hesitation, they were given assurance that all their responses will be kept anonymous and confidential (Resnik, 2015).

3.7 Conclusion

The research is being performed to find a solution for the research problem. The research problem mentioned in the project is related to the low levels of employee engagement of the public sector organisations' employees in the UAE. The research design includes six elements of research such as approach, population, sample and sampling technique, tools and methods of data collection, method of data analysis, and time, place and source of data

collection. The research site of the research is ADSSC. Action research has supported in finding the negative and positive impacts of OD intervention in the public sector organisations of the UAE. The stakeholders of ADSSC are directors, section heads, and division managers. Some of the limitations of the study include scarcity of secondary studies, the small sample size and inaccuracy of the data. Ethical considerations are honesty, objectivity, confidentiality, carefulness in research.

Chapter 4: Research Context of Public Sector Development in the United Arab Emirates

4.1 Introduction

While discussing the context of research, usually the topic related to the research is focused upon. However, in this particular chapter, the researcher also discusses the history of the government of the United Arab Emirates since the year 1971, which is marked in history as the year in which oil was found. The researcher in this contextual chapter also discusses the development of the country since the year oil was found. Furthermore, various initiatives taken by the government of the United Arab Emirates such as Emiratisation in the public sector are also detailed. In addition to this, the role played by the Executive Council and its impact on the Abu Dhabi Emirate is deeply analysed in this study. Moreover, a comparison between the operations undertaken by the Executive Council and the Federal Regime is also undertaken in this study.

4.2 Historical Overview of the United Arab Emirates

Prior to Oil Discovery

In the past, the United Arab Emirates was home to various sea traders. The sea traders were people who mostly lived along the southern Gulf coastline and north-western coastline of Oman. The spread of the Islamic faith across the entire Peninsula occurred during the 7th century. However, because of persistent disputes in this region, most of the population became pirates and in the 16th century; the region began to be called the Pirate Coast.

The entire last century has witnessed the presence of more than one power from the European states over the Gulf region. Since the location of these Gulf nations was on the route to India, "*the Gulf became inextricably linked with the commercial and political rivalries of western countries: Portugal first, then Holland and France, and finally Britain*" (Aartun, 2002).

The 19th century witnessed the spread of British influence across the region. Because of continuous harassment of the ships belonging to foreign regions, the British government had to intervene in the area, despite the fact that various Arab as well as European navies were guarding the area. In the year 1820, the British government entered into a peace treaty *(which was called the General Treaty of Peace)* with the heads of nine states. These heads of states were called Sheikhs and the nine states included the present UAE members, along with Bahrain and Qatar. However, despite entering into the peace treaty, the area still witnessed raids through sea routes till the year 1835, till the heads of the nine states agreed not to raid the sea. In the year 1853, a treaty was signed between the nine sheikhdoms and the UK, in which it was agreed that together the nine sheikhdoms would be called the Trucial States. It was further agreed in the treaty that the British government would provide the newly established region with appropriate protection. In addition to this, the treaty also stated that all the disagreements between the sheikhdoms and their heads would be sorted by the British government (Abed and Hellyer, 2001).

In the year 1952, seven of the nine states (who were later called the United Arab Emirates) established a council which was named the Trucial Council. Later on, the British government found that there was a prospect of oil present in the region and hence, they were required to establish boundaries between all the nine sheikhdoms as none of them was able to reach a conclusion with respect to boundaries. In the year 1958, oil was found in the region and the export of oil initiated in the year 1962 (Zahlan, 2016). With the discovery of oil, the emirate which was poorest of all transformed into being one of the richest GCC countries. On the other hand, the main focus of Dubai was on establishing its image of being one of the busiest trading ports operating in the region. But eventually, in the year 1966, oil was discovered in Dubai as well (Kanna, 2011).

The impact of treaties on the Gulf region was that these treaties were able to confirm the dominance of British rule in the region. The treaties separated the Gulf region from the rest of the nations. In fact, the British government, on behalf of the Gulf States, was handling their foreign relations. This isolation from the rest of the world made the people of these regions narrow-minded. However, this isolation ensured protection of the Arabian culture (Aartun, 2002).

Structure of the Society Prior to Oil Discovery

More than 2000 years ago, the Gulf region was under the control of the nomadic people and their small communities. The tribes at that time were surviving on pearling, agriculture, fishing, and breeding of camels and goats, and they were also involved in trading. The entire region was dominated by two major tribal groups, namely the Qawasim and Bani Yas. The sheikhs of the Qawasim tribe ruled the region from the year 1850. The ruling area was along the coastline and the mountains which were in the north of Sharjah. A major source of income of the tribe was from trading of pearls, which decreased after the crash of Wall Street in the year 1929. After that, the cultured pearls that were developed in Japan ruled the pearling industry (Hellyer, 1998).

On the other hand, Bani Yas had various sections within itself. Sheikhs of Dubai and Abu Dhabi come from different sections of the tribe of Bani Yas. Traditionally, since the year 1833, a member of the family of al-Nahyan has been ruling Abu Dhabi. On the other hand, the Emirate of Dubai has been led by another section of the Bani Yas tribe called the Maktoum family. Mostly during the summers, the al-Nahyan family was usually engaged in the business of pearls, while in the winters they were engaged in maintaining their date

gardens. The Maktoum family, on the other hand, was involved in the business of fishing (Potts, 2012).

The Discovery of Oil and Establishment of 'The Federation'

Oil in the Gulf region was found in the late 1960s and this led to several problems related to the distribution of the area, as all the states wanted a larger part of that particular territory under which a large quantity of oil was found. Oil was first discovered in the year 1932 in Bahrain. This was the first time that oil was found in commercial quantities in the region. The large quantity of oil in the present United Arab Emirates was discovered only in the 1960s. In the year 1960, oil was found in Abu Dhabi and after that, Dubai also found oil in the year 1966. The main reason for the development of Abu Dhabi more than the other Emirates was the discovery of oil in large quantities (Rugh, 2007).

In the year 1968, the British government announced its withdrawal from the Gulf region. This announcement also meant the end of the special protective relationship that the British government provided to the Gulf region. The announcement also stated that the treaty with the nine sheikhdoms would come to an end in the year 1971 (Dresch and Piscatori, 2005). However, the decision of the British government to leave the Gulf region surprised the Sheikhs of the Trucial States along with the rulers of Bahrain and Qatar. The heads of the states knew that they would not be able to resolve the territorial issues. In addition to this, they were of the opinion that it was necessary for the growing oil wealth to be properly managed and this required the support of the British government (Godwin, 2006).

This announcement by the British government necessitated the Sheikhs to make an effort to unite themselves into a single state. This step was taken so as to reduce the vulnerability of the Trucial States and to ensure that they would become capable enough to face the new

reality. The first step towards the creation of a federation was taken by the sheikhs of Dubai and Abu Dhabi. On 18th February 1968, the sheikhs of both these Emirates met on the border of their states and in this meeting, they were successful in resolving their frontier difficulties. These two states were declared as united on the same day. The union of the two states further invited sheikhs of other states to join them as their intention was to foster unity amongst various Gulf States. The outcome of this intention was that all the Trucial States along with Bahrain and Qatar entered into an agreement (Hurriez, 2013).

The entire process of the formation of a single institution was certainly not easy. There were striking differences amongst the nine states, which included unequal distributions of the population, territory sizes and distribution of wealth. Of all the nine states, Bahrain and Qatar were quite ahead of the others with respect to education and building of institutes. During the middle of the year 1971, Bahrain declared itself as an independent state. In the same year, Qatar also declared itself independent from the Federation. On 2 December 1971, six out of the rest of the seven emirates agreed to sign a provisional constitution. In the beginning of the year 1972, the last emirate called Ras al-Khaimah agreed to be a part of the federation (Morton, 2016).

With the discovery of oil, a major change took place in the region. The entry of oil companies exposed the region to the outside world. The interest of the United States of America began to increase and it became the first country alongside Britain to purchase concessions in the Gulf region. After a short span of time, the oil companies of America established themselves firmly in the region (Morton, 2016).

The Federal Institutes

On 2 December 1971, the constitution of the United Arab Emirates came into force. It was a provisional constitution which was only meant for the first five years. However, the

permanent constitution was not adopted until the year 1996. This was the political reality at that particular point of time. The country was in hope that it would be able to turn the federation into a political entity within a timespan of five years. However, this was possible after a long period of time, since the emirates were not agreeing to give up their established identity and the Sheikhs of the emirates and their authority (Ulrichsen, 2017).

Every emirate in the United Arab Emirates possesses its own judicial as well as political powers. These powers may be curbed only when the constitution or the Federal Government provides some unanimous agreement. There are several areas where the jurisdiction of the Federal Government prevails over the powers of the individual emirates. These areas are education, electricity services, armed forces and defence, services of posts and telegraphs, health, and foreign affairs. These are enumerated in Article 120 of the constitution. The responsibilities of the individual emirates include the development of economic policies, internal security, the civil aviation sector, the investment sector, the finance sector and oil. The Union authorities on a federal level include the Supreme Council, the Union President, the Union Council of Ministers, the Union Judiciary, and the Federal National Council. Each of the seven emirates has its own structure of government at the local level (Ulrichsen, 2017).

The Supreme Council

The highest federal authority in the United Arab Emirates is the Supreme Council. This council is composed of the rulers and sheikhs from all the seven emirates. The Head of the Supreme Council is the President of the United Arab Emirates. The powers of the Central Council have been enumerated in *Article 47 of the Federal Constitution*. The article states that the Supreme Council is empowered to take decisions with respect to the general policies framed by the federation. The affairs of the Union are also controlled by the Supreme

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Council. In addition to this, the Supreme Council has also been conferred upon the power to ratify international agreements and various treaties entered into by the United Arab Emirates and other countries. The responsibility to appoint the President as well as the Vice-President of the United Arab Emirates also lies with the Council. Furthermore, the appointment of the council of ministers is also the responsibility of the Supreme Council (Oxford Business Group, 2010).

The President of the Union

The Supreme Council, which was discussed in the above paragraph, is presided over by the President of the Union. The discussions of the Council are directed by the president. This has been enumerated in paragraph 1 of Article 54 of the federal constitution. In addition to this, the president has the power to terminate the sessions of the Council and to sign the laws of the Union. In addition to these powers, there are some responsibilities attached to the post. The responsibilities include the appointment of the prime minister, representatives of the diplomatic mission of the Union and representing the Union. In addition to this, there are several rights of the president, which include the right of sentence commutation and the right of pardon (Oxford Business Group, 2010).

The Council of Ministers

This council represents the executive authority of the Federation Union. The Prime Minister of the United Arab Emirates heads the Council of Ministers. At least one minister is appointed by each of the seven emirates. The responsibilities of the Council of Ministers have been enumerated in Article 60 of the federal constitution. The power of implementing the general policies framed by the Supreme Council is with the Council of Ministers. In addition

to this power, the Council also drafts the general budget of the Federation Union and initiates federal law drafts (United Arab Emirates, 2006).

The Federal National Council

This council represents the legislature of the nation. The council is composed of 40 members and these members are divided on the basis of the individual emirates. As per the provisions of Article 77, the members of the Council shall not represent their individual emirate; rather they shall be responsible representatives of the entire nation. The role played by the Council is mainly consultative in nature. It has the responsibility to review the drafts of federal laws and only after they have been reviewed by the Council can they be submitted to be reviewed by the President as well as the entire Supreme Council. The bifurcation of the 40 members of the Federal National Council includes eight members each from Abu Dhabi and Dubai, four members each from Fujairah, Ajman and Umm al-Qaiwain, and six members each from Sharjah and Ra's al-Khaimah. In the year 2006, for the first time in the history of the United Arab Emirates, an election of the members was undertaken through the electoral process (Federal National Council, 1997).

The Judiciary of the Union

Article 94 to Article 109 of the Constitution of the Federation deals with the provisions related to the judiciary of the Union. The constitutional court of the country is called the Supreme Court. It is composed of more than five judges and a president. The jurisdiction of the matters related to the relationships amongst the seven emirates is with the Supreme Court. It also has jurisdiction in all matters related to the relationship between the union government and the emirates on an individual basis. This provision has been enumerated in Article 99 of

the federal constitution. In situations of conflict between the federal laws and local emirate laws, the federal laws shall prevail (Rugh, 2007).

Reforms in the Political System

The socio-economic development of the United Arab Emirates since the year 1971 cannot be undermined. The country has utilised the wealth gathered by it in a most effective manner. Since the discovery of oil in the region and its independence from the British government, the country has undertaken huge development in almost all the major sectors that run the economy such as infrastructure and increasing the disposable income of the people of the nation. It also gave exemplary evidence of unity by working as a single united federation since 1971 (Ulrichsen, 2017).

In order to align the political developments of the United Arab Emirates with the rapid social and economic progress of the country, the government has taken several major steps. These steps are taken at both the federal and the local level. This was done in order to reform the existing system of politics in the United Arab Emirates, because the government of the country felt that it was necessary to make the existing political system reactive to the requirements of the people of the country. In addition to this, the alignment of the political system with the level of progress which is being made by the country in other spheres also ensured that the country is well equipped to face the challenges that come in the way of its development (Aartun, 2002).

The development process in the political system at the federal level is being driven by the President of the United Arab Emirates, who is President Sheikh Khalifa. At the executive level, it is being executed, devised and driven by the vice-president of the country, who is

Sheikh Mohammed. In a similar manner, various programmes to reform the local political system of the individual emirates that are a part of the Federation have also been launched (Dresch and Piscatori, 2005).

Introduction of Elections and Their Impact on Development

Year 2006

The government of the United Arab Emirates took a landmark decision to reform the political system of the country in 2006. The decision involved the introduction of the election system for the first time in the history of the United Arab Emirates. These inaugural elections were introduced to elect the people for the Federal National Council. The motive of the government behind this huge step was to design a process that ensured an increase in participation of the general public in the political system of the country. Following the practice of electing all 40 members for more than three decades, the government of the country introduced an election system. In this new system introduced in the year 2006, it was decided that at least 20 members of the Federal National Council would be selected through an Electoral College. The remaining 20 members of the Council were elected by the ruling authority of each of the respective seven emirates (Godwin, 2006).

The decision to appoint half of the members of the Federal National Council was initiated on the resolution passed by the President. This step taken by the President of the United Arab Emirates can certainly be looked upon as a step which will lead to the enhancement in the alignment of the political system, which is well-structured, with the requirements of the people. Furthermore, the decision of involving the general public in the election process can be viewed as a landmark that will make the Federation more developed and modern (Godwin, 2006).

The beginning of this system of a partial election was indeed the first step of a gradual process which had the objective of empowering the Federal National Council and enhancing the role played by it. The election system led to the development of vital channels of coordination between the government and the Council effectively. This election process can be viewed as a new prospect in the political system of the United Arab Emirates. In the first elections only, instead of traditional voting procedures, the election committee opted for the electoral experience (United Arab Emirates, 2006).

Year 2011

In 2011, the government of the United Arab Emirates adopted the same model for elections in the Federal National Council. However, there was a slight difference. The Electoral College was increased from approximately 6000 voters in the year 2006 to 130000 voters in the year 2011. The elections in the year 2011 were more challenging for the government of the United Arab Emirates because of the limited amount of time and the increase in the size of the Electoral College. In addition to this, the fact that most of the voters who were voting to elect the members of the Council were voting for the first time and that they were not familiar with the ballot box also added to the challenges. In order to encourage public participation in the elections, the government of the United Arab Emirates took some innovative steps such as making use of the systems driven by technology, which helped in facilitating the entire programme.

For this purpose, the government of the country established a National Election Commission, seven months before the elections in the year 2011. The election was created by passing a presidential decree which consisted of approximately 10 officials from the government. These officials represented key government organisations that were formed for supporting the

effort made to regulate the technology-driven process of elections. The NEC, apart from overlooking the entire process of the election, was also empowered to supervise the elections, develop the guidelines for elections, set the election dates, place the centres for voting in each of the seven emirates and approve various essential regulatory measures (Al-Khouri, 2013).

The election process opted by the United Arab Emirates proved that the government is strongly in support of aligning the socio-economic progress of the country and its political system. Furthermore, the government of the United Arab Emirates also wanted to involve the public in the political system of the country. This step ensured that the people of the country remained concerned about the major political events and changes in the country (Al-Khouri, 2013).

Year 2015

The outcome of the election process that was held in the year 2015 was that the Federal National Council so formed consisted of women who formed approximately a quarter of its members. The president of the body was Dr Amal Al Qubaisi. The Election College in the year 2015 was increased to 224729 voters, out of which women voters formed 48% (UAE Interact, 2017). For the first time in the history of the United Arab Emirates, the speaker of the Council is a woman.

Thus, it can be observed that women are also serving the nation by being a part of the federal cabinet and thus, are actively participating and being appointed in the judicial system of the country (UAE-Embassy, 2017).

Future Developments

Future developments in the political system of the country include an expansion in size of the Federal National Council. In addition to this, the developments also aimed to make the interaction between the Council of members and the FNC strong, so as to improve further the participatory nature, efficiency and accountability of the government of the United Arab Emirates. At the end of the year 2008, major amendments took place which extended the term period for the members of the Federal National Council, which was increased from two years to four years. This was to bring the political system of the UAE in line with the parliamentary system followed in the rest of the countries of the world. Moreover, the government of the country will be duty bound to report to the Federal National Council regarding the international agreements and treaties that are proposed. These treaties and agreements will be required to be discussed before they are ratified by the Council (UAE-Embassy, 2017).

After the Federation

Since the independence of the United Arab Emirates, it has come a long way from the perspective of development. It has become the third largest producer of oil, which has helped it to undertake the development of the country. Once a desert, it is now home to lush green golf courses, multi-lane highways and towering skyscrapers. It is also the richest state based on the per head population. Also, the United Arab Emirates is considered as a hub for tourist and commercial activities in the entire Middle East. Furthermore, the permission granted with respect to foreign ownership in the real estate sector has led to the development of various projects such as the Palm Islands (Sturm et al., 2008).

Political Reform Strategies

The entire system of politics in the United Arab Emirates is dependent upon the Constitution, which was made permanent in the year 1996. In the Constitution, the purpose behind establishing a federation along with the objectives has been enumerated. The objectives pertain to both the national and local levels and have been set out separately. The rights of the citizens of the country and the basis on which the UAE has been established are enumerated in over 152 articles of the Constitution (UAE Government, 2017).

In order to reform the political system of the United Arab Emirates, the government of the country framed various strategies. Some of these strategies include the UAE Government Strategy, framed in the year 2007; various amendments in the Federal Constitution; and Vision 2021 (UAE Government, 2017). These strategies were framed with an objective to make the political system of the country in line with the advancements in other sectors and to modernise the existing system. Reforms in the systems are essential because these reforms ensure that the country is maintaining its pace with the development that is taking place in the country as well as across the world.

UAE Government Strategy (in the year 2007)

The strategy of the government of the UAE that was brought about in the year 1971 was developed with the objective of creating interaction between local and federal government and facilitating cooperation between them. Furthermore, the strategy also aims to revitalise various roles of the ministry such as policy making as well as regulatory roles. Also, the strategy was developed to improve the mechanisms of decision-making, enhance the efficiency with which governmental bodies operate and regularly update the services provided by the government in line with the requirements of the people. With the help of the

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strategy, the existing legislation of the country is being constantly reviewed and upgraded (UAE Government, 2017).

Constitutional Amendments

In late 2008, the government of the country undertook a significant development in the constitution. The amendment was made in Article 62 in the Federal constitution. The amended law stated that the ruling authorities of the country such as the prime ministers, deputies of the prime ministers and all the federal ministers are not permitted to practise certain types of jobs. These jobs include any job which is professional in nature or any commercial job. In addition to this, the above-mentioned ministers were not allowed to enter into any transactions related to business with either the federal government or any local government. Furthermore, in the year 2008, the Supreme Council approved further amendments in the constitution in articles 72, 78 and 91. These amendments empowered the Federal National Council and further enhanced its scope (UAE Government, 2017).

Vision 2021 of the UAE

In the year 2010, the government of the country launched its Vision 2021. It was issued as a national charter that had the aim of transforming the country and develops its image of being the best country in the entire world by the year 2021. As per the charter, this would be achieved by integrating the efforts made by the government both at the local and the federal levels (UAE Government, 2017).

The focus of Vision 2021 is on four major objectives and aims, which include ensuring that the union becomes strong and functions under a common identity with the aim to protect the local people and achieve a balanced growth and development; ensuring that the nationals of the UAE prosper in their lives; development of an economy based on knowledge which is

diversified as well as flexible and is headed by skilled Emiratis; and ensuring that the Emirati people have some kind of ambition in life and possess a sense of responsibility, that they are capable of designing their own future and also ensuring their effective participation in the socio-economic environment, which is sustainable and dependent upon the national heritage, stability, Islamic values and solidarity (UAE Government, 2017).

Impact of Reforms in the Political System on the Public Sector

In order to improve the performance of the country with respect to the rest of the countries of the world, the government of the UAE introduced the above-mentioned reforms. These reforms pertain to six major sectors that require development such as the safety, public, social, justice and economic sectors. Out of the above reforms, the most vital reform was the introduction of an election system for appointing the members of the Federal National Council in the year 2006. These elections were indirect in nature and through this initiative, half the members of FNC were elected. This step was a major step so as to increase the efficiency and effectiveness in the public sector and increase transparency in the operations of the public institutions. The government of the country already has an auditing body that has the responsibility to check and control federal funds and other records related to finances (Federal National Council, 1997).

The government of the United Arab Emirates has also created an authority called the Abu Dhabi Accountability Authority (ADAA), which formed a part of the significant fiscal reforms. The ADAA has the responsibility to scrutinise major expenditures closely as well as revenues generated by all the institutions operated by the government. In addition to this, it also ensures that the funds of the state are appropriately managed. The ADAA is also authorised to keep track of all the revenues and expenditures that are incurred by the departments operated by the government such as the National Consultative Council, public

establishments, the government of the city and all those institutions and organisations in which the government of Abu Dhabi has invested and is the owner of at least 25% of the shares (Fanack, 2016). In addition to this, the ADAA is also responsible for controlling the accomplishment of all the agreements of the loan. Furthermore, it also examines the records related to investments and finances at all the public institutions and also has the responsibility to supervise their warehouses and the stock stored in such warehouses (Fanack, 2016).

Thus, it can be said that the government of the United Arab Emirates plays a vital role in shaping the policies for the nation and its overall development. In addition to this, the government, through its policies, also displays its concern for the promotion of the rights of the Emirati people and their development. The political environment of the United Arab Emirates since the year 1971 can be characterised by the huge affection of the people towards the leadership of the country and various governmental institutions (UAE-Embassy, 2017). This affection is largely an outcome of the rapid economic, social and political development of the country under the effective guidance of its leaders since the discovery of oil (UAE-Embassy, 2017).

4.3 Major Developments in the UAE

Public Sector of the UAE

The public sector of the United Arab Emirates is the largest employer in the entire country. Most of the major positions in the public sector of the country are occupied by the local people, who are called Emiratis. This is because the main aim of the government of the country is to provide the Emirati nationals with job security and hand them positions of responsibility. However, some of the services rendered by the government are time consuming and quite complex in nature. The complexity is due to various stringent laws and

extensive paperwork. A major challenge for the entire system of the government is the requirement of processing information on millions of visitors, work permits and also resident visas. This is all in addition to the everyday services that are provided by the governmental departments to the people residing in the country such as car registration, utilities, internet services and phones. Most of the services provided by the government still involve complex paperwork, long queues, stamping and several visits to government or semi-government departments and offices. However, in recent years, many new improvements in the system have been introduced so as to speed up the above-mentioned processes. Improvements can be seen in the form of the introduction of various online facilities and reorganising of some of the major services so as to increase the efficiency and effectiveness of the services that are provided by the governmental organisations. The system of automobile registration is one such example of the improved efficiency of government departments (Fanack, 2016).

The presence of monopolies aggravates the bureaucracy and the outcome of this aggravation is an increase in the tendency of centralising some of the major services. These services do not include the competitors which are a part of the private sector. This exclusion results in a reduction in quality and effectiveness of the services being provided by the public sector. The reason behind this is that there is no major competition with which the public sector can compete and hence, setting benchmarks of performance is not possible. One of the most classic examples of inefficiency is Etisalat, which is a semi-governmental corporation operating in the telecommunication industry. Till the year 2007, Etisalat was the only company which was providing telecommunication services such as internet and phone services in the entire United Arab Emirates, and it was perceived as inefficient by almost all the people. In order to break the monopoly of the company, the government of the United Arab Emirates created another semi-governmental organisation called 'du'. This step by the

government has improved the prevailing situation to a great extent because the introduction of a new company has resulted in the creation of competition and also, the residents of the place have more choices in their selection of a network. However, there has not been a drastic improvement in the situation. Most of the Emirati people work in public sector companies only because the Emiratis are given preference over expatriates when it comes to working in a public sector. Other reasons for Emiratis to work in the public sector are their preference for higher salaries, short working hours, which are flexible as well, and excellent benefits such as pensions. Since all the above-mentioned benefits are available to the citizens of the UAE in the public sector, the public sector organisations as well as semi-governmental organisations are usually overstaffed with Emirati nationals (Fanack, 2016). Thus, the public sector in the UAE mostly employs people who are residents of the country.

'Emiratisation' in the Public Sector

One of the major impediments in the development of the United Arab Emirates is the imbalance of jobs held by nationals and the non-national population. The arrival of expatriates in the region has led to an increase in the social and economic problems. The Emirati nationals form less than one fifth of the total population living in the United Arab Emirates. The local population of the country is considered as the most privileged on the face of this planet. The local people of the place have various privileges bestowed upon them from the government of the place and they are given both social as well as economic benefits. However, due to the increasing social costs of the government and recession facing the world, the government of the United Arab Emirates sought for another way of dealing with the costs. In view of this, the government initiated a programme called 'Emiratisation'. This programme has the objective of providing better employment opportunities to the local people of the country over the expatriates. Before getting into the details of the process, it is

rather essential to understand the meaning of the term Emiratisation. Emiratisation can be defined as "*an affirmative action quota driven employment policy that ensures UAE nationals are given employment opportunities in the private sector*" (Godwin, 2006).

Various studies that have been undertaken in the past have shown evidence that the local people of the United Arab Emirates prefer employment in the public sector because the public sector provides them better opportunities for jobs, job security as well as compensation. However, the local people of the country, despite receiving so many privileges, are not performing well in their jobs. They lack certain abilities to complete the tasks assigned to them satisfactorily. Since the nationals do not have much practical experience, they find it difficult to get placed in good jobs and thus, they lag behind the expatriates. With the introduction of the process of Emiratisation, the government of the United Arab Emirates is taking desperate measures to promote Emiratis to good positions both in the public and the private sector. There are three factors which are crucial for the programme of Emiratisation, namely social, personal and organisational factors (Shaw et al., 2005).

The public sector of the UAE accounts for 52 percent of the total market capture and Emiratisation of jobs in Abu Dhabi. The nationals of the UAE are attracted to this sector for various reasons such as high remuneration packages, shorter working hours, job security and many more. However, in order to meet the specifications laid down by the government of the United Arab Emirates with respect to the programme of Emiratisation, it is essential that all the people hired by the companies be monitored regularly. Apart from this, this programme also requires that appropriate training is provided to all the local people so that their performance in the long run gets improved (Al-Nuseirat and Biygautane, 2014).

In this thesis the researcher is discussing various public sector industries which play a major role in Emiratisation.

Abu Dhabi Tourism Authority

The tourism sector of Abu Dhabi is known for its great employment opportunities for locals who want to work in the sector, which promises rapid development and a promising future. The Abu Dhabi Tourism Authority (ADTA) is the institution responsible for governing and the development of the tourism sector in the UAE. The institution aims to increase the percentage of UAE employees working in the tourism sector by up to 5 percent (Abu Dhabi Tourism & Culture Authority, 2017).

The Emiratisation panel of ADTA has launched many attractive and diverse schemes which aim to attract the local talent of the country. This has been done through introducing them to numerous career opportunities and growth prospects in the future. The ADTA programme includes the Cultural Guide Programme, Abu Dhabi Ambassador Programme, Tourism Youth Summer Camp, Tourism Career Fair and many more (Abu Dhabi Tourism & Culture Authority, 2017).

Abu Dhabi Education Council

The Abu Dhabi Education Council (ADEC) has developed various plans like the 10-year strategic plan and higher education strategic plan, which aims to improve the standard and quality of education in the country. The objective of these plans is to equip the locals with the necessary sets of skills and qualifications to help them to enter the job market.

The Human Resource Authority (HRA) is also collaborating with the ADEC to link various initiatives and programmes of educational institutes with the motive of Emiratisation. This is done to ensure the success of the collective efforts of the government to reach towards

sustainable development of individuals and motivating them to enter the job market (ADEC, 2017).

Abu Dhabi Retirement, Pensions and Benefits Fund

The Abu Dhabi Retirement, Pensions and Benefits Fund (ADRPBF) and HRA have been able to link a strategic cooperation agreement by creating employment opportunities for locals of the country and sharing information, technical support and expertise between these entities. In 2009, Emiratis made up to 56.8 percent of the total workforce of the ADRPBF (ADRPDF, 2017).

General Directorate of Abu Dhabi Police

The General Directorate of Abu Dhabi Police (GDADP) also plays a major role in the process of Emiratisation. The selection and recruitment process of the GDADP aims at attracting university and high school graduates to explore and start a promising career in various civil and military employment opportunities in various departments of Abu Dhabi Police. By the means of diversified career development programmes like the community policing project and participation of individuals in career fairs, Abu Dhabi Police has been able to change the dominant perception of locals towards the police service as a male-dominant sector by giving employment opportunities to outstanding and courageous Emirati female talent (GDADP, 2017).

Other Entities

Apart from the entities discussed above, many other institutions have played a major part in Emiratisation in the UAE. The Critical National Infrastructure Authority (CNIA) accounted for 90 percent of the Emiratisation within the institution in the year 2009, while on the other hand, the Abu Dhabi Airports Company (ADAC) stood at 90 percent by the end of 2009.

Apart from these, the Department of Economic Development (DED) saw an increase of 10.4 percent as the percentage of Emiratisation rose from 72.3 percent in the year 2008 to 82.7 percent in 2009 (Abu Dhabi eGovernment, 2017).

The Role of the Executive Council in the Abu Dhabi Emirate

The Executive Council of Abu Dhabi is an authority that operates in the Emirate of Abu Dhabi. It is considered as a local executive authority. As per the views of Davidson (2009), "*the enormous number of institutions relative to its modest population size and the active mixture that exists between traditional and more formal powers, the United Arab Emirates provides one of the best examples of a hybrid, neo-patrimonial political system*".

At the supreme levels of the emirates, the government has private offices. In addition to this, they also have private courts headed by both the rulers and the crown prince. Their offices comprise their private staff and directors. In the emirate of Abu Dhabi, which is the largest of all the seven emirates, both the western and eastern regions of Abu Dhabi are still managed by representatives of the ruler (Davidson, 2009).

Taking decisions which are unilateral in nature is in the hands of the office of the ruler and such decisions are then released as 'Emiri decrees'. However, most of the legislations are at present framed by the executive council of each of the emirates before the decree is sent to the office of the ruler for approval. After the approval, the decrees are introduced to the general public as law. The most powerful executive council amongst all the executive councils of each emirate (Dubai and the other emirates) is the Abu Dhabi Executive Council and this information is not at all surprising. The reason behind it being powerful is that the executive council of Abu Dhabi carries out its operations in the most formal manner (Davidson, 2009).

The role played by the executive council of Abu Dhabi is extremely crucial and extensive since the council is responsible for assisting the ruler of the country while he carries out his duties and responsibilities towards the country. The chairman of the executive council of Abu Dhabi is the crown prince of Abu Dhabi. The crown prince is also the prime minister of Abu Dhabi. The inclusion as well as exclusion of the members of a family is evidence of the influence held by the family in the emirate of Abu Dhabi. All the regular departments of the government that are operating in Abu Dhabi are subordinates to the executive council of Abu Dhabi. In addition to the Abu Dhabi Executive Council, there are three municipalities, the Supreme Petroleum Council and three forces of police. One police force is for the capital and one each for the two regions (Davidson, 2009).

The role played by the executive council includes holding frequent meetings in the emirate of Abu Dhabi. In the meetings, discussions with respect to various issues and memos are undertaken. Such issues and memos are referred by the government authorities and departments of Abu Dhabi. Such issues and memos are concerned with progress achieved by those projects which are sponsored by the government, developing required services and overseeing improvements in the performance of the government departments operating in Abu Dhabi (Davidson, 2009).

Apart from the above, the executive council also has the responsibility to determine the amount to be spent on public facilities in the emirate. Furthermore, it also has some agendas set in the annual policies. Such policies list its goals for one year to the public (Davidson, 2009).

To provide suggestions to the Abu Dhabi Executive Council, a body called the National Consultative Council (NCC) has been established (Abu Dhabi Government, 2017b). This NCC provides the council with various suggestions and feedback. In comparison with the other six emirates, the body of Abu Dhabi is more formal. It was established in the year 1971, through an Emiri decree. The major responsibilities of the NCC includes considering the drafts of various laws and various petitions received by it. Traditionally, under the executive council, six subcommittees have been established. Their responsibilities have been to produce appropriate recommendations with respect to defence affairs, financial affairs, interior affairs, economic affairs, affairs related to the society at large such as health and labour, information and education, public utilities, agriculture and municipalities. In addition to this, in order to prepare the agenda for the meetings of the NCC, a committee has been established and such a committee exists for the eastern as well as western region (Abu Dhabi Government, 2017b).

However, the NCC is not an institution that undertakes the process of decision-making. It exists only for representing the opinions of the public at large. Therefore, none of the members of the family of the rulers or any other tribe which is powerful are on the committee of the NCC. As far as the usefulness of the NCC is concerned, many times it has remained questionable. Questions on the usefulness of the committee arise because it is not necessary for the Abu Dhabi Executive Council to acknowledge each and every recommendation received by it from the NCC. In addition to this, in the entire period of 37 years of its existence, it still remains appointive (Davidson, 2009).

Article 3 of the law has remained unchanged over the years. It still states that "*the ruler will select, appoint, and accept the resignation of the members of the NCC by emiri decree*" (Davidson, 2009). Moreover, Article 4 of the same law states that "*the term of the*

membership in the NCC will be for two renewable years…those members whose membership has expired can be reselected" (Davidson, 2009).

4.4 Comparison between the Executive Council and the Federal Regime in the UAE

The executive council of Abu Dhabi is a formal committee. In comparison with the other emirates, it can be said to be the most formal amongst them all. The structure of the Abu Dhabi Executive Council is quite similar to the federal government of the UAE. In fact, Davidson (2009) has stated that "*In some ways, the federal government of the UAE mirrors Abu Dhabi's emirate-level administration*". In addition to this, the Supreme Council of Rulers (SCR) also exists, which is quite powerful and a body which is essentially traditional. This council consists of the heads of each of the seven emirates who are the hereditary rulers. This information is as per the federal agreement which was originally created in the year 1971. The provisional constitution of the United Arab Emirates allowed for elections for the post of the SCR president and such elections were supposed to take place every five years. However, only one incident has been recorded in the history of the United Arab Emirates in which the president had a successor. This happened in the year 2004 when the Sheikh of Abu Dhabi acquired the position of the President of the United Arab Emirates, thereby succeeding his father, who was the ruler of the UAE since the year 1971. From this, it can be deduced that the ruler of Abu Dhabi is tantamount to be the natural president of the United Arab Emirates. However, this is not because of the fact that most of the development of the entire federation is financed by Abu Dhabi alone. In addition to this, establishment of the SCR also depicts the status of Dubai as the second wealthiest emirate of the United Arab Emirates because the rulers of both emirates possess an additional power in the meetings called the veto power. In addition to this, Article 49 of the federal constitution of the United Arab

Emirates, the ruler of Dubai shall always serve as the vice president of the nation. This was eventually witnessed in the year 2006, when the ruler of Dubai, Sheikh Muhammad bin Rashid Al-Maktoum, succeeded to the throne of Dubai and was automatically appointed as the vice president of the nation. For supporting the SCR and the president as well, a presidential office was set up along with a presidential court. Both establishments have their own staff. However, despite the similarities in the emirate-level institutions of Abu Dhabi and the federal regime, it is not clear whether the two regimes carry out their operations independently (Davidson, 2009).

The responsibility of the decision-making process of the federal government lies with the Council of Ministers (COM). The Council of Ministers was established in the year 1972 and since the time it was established, its power has always been reflected by its composition. The relative power of the member states and their influence as well are reflected in the composition. The same is reflected in the composition of the Abu Dhabi Executive Council, which depicts the prestige of the ruling family. One of the former ministers of the United Arab Emirates details the original cabinet of the Council of Ministers, which assumed the belief that "*wealth and family background alone would guarantee security and stability*" (Davidson, 2009). The Council of Ministers originally comprised 11 ministers in addition to the prime minister. In recent years, the number of positions in the Council of Ministers expanded to 19 positions. This was increased due to the supply of different appointees from different emirates. Before the year 1979, the period before constitutional crises, a premiership was assigned to the crown prince of the emirate of Dubai. This persuaded the ruler of the emirate Dubai to take up the post of prime minister of the nation as well as the vice-president. However, a major share in various positions available in the Council of Ministers was held by Abu Dhabi for most of the period. The posts held by Abu Dhabi included the higher

education ministry, public works ministry and the deputy premiership. At present, the membership of the Council of Ministers has become 20 ministers and in addition to that, five ministers of state. However, still the positions are in favour of Abu Dhabi. The Emirate of Abu Dhabi still controls the presidential affairs ministry, foreign affairs ministry and the position of the deputy prime minister. On the whole, there are at present seven members from the ruling family of Abu Dhabi (which is the Al-Nahyan family). These seven members are serving as ministers who are, in addition to ministerial posts based in Abu Dhabi, related to justice and energy. Moreover, there is a minimum of two ministers in addition to the above, who are the de facto members of the contingent of Abu Dhabi (Davidson, 2009).

The role played by the NCC in Abu Dhabi is similar to the role played by the Federal National Council (FNC) at the federal level. The Federal National Council being a consultative body is composed of contingents selected from each of the seven emirates. The Federal National Council is made up of 40 members and includes a speaker who is selected internally and two deputies. At a time, this chamber takes up sessions for a period of two years. The number of subcommittees is similar to the Abu Dhabi Executive Council. These subcommittees have titles similar to those of the NCC. Similar to the Council of Ministers, the emirates which are more powerful are the ones who dominate. This has been enumerated in the provisional federal constitution. Article 72 states that eight members of the Federal National Council shall be from the emirates of Dubai and Abu Dhabi. On the other hand, the number of members from Ras al-Khaimah and Sharjah is six, while only four members are elected from the remaining three emirates (Davidson, 2009).

Thus, from the above it can be said that the Abu Dhabi Executive Council is similar to the federal regime of the entire United Arab Emirates on the basis of the structure as well as the functioning of various committees at both local and federal levels.

4.5 Abu Dhabi Sewerage Services Company (ADSSC)

Company Description

In June 2005, Abu Dhabi Sewerage Services Company, which is commonly called ADSSC, was established. The company is a wholly owned company of the government of Abu Dhabi and it operates in the public sector. The company directly reports to the ADEC (which is the Abu Dhabi Executive Council). Prior to this, the company was supposed to report to the Abu Dhabi Water & Electricity Authority (ADWEA), but after its disengagement from the same it began reporting to the ADEC. This was enumerated under a decree issued in the year 2009 by the government of Abu Dhabi. The main purpose of the establishment of ADSSC was to look after the collection and treatment of the waste water that was discharged from all the commercial as well as residential customers residing or operating in Abu Dhabi. In addition to this, it also has the responsibility to dispose the liquid as well as solid wastes safely. Another responsibility of ADSSC includes provision of bio-solids as well as treated water to the municipalities for the purposes of horticulture. The mission of the company is "*To achieve excellence in the provision of high quality, cost effective, safe and environmentally compliant sewerage services in the Emirate of Abu Dhabi*". Its vision is "*To be recognised by communities, businesses and regulators as a leader in the provision of sewerage services by 2020*" (Abu Dhabi Government, 2017a).

Organisational Development in ADSSC

In order to achieve effectiveness in the operations of an organisation, the concept of organisational development is necessary to be implemented. Behavioural knowledge and practice are implemented in the concept of organisational development, to promote the effectiveness of working within the organisation. The main motive of organisational development is to improve the internal functions as well as external environment of the company. Organisational development helps in achieving high performance in the organisations. Thus, organisational development intervention is essential to implement in each organisation because such implementation can help the organisations in becoming successful in the long run (Kolachi and Akan, 2014).

With respect to the public sector departments operating in the United Arab Emirates, organisational development is explained with the help of the role played by the head of the human resource department. Organisational development is one of the most significant factors that is essential for the organisations of the public sector in the United Arab Emirates (Kolachi and Akan, 2014). However, in the practical world, it can be observed that the government of the United Arab Emirates has not applied the concept of organisational development in the public sector of the United Arab Emirates. The application of this concept is limited to the private sector and its implementation in the public sector of the United Arab Emirates is difficult to achieve (Mathias, 2014).

While researching on the topic, the lack of available literature on organisational development in the public sector of the United Arab Emirates was a challenge for the researchers. Furthermore, it was identified that the level of employee engagement in the public sector organisations of the United Arab Emirates is quite low as all the policies are made by the

ruling authority and none of the employees are involved in the same, which is the main reason behind their declining engagement. However, the situation of the lack of employee engagement in the public sector can be improved by encouraging the application of OD implementation (Mathias, 2014). In addition to this, identification of various limitations in the organisational development is also essential, so as to reform the public sector organisations of the United Arab Emirates (Mathias, 2014).

The economy of the United Arab Emirates is majorly based on the oil sector, which is a highly unstable sector. Being a non-renewable source of energy, it is essential for the country to diversify its economy. Thus, instead of focusing only upon oil as a source of earnings, the government of the country must take certain steps to enhance the efficiency of the employees working in the public sector. At present, most of the jobs in the public sector of the United Arab Emirates are reserved for the Emirati people. In addition to this, various benefits have also been provided to them such as flexible working hours and generous pay, which bring about satisfaction in the local people of the country. Emirati people are thus interested in entering those organisations which are operated by the government of the country rather than opting for jobs in the private sector. Emirati people enjoy a sense of security in the organisations of the public sector as they are provided with better perks than in the private sector (Salih, 2010). Moreover, it can be observed that most of the organisations of the private sector employ people from foreign countries and thus, most of the employees of these organisations are expatriates and there are less Emirati people. On the other hand, in the public sector there are less chances of finding expatriates working there, as Emirati nationals are preferred over expatriates (Forstenlechner and Rutledge, 2015).

In order to enhance the engagement of employees in the organisation, it is essential that they are satisfied with the policies framed by the organisation for the employees working there. In order to promote organisational development, the government of the United Arab Emirates has introduced various programmes such as Emiratisation (Abu Dhabi eGovernment, 2017). Emiratisation is a programme in which the organisations are required to appoint a specified number of Emirati nationals so that they also have good job opportunities (Bradley et al., 2014). In the recent amendments to the laws, the government has extended the same to the private sector as well. This depicts the effort put in by the government to enhance employee satisfaction in the public as well as private organisations and thus, supporting organisational development by increasing the level of employee engagement in the country (Al-Khouri, 2013).

The main focus of the organisational development is to reduce the resistance of employees against the changes introduced in the organisation. The introduction of organisational development practices in the public sector organisations of the United Arab Emirates is a recent one (Schlesinger and Kotter, 1989). One of the techniques to enhance organisational development is to encourage the employees to engage themselves in the development of the organisation (Randeree, 2009). If the employees are made a part of the decision-making process, they will truly be able to feel like they are an inseparable part of the organisation, which will enhance their satisfaction level. At the federal level, the government of the country, in order to involve the general public in the political system of the country and increase their satisfaction level, introduced the system of elections. Now, half of the members of the Federal National Council are appointed through elections. This provides the citizens of the country a sense of security (Randeree, 2008).

In a similar manner, the public sector organisations are also required to implement such policies which will help in increasing the engagement of employees and make the organisations more orientated towards growth. Since most of the organisations in the United Arab Emirates operate in the public sector, its dominance cannot be avoided. If the employees in the public sector are suffering from a low level of engagement, then there will be various issues such as poor quality of services, delays in giving licences and complexities in various processes. All the policies in the public sector organisations in the United Arab Emirates are framed by the ruling government and hence, it can be said that the initiatives of organisational development are greatly influenced by the governmental policies for the organisations as well as for the entire country (Sminia and Nistelrooij, 2006).

4.6 Conclusion

Public sector organisations such as ADSSC dominate the entire United Arab Emirates. Organisational development in the public sector organisations operating in the United Arab Emirates is directly related to the policies that are framed by the government of the country. Thus, the government of the country is taking various steps to enhance the engagement level of employees in the public sector organisations in the same way as it is trying to improve the participation of the Emirati people in the political system of the country by introducing the system of elections. However, many challenges are facing the public sector organisations such as issues related to sustainability, employment of a local workforce, the low engagement level of employees and issues related to diversity. All these issues can be easily addressed by introducing the approach of organisational development in public sector organisations such as ADSSC. Organisational development, in companies such as ADSSC operating in the public sector, can be utilised as a significant approach towards bringing about a change. Such an approach can help in handling the situation of the low level of employee engagement in the

public sector organisations. For the purpose of implementing strategic initiatives, the organisational development approach is the most beneficial. Organisational development can be used as a tool to generate more income and thus, enhancing the overall growth of a nation.

Chapter 5: Quantitative Analysis

5.1 Introduction

As discussed in Chapter 1, there is a dominance of public sector organisations in the Middle Eastern economies. The economies of Middle Eastern countries have lagged behind their competitors due to the challenges faced by public sector organisations. Thus, for the UAE economy to grow there is a need for public sector organisations to become more growth-orientated. The literature review suggests that the concept of organisational development emerged in the Middle Eastern countries recently. It has been implemented by organisations in the UAE for improving performance and productivity. However, at present there is a lack of studies in the context of the UAE/Middle Eastern countries that show the effectiveness of OD in achieving the anticipated benefits. This study is therefore carried out to fill the gap in the literature. The major objectives of this research focus on ascertaining the attitudes of managers and employees towards ISO implementation as an OD intervention along with the attitudes of the top management towards the same. In addition, the research study also aims to understand the impact of the ISO implementation on the organisation. Furthermore, the research studies have indicated that there is less generation of new knowledge in the Middle East region in comparison to the rest of the world. The UAE is making an effort to increase the knowledge in the country by promoting a knowledge-based economy. This research is one effort towards increasing the knowledge regarding the ISO implementation as an organisational development intervention in an organisation (Ryana and Daly, 2018).

The 'research methodology' chapter provided an overview of the research methods and strategies to be adopted for this research. The primary data has been collected through surveys and interviews. A survey of randomly selected employees of ADSSC was done. Privacy and secrecy were ensured while conducting the surveys. This chapter focuses on the

quantitative analysis of the survey responses, whereas the next chapter has analysed the interviews of the top management authorities of ADSSC. The findings of the survey have been compared to the literature review to validate the primary research findings. However, there are a limited number of studies conducted in the UAE related to OD. The objective of including this chapter is to analyse the data collected from the survey respondents. The main objective behind this research is to ascertain the attitudes of the respondents (leaders as well as employees) towards the OD intervention, and analyse how they are transforming traditional organisations into project-orientated organisations. A survey of the employees was done with the aim of identifying the internal and external motivations behind the implementation of ISO at ADSSC, the procedures used to implement ISO, and the benefits derived from it (ADSSC, 2017). The data collected in quantitative form is represented in this chapter in a graphical format to facilitate the reader with proper visualisations of the collected data. The data for each and every question asked in the survey has been individually presented in a graphical format followed by a brief explanation of the results. Demographic questions are first placed in the presentation to get the personal profiles of the respondents. The demographic questions include the age, gender, years of experience and educational qualification of the respondents. The next section of the chapter presents the quantitative data of the questions which were asked based on the variables defined in the study. The questions of one variable are kept together.

5.2 The Context of the Quantitative Research

Quantitative research has been adopted for achieving the research objectives related to ISO as an OD intervention. Quantitative research is an effective and structured way of collecting and analysing data. The purpose of using a quantitative approach for this research was to quantify the problem, along with projecting the results to a larger population. The quantitative

research has been conducted to achieve the objectives of this research, which focus on quantifying the attitude of the employees and leaders of ADSSC towards the ISO standards as OD interventions. The quantitative research has helped in determining the fundamental changes taking place in the attitudes of the top managers in traditional organisations like ADSSC. One important factor that has been considered while determining the context of the quantitative research is the scale which has been used to measure the results of the research. In this quantitative research, the Likert scale has been used for quantifying the attitudes of the respondents. The Likert scale is a widely used five-point scale, used for measuring the responses of the respondents.

5.3 Demographic Profile of the Respondents

In the survey, some general demographic questions were posed to the respondents such as their gender, age, educational qualification, years of service, for identifying and understanding the characteristics of the population selected for the survey. Out of the 200 questionnaires distributed to the employees of ADSSC, 169 questionnaires were collected. In total, 19 incomplete questionnaires were omitted from the analysis.

Q1. Gender

Gender Distribution
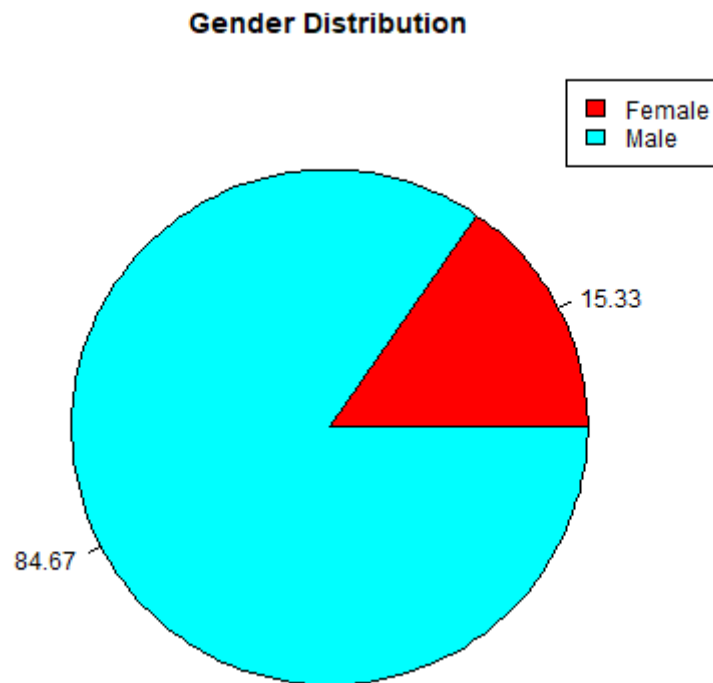
Figure 3: Gender

Analysis: From Figure 3, it can be seen that out of the 150 respondents, 84.67% and 15.33% were male and female, respectively. In 2016, the total number of male and female employees in ADSSC was 412 and 201, respectively (ADSSC, 2016). The gender composition in ADSSC is ascertained by the annual report of the organisation. It is important to collect the demographic data about the respondents involved in the study so as to determine the impact of factors such as age, gender, education, and experience on the findings of the research. The lower percentage of females in the sample maybe due to the lower percentage of female staff in ADSSC. However, the percentage of females in the sample is less in comparison to the percentage of females in the target population. This percentage can also be seen as a reflection of the actual percentage of female employees working in ADSSC. The proportion of females working in the organisation is less than one-fifth of the total number of employees.
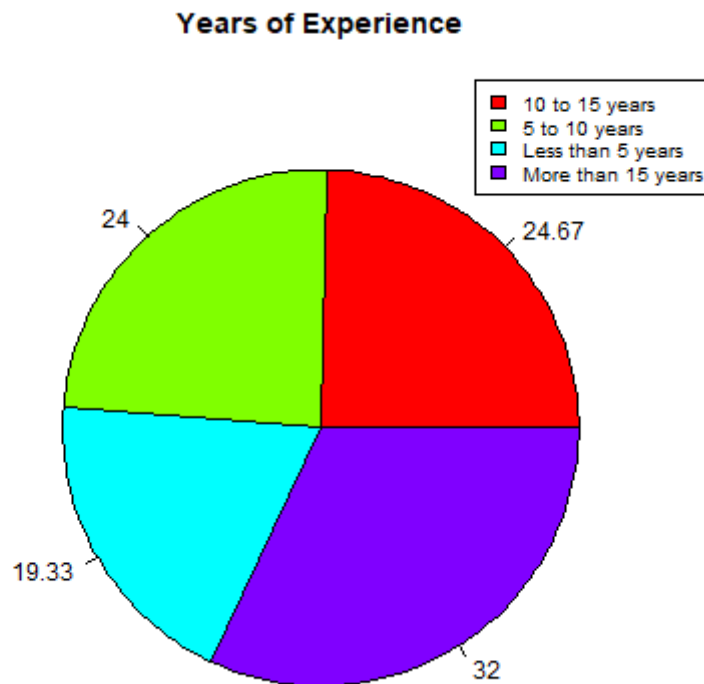
Q2. Age group

Age Distribution
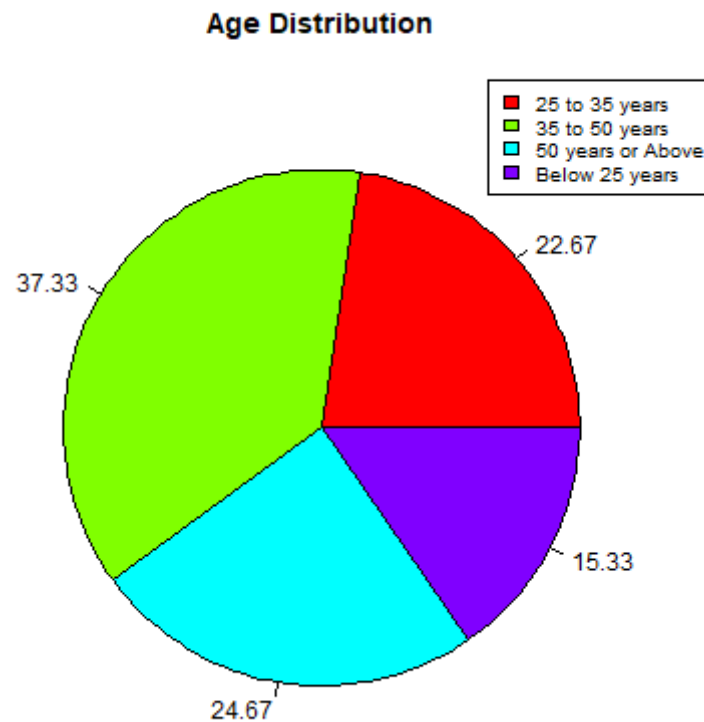
Figure 4: Age

Analysis: Out of the 150 participants, 15.33% were under 25 years of age, 22.67% were in the age group of 26-35 years, 37.33% were in the age group of 35-50 years, and 24.67% were over 50 years of age. Thus, it can be seen that the majority of the respondents were over 35 years of age. Thus, it can be said that the majority of the employees in the sample were experienced, and so would be able to provide better insight.

Q3. Years of experience

Years of Experience

Legend:
- 10 to 15 years
- 5 to 10 years
- Less than 5 years
- More than 15 years

24 | 24.67 | 19.33 | 32

Figure 5: Years of experience

Out of all the participants, 19% had less than 5 years of experience, 24% had experience within the range of 6-10 years, 25% had experience within the range of 10-15 years, and the remaining 32% had more than 15 years of experience. Thus, it can be seen that the majority of respondents had more than 10 years of experience. The higher percentage of respondents with more than 10 years of experience can be attributed to the fact that a higher percentage of respondents were over 35 years of age. Thus, it can be seen that the majority of employees had more than 5 years of experience, and so would be able to provide better insight related to ISO implementation and its impact on ADSSC.

Q4. Educational qualification
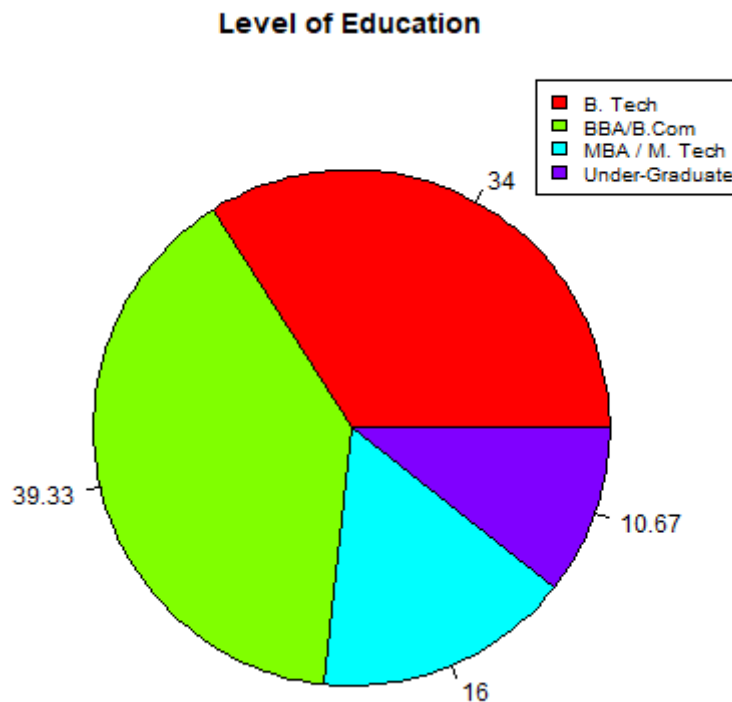
Level of Education

Figure 6: Educational qualification

Analysis: Data related to the highest level of education attained by participants is shown in Figure 6. This figure shows that out of the 150 participants, 11% had a diploma, 39% had a bachelor's degree, 34% had a Master's degree and 16% had a doctoral degree. Thus, it can be said that the majority of respondents held a bachelor's degree or higher. The majority of employees were graduates as the survey was sent to managers and senior managers.

Summary of the Demographics

Demographics can be defined as the statistical data which is related to the population. The above discussion has focused on the demographic characteristics of the sample taken for conducting the research in ADSSC. The overall demographic profile of the sample indicates that the number of male respondents is larger than that of female respondents. A majority of the respondents of the study were from the age group of 35-50 years; it was important for this

study to include respondents who are experienced enough to answer questions related to ISO as an OD intervention. A majority of the respondents included in this research were experienced, with work experience of more than 5 years. The respondents for the study were taken from ADSSC itself; therefore, they were educated, and a majority of the respondents had either a bachelor's or a Master's degree.

5.4 Internal Motivation

The question related to the internal motivation has helped in determining the internal motivation behind ISO implementation at Abu Dhabi Sewerage Services Company. Internal motivation is the behaviour driven by internal rewards. Internal motivation is when behaviour arises naturally in an individual and satisfies the individual. Unlike external motivation, where external rewards or punishments are involved, in internal motivation the individual acts without any external reward. Internal motivation is when an activity is done for an inherent satisfaction rather than its separable consequences (Oudeyer and Kaplan, 2014). Internal motivation is the energised behaviour that comes from within; no external rewards are required if an individual or organisation is intrinsically motivated towards some action.

In order to determine the ISO implementation in ADSSC as an OD intervention, it was important to determine the factors that internally motivate ADSSC to implement ISO in the organisation. In this context, some of the major questions from the respondents were regarding cost reduction, quality improvement and capturing employees' knowledge as internal motivations for implementing the ISO in the organisation.
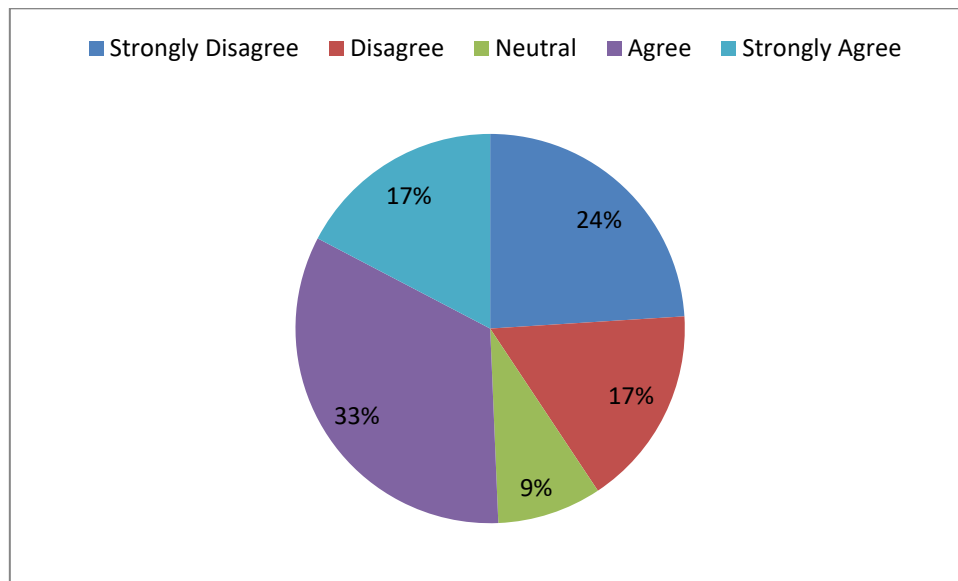
Q5. Cost reduction was one of the major internal motivations for implementing ISO
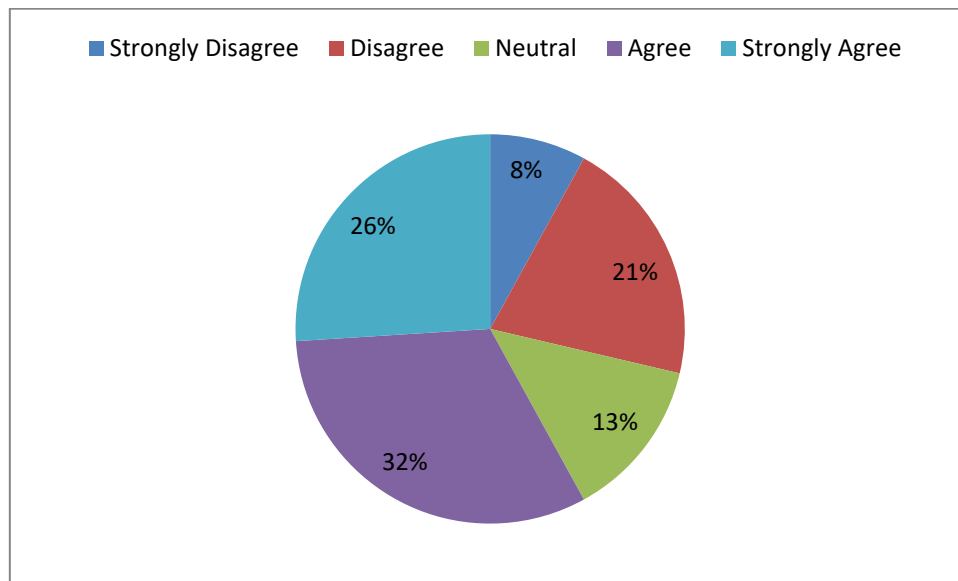
Figure 7: Cost reduction

Analysis: This question was asked to find out whether or not cost reduction was considered as one of the major internal motivations for implementing ISO at ADSSC. From Figure 7, it can be seen that 58% of the respondents either agreed or strongly agreed with the fact that cost reduction was one of the major internal motivations for implementing ISO. Around 29% of the respondents disagreed or strongly disagreed that cost reduction was an internal motivation for ISO implementation. Around 13% of the respondents selected neutral as they might have been unaware of whether or not cost reduction was a reason for getting ISO certified. Thus, it can be said that the majority of respondents agreed with the statement. Cost reduction is considered as an internal motivation variable because some previous studies such as (Jang and Lin, 2008) have proved this variable is one of the internal motivations for implementing the ISO 9001 certification. Cost reduction is associated with the ISO 9001 certification as the new processes and methods of performing the task make the task easier, enhance productivity and reduce the overall time of production (Alolayan, 2014).

Q6. Quality improvement was one of the major internal motivations for implementing ISO

Figure 8: Quality improvement

Analysis: This question was asked to establish whether or not quality improvement was one of the major internal motivations for implementing ISO at ADSSC. From Figure 8, it can be seen that 50% of the respondents agreed or strongly agreed with the fact that quality improvement was one of the major internal motivations for ADSSC to take up ISO 9001 implementation. Around 29% of the respondents disagreed or strongly disagreed that quality improvement was an internal motivation for ISO implementation at ADSSC. Around 9% of the respondents were neutral about this statement, meaning that they neither agreed nor disagreed. Quality improvements are considered as an internal motivation variable for improving the quality of the processes and activities because some previous studies have proved this variable is one of the internal motivations for implementing ISO 9001 certification. It has been proved in previous studies such as (Jang and Lin, 2008) that implementation of ISO 9001 standards makes the system more efficient and effective by managing all the processes in a very well-coordinated manner. Management of all the processes in a coordinated manner enhances the quality of the products/services.

Q7. Capturing employees' knowledge was one of the major internal motivations for implementing ISO
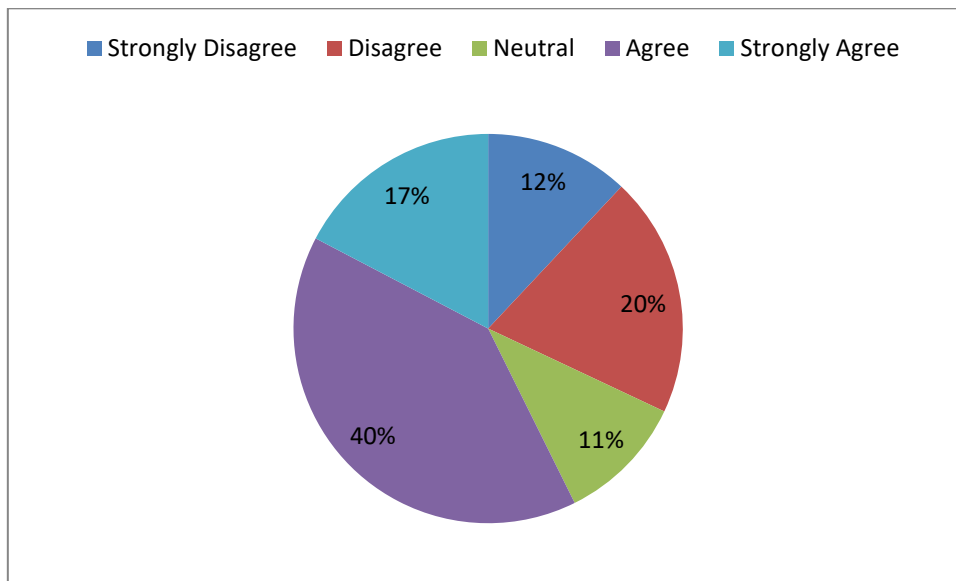
Figure 9: Capturing employees' knowledge

Analysis: Out of all the respondents, the majority, . 57% of the respondents, agreed or strongly agreed with the fact that capturing employees' knowledge was one of the internal motivations for the organisation to take up ISO 9001 implementation. Around 32% of the respondents either disagreed or strongly disagreed that capturing employees' knowledge was one of the major internal motivations for ADSSC to implement ISO 9001 certification. Around 11% of the respondents were neutral about this statement. Thus, it can be seen that the majority of respondents agreed with the statement, showing that one of the reasons for ISO implementation at ADSSC was capturing employees' knowledge.

Summary of Internal Motivation

The graphical analysis regarding internal motivations to implement ISO in ADSSC indicates that amongst all the internal motivations, quality improvement was one important motivation that motivated the organisation to implement ISO as an OD intervention. The ISO is a quality management system with standards that ensure fulfilment of the customers' and stakeholders'

needs along with ensuring the regulatory or statutory requirements related to the product or service. The ISO standards provide guidance to the organisation to meet the requirements of the customers consistently along with improving the quality (ISO, 2018). The next important motivation in ADSSC for adopting ISO is cost reduction. ISO helps ADSSC reduce its costs. Cost is one of the important aspects for all organisations. The focus is on reducing the costs of the organisation so that the overall profit can be increased (Tvrdik, 1997). Lastly, knowledge sharing is another motivation to implement ISO in ADSSC. The ISO standards clearly define the organisational knowledge as the specific knowledge of the organisation which is gained from experience and is shared in the organisation to achieve the organisational goals and objectives. ISO emphasises the fact that all the lessons learnt from failure, success, customers, and suppliers must be shared in the organisation. The respondents from ADSSC agreed with the statement that knowledge sharing is one of the motivations to implement ISO in the organisation. Hence, the company needs to share its experience with the employees and this can be done through the organisation of friendly seminars and events where the senior employees are asked to participate and share their experiences.

5.5 External Motivation

In contrast to internal motivation, there is external motivation. As the name suggests, external motivation is behaviour driven by external rewards such as money, praise, fame and grades. External motivation also has a powerful influence on the behaviour of humans. In this context, external motivation to implement ISO in ADSSC was determined in ADSSC. In this context some statements were given to the respondents regarding the external motivations to implement ISO in ADSSC. The respondents were asked about environment sustainability, fulfilling people's demands and establishing a strong relationship with suppliers and subcontractors as the major external motivations. These factors affect the sustainability

performance of the organisation and are hugely responsible for its success. The responses of the respondents on these statements are represented graphically to provide a better understanding of the results.

Q8. Environment sustainability was one of the major external motivations for implementing ISO
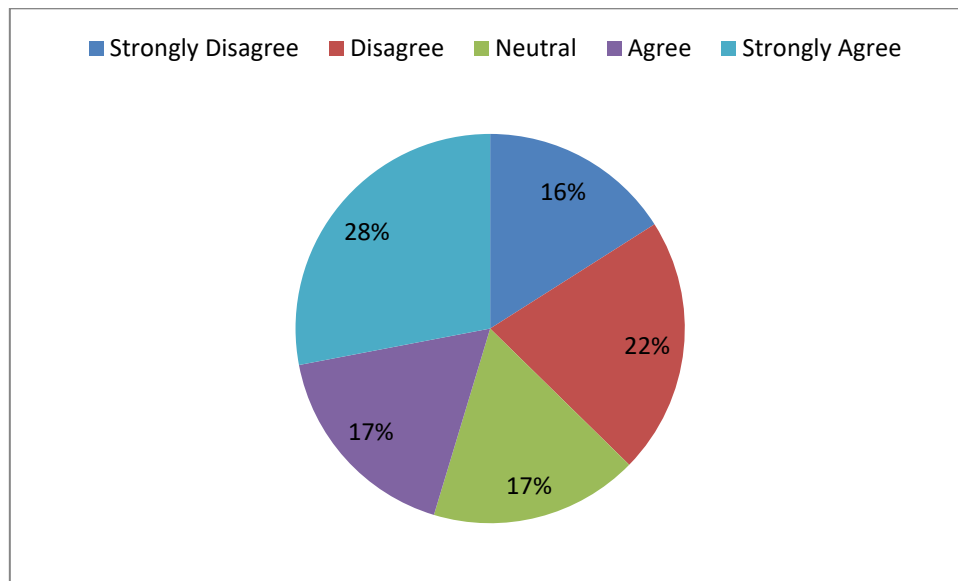

Figure 10: Environment sustainability

Analysis: There are various external motivations that can pressurise an organisation to implement ISO (Castillo-Peces et al., 2018). This question was asked to find out whether or not environment sustainability was one of the major external motivations for implementing ISO at ADSSC. From Figure 10, it can be seen that 45% of the respondents agreed/strongly agreed with the statement. According to them, environmental sustainability was one of the external motivations for ISO implementation. Around 38% of the respondents were of the opinion that environment sustainability was not an external motivation to implement the ISO 9001 certification. Around 17% of the respondents were neutral about this statement. Thus, the majority of respondents considered environment sustainability as an external motivation for ISO implementation. Chiarini (2003) stated that the impact of organisational activities on the environment is increasing. There is a need to understand and manage this impact. ISO implementation has become one of the ways to mitigate the impact of organisations on the environment. The ISO implementation enables an organisation to understand and reduce their impact on the environment (Chiarini, 2003).

Q9. Fulfilling the people's demands was one of the major external motivations for implementing the ISO
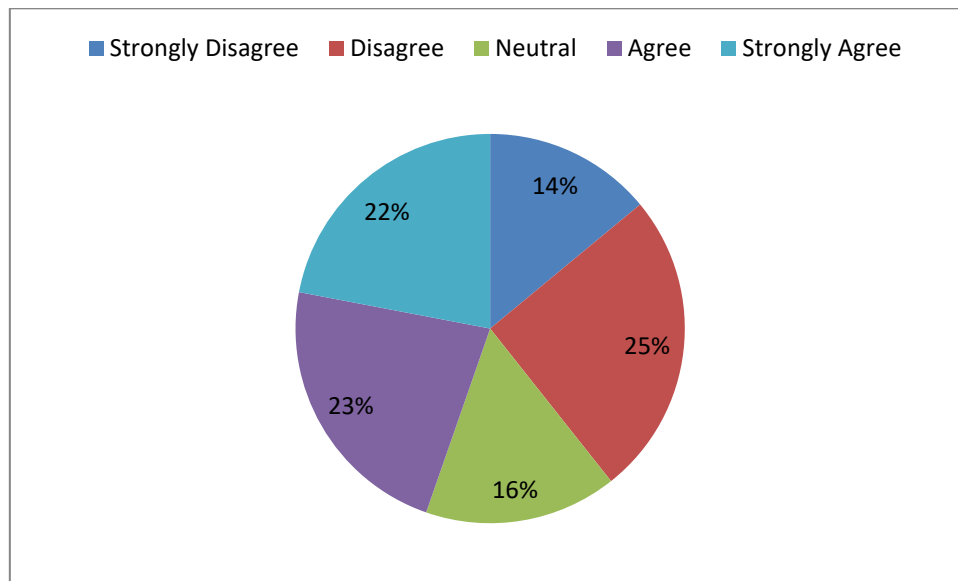
Figure 11: Fulfilling the people's demands

Analysis: This question was asked to know whether or not fulfilling "people's demands" was one of the major external motivations for implementing ISO at ADSSC. From Figure 11, it can be seen that 22% of the respondents strongly agreed, 23% of the respondents agreed, 16% of the respondents were neutral, 25% of the respondents disagreed and 14% strongly disagreed with the statement. It can be seen that there were mixed responses for this statement. So, it cannot be inferred that fulfilling people's demands was an external motivation behind ISO implementation at ADSSC. However, Levett (2011) stated that quality-related demands of people can be fulfilled through ISO implementation. Levett (2011) also stated that ISO implementation helps in setting out the requirements that can have a direct impact on organisational efficiency and customer satisfaction. There was a respondent segment which understood that ISO implementation is one of the effective ways that can help in fulfilling the quality-related demands of customers. This is because ISO implementation is helpful in enhancing the quality of products or services offered to customers.

Q10. Establishing strong relationships with suppliers and subcontractors was one of the major external motivations for implementing ISO
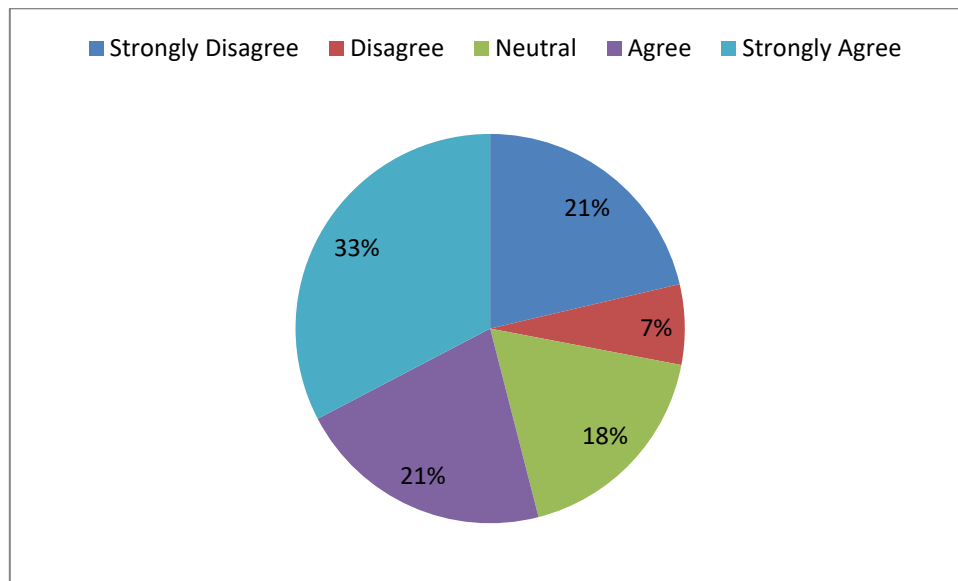
Figure 12: Establishing strong relationships with suppliers and subcontractors

Analysis: This question was asked to know whether or not enhancing the relationship with suppliers and subcontractors was one of the major external motivations for ISO implementation at ADSSC. Figure 12 shows that more than 54% of the respondents agreed/strongly agreed with the fact that the organisation had decided to become ISO certified in order to establish strong relationships with suppliers and subcontractors. On the other hand, 29% of the respondents strongly disagreed/disagreed with the statement. Thus, it can be said that establishing strong relationships with suppliers and subcontractors was an external motivation for ISO 9001 implementation at ADSSC. Suppliers and subcontractors are important stakeholders of organisations that is why it is necessary to consider this as an external variable while evaluating the impact of ISO 9001 standards. The study by Casadesus and De Castro (2005) also determined that adopting the certification and compliance of ISO standards can help in gaining knowledge and ideas, along with the ability to manage parts of the business such as supply chain relationships.

Summary of External Motivation

The above graphical analysis shows the external motivations behind the implementation of ISO in the organisation. Two of the major external motivations that were identified were environmental sustainability and strong relationships with the suppliers. The respondents agreed with the statement that the ISO has been implemented in ADSSC because of its ability to contribute in sustainable development. ISO has some major sustainability standards that contribute in sustainable development (ISO26000, 2017). The ISO sustainability standards address aspects such as health, safety, responsibility, environment, . Supplier management is another important part of the ISO standards. ISO standards focus on working collaboratively for strong relationships and performance. In this context the ISO standards have provided guidance for evaluating the performance of the suppliers. The last external motivation that was identified behind the implementation of ISO in ADSSC was fulfilment of the quality demands of the customers. ISO is known for its ability to help organisations improve the quality of the products and services that are offered to customers (Casadesus and De Castro, 2005).

5.6 ISO 9001 Implementation

ISO 9000 is a family of standards related to quality management systems; these standards are designed so as to help organisations ensure that they meet the needs of the customers and stakeholders along with meeting the regulatory and statutory requirements associated with the product or service. The ISO standards are important for the organisation so as to create a culture of continuous improvement, which, in turn, improves the financial output of the organisation. ADSSC needs to adopt ISO standards so as to improve the efficiency, increase the cost savings and increase the use of systematic processes.

There are various steps that need to be taken during the implementation of ISO 9001. The following questions determine whether or not those steps were taken while the implementation of ISO at ADSSC was underway. The implementation of ISO 9001 should enable the senior management of ADSSC to have an efficient process of management and motivate the staff to adopt more time-saving and efficient processes. It should highlight the deficiencies in the company processes and reduce the input costs. In this context, some questions were regarding the steps that were taken for the implementation of ISO standards in ADSSC. The majority of the questions that were posed to the respondents were related to quality aspects, training, standard procedures, proper documentation, top management support, employees' involvement, periodic auditing, productivity increase and the overall cost associated with the ISO implementation.

Q11. Quality aspects were identified during the implementation of ISO
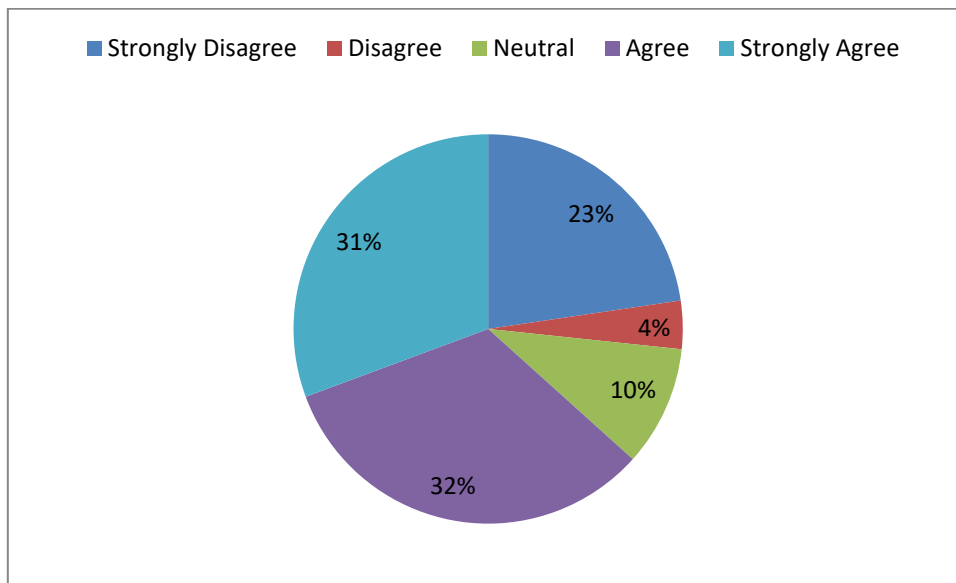
Figure 13: Quality aspects

Analysis: This statement aims at finding out whether or not quality aspects were identified during the implementation of ISO9001. Figure 13 shows that the majority, . 63%, of the respondents strongly agreed or agreed that during the implementation of ISO 9001 in the organisation, quality aspects were considered. Around 27% of the respondents stated that during the ISO 9001 implementation in the organisation, quality aspects were not identified. Around 10% of the respondents selected the neutral option. The past studies have indicated that quality aspects are an important part of the ISO implementation. For instance, Yahya and Goh (2001) conducted a study and determined that some important quality aspects associated with ISO implementation are customer focus and improvement of products and services.

Q12. Standard procedures were defined during the implementation of ISO
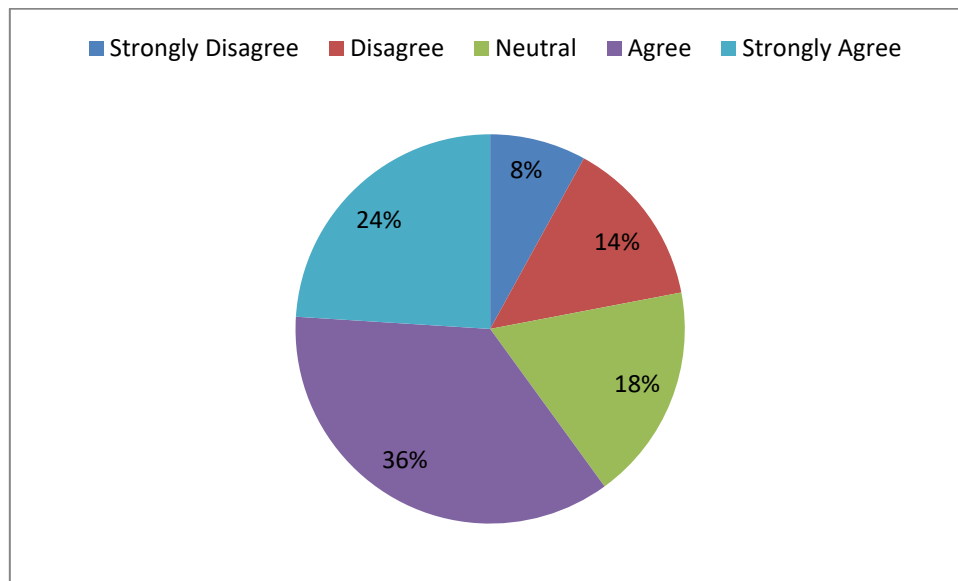
Figure 14: Standard procedures

Analysis: This question was asked to know whether or not standard procedures were defined during the implementation of ISO at ADSSC. Figure 14 shows that the majority, . 60%, of the respondents strongly agreed or agreed that during the implementation of ISO 9001 in the organisation, standard procedures were defined. Around 22% of the respondents stated that during the ISO 9001 implementation in the organisation, standard procedures were not defined. Around 18% of the respondents selected the neutral option as they may not have been aware of whether or not standard procedures were defined during the ISO9001 implementation. Thus, it can be said that ADSSC defined the standard procedures for implementing ISO certification. Thou (2013) also focused on the importance of a standard procedure for ISO implementations. The author states that ISO implementations are a long process and standard procedures are essential to carry out the implementation process effectively.

Q13. Training given to the employees during the implementation of ISO was effective
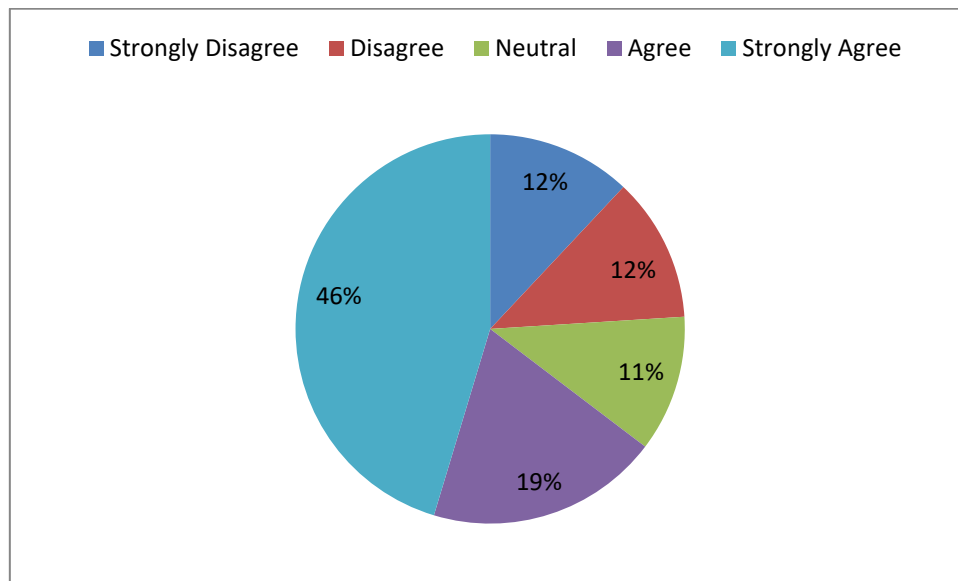
Figure 15: Training

Analysis: This question was asked to determine whether or not the training that was provided by ADSSC to its employees during the ISO implementation was effective. Figure 15 shows that the majority, . 65%, of the respondents strongly agreed or agreed that the training provided during the implementation of ISO 9001 in the organisation was effective. Around 24% of the respondents stated that the training provided during the ISO 9001 implementation in the organisation was not effective. Around 11% of the respondents chose neutral. The study by Quazi and Jacobs (2004) states that training is essential for an effective implementation of ISO in any organisation. Quazi and Jacobs (2004) focused on the important aspects such as training needs analysis, training design, and training evaluation along with other human resource development activities that have a positive impact on the training.

Q14. Proper documentation was created during the implementation of ISO
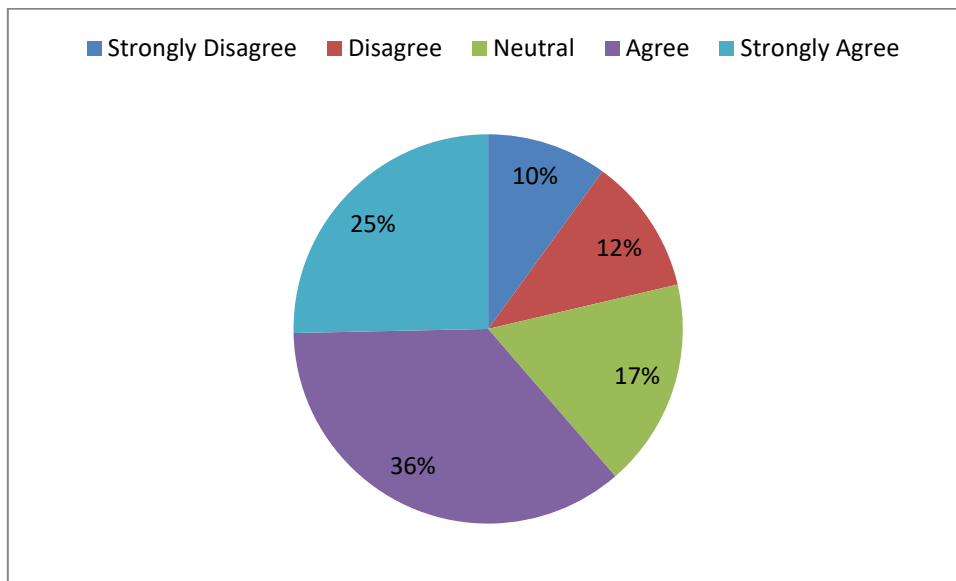
Figure 16: Proper documentation

Analysis: This question was asked to determine whether or not proper documentation was created during the implementation of ISO 9001. Figure 16 shows that the majority, . 61%, of respondents strongly agreed or agreed with the statement that during the implementation of ISO 9001 in the organisation, proper documentation was done. Around 22% of the respondents stated that during the ISO 9001 implementation in the organisation, proper documentation of the guidelines and procedures was not prepared. Around 17% of the respondents were neutral about this fact. Senaratne and Mayuran (2015) focused on the importance of proper documentation, which also includes ISO manuals and guides. Furthermore, the documentation also helps in monitoring the overall implementation process.

Q15. Top management fully supported the implementation of ISO
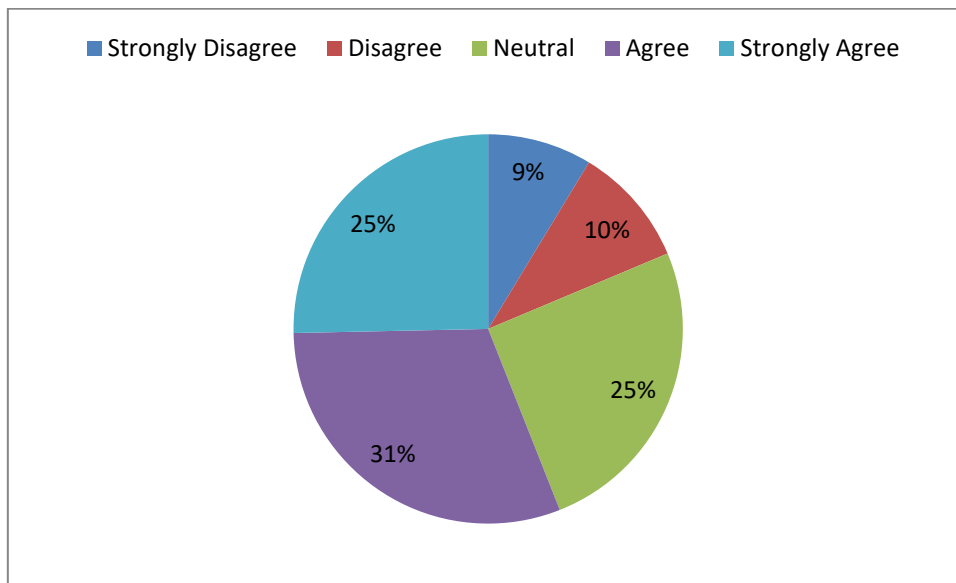
Figure 17: Top management support

Analysis: This question was asked to learn about the top management's support for the ISO implementation at ADSSC. Figure 17 shows that the majority, .56%, of the total respondents strongly agreed or agreed with the statement that the top management supported the implementation of ISO 9001 in the organisation. Around 19% of the respondents stated that during the ISO 9001 implementation in the organisation, the top management was not supportive. Around 25% of the respondents chose the neutral option. Thus, it can be seen that the top management was supportive at the time of the ISO implementation at ADSSC. Young and Jordan (2008) also focused on the importance of management support in their study. According to them, the top management's support facilitates the implementation process by motivating and guiding the team involved in the implementation of change.

Q16. Employees' involvement was high during the implementation of ISO
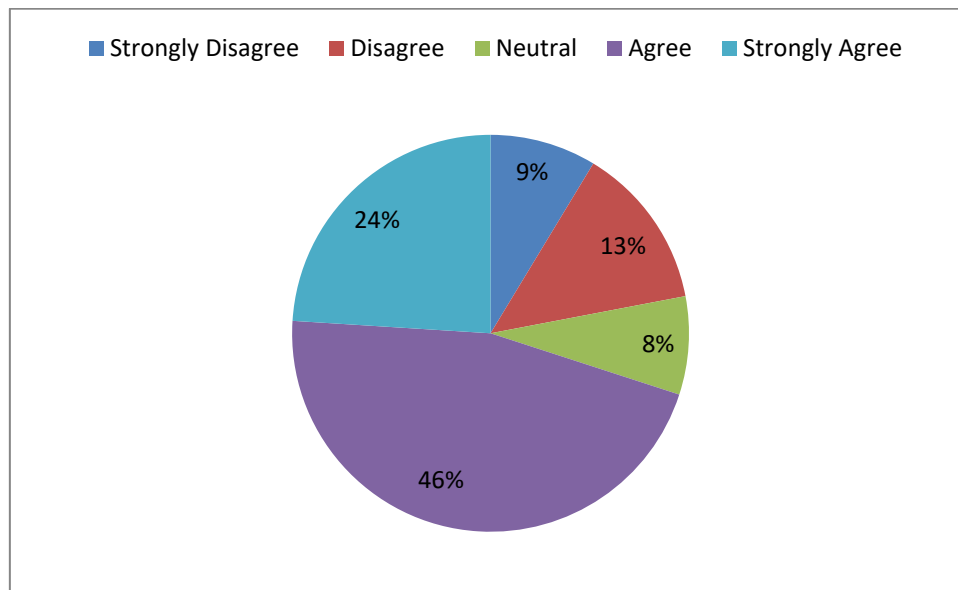
Figure 18: Employees' involvement

Analysis: The study conducted by Bakotić and Rogošić (2017) indicates that employee involvement is important for effective implementation of any quality management system. In the survey the respondents were asked whether or not employees were involved during the implementation of ISO 9001 at ADSSC. Figure 18 shows that the majority, .70%, of respondents strongly agreed or agreed that during the implementation of ISO 9001 in the organisation, employees' involvement was high. Around 22% of the respondents stated that during the ISO 9001implementation, employees' involvement was not high. Around 8% of the respondents selected the neutral option. Thus, it can be said that employees' involvement was high during the ISO implementation at ADSSC.

Q17. Periodic auditing was conducted during the implementation of ISO
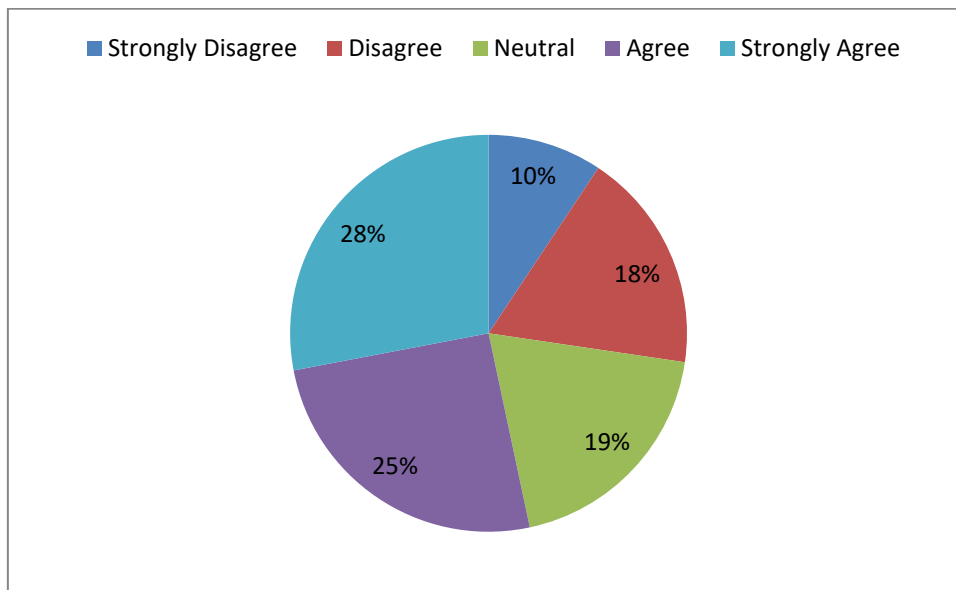
Figure 19: Periodic auditing

Analysis: This statement aimed at finding out whether or not periodic audits were done during the implementation of ISO 9001.Figure 19 shows that the majority, . 53%, of the respondents strongly agreed or agreed that during the implementation of ISO 9001 in the organisation, periodic audits were conducted. Around 28% of the respondents stated that during the ISO 9001 implementation in the organisation, periodic audits were not conducted. Around 19% of respondents selected the neutral option. Bubilek (2012) focused on the importance of an internal audit and control in an organisation. The auditing process helps the organisation in achieving its goals and objectives by means of effective organisational operations, risk management and decision-making. It also helps in identifying problems that may act as a hindrance in the achievement of goals and objectives.

Q18. Corrective action was taken during the implementation of ISO
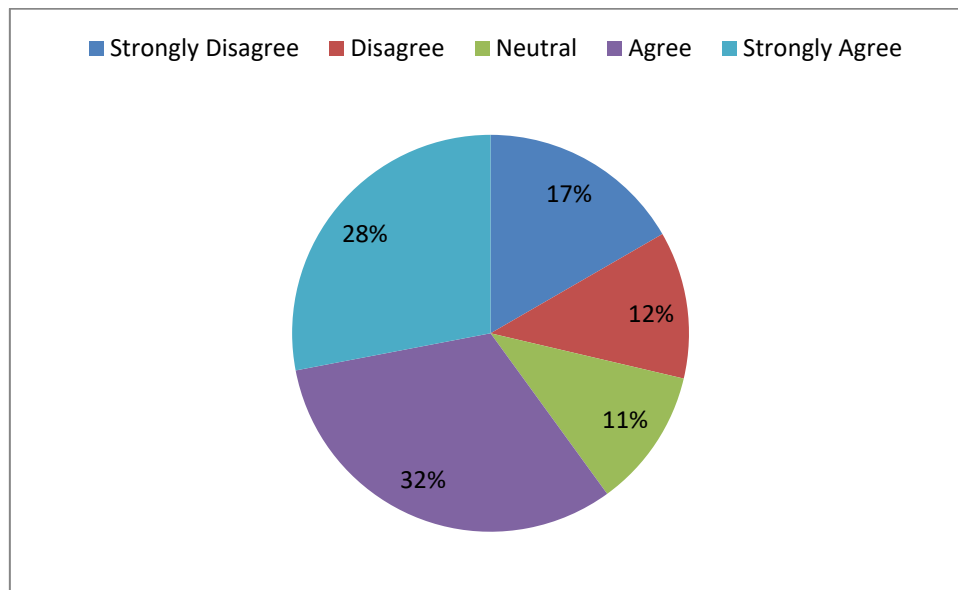
Figure 20: Corrective action

Analysis: When the implementation process does not go as planned, there is a need for corrective measures. Corrective measures are required for keeping the implementation process on track. Corrective measures may include rescheduling the implementation process, reallocation of manpower or hiring of additional manpower if there is a delay in the implementation process, change in scope, . This statement aimed at finding out whether or not corrective actions were taken during the implementation of ISO. Figure 20 shows that the majority, .60%, of the respondents strongly agreed or agreed that during the implementation of ISO 9001 in the organisation, corrective actions were taken. 29% of the respondents stated that during the ISO 9001 implementation in the organisation, corrective actions were not taken. Around 11% of the respondents were neutral about this fact.

Q19. After the implementation of ISO 9001 productivity increased
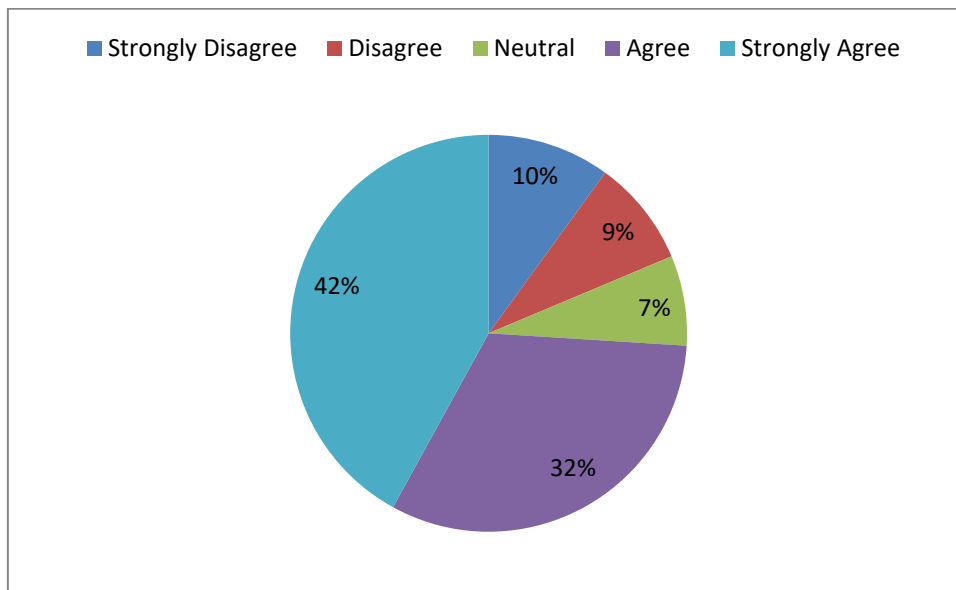
Figure 21: Productivity

Analysis: This statement aimed at finding out the impact of the ISO implementation at ADSSC. Figure 21 shows that the majority, .74%, of the respondents stated that productivity increased after the ISO 9001 implementation. 19% of the respondents stated that the ISO 9001 implementation did not impact the productivity. Around 7% of the respondents selected the neutral option in response to this statement. Thus, it can be said that there was improvement in productivity after the ISO implementation at ADSSC. The study by Nematollahi et al. (2014) also determined the impact of ISO implementation on the productivity of labour. The findings of the research study showed that a positive relationship exists between ISO implementation and productivity. The ISO is helpful in enhancing the processes and quality of the organisation, increasing the revenue and profits, enhancing the satisfaction of the customers, cost reduction and waste minimisation. These areas help in indicating the increased productivity of the organisation by the implementation of ISO.

Q20. After the implementation of ISO 9001 the employees' morale was improved
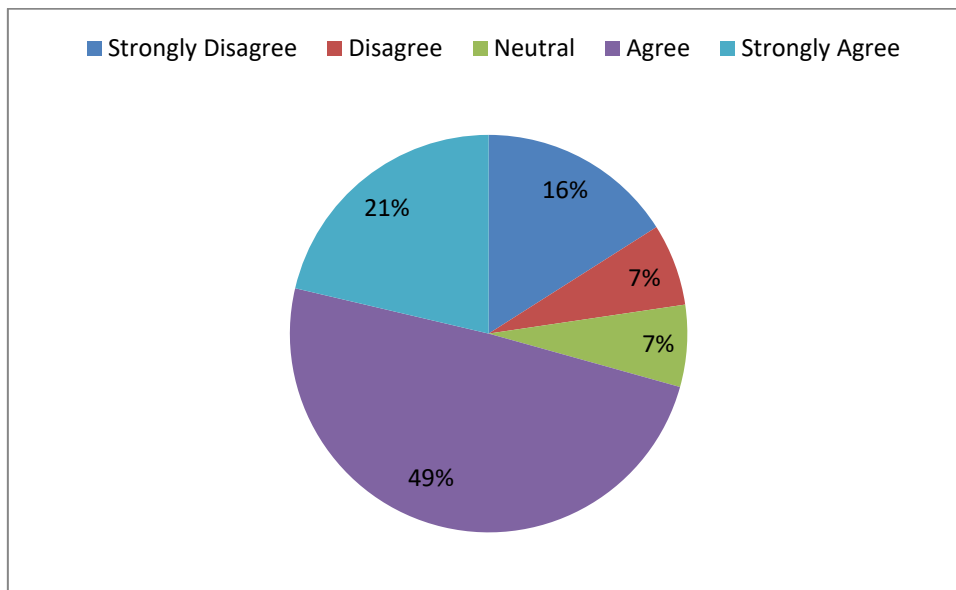
Figure 22: Employees' morale

Analysis: This statement aimed at finding out the impact of the ISO implementation on the employees' morale. Figure 22 shows that the majority (70%) of the respondents stated that the morale of the employees improved after the ISO 9001 implementation. 23% of the respondents stated that the ISO 9001 implementation did not enhance the morale of employees. Around 7% of the respondents chose the neutral option for this statement. The study by Jha et al. (1997) also stated that ISO implementation can help in improving the morale of employees.

Q21. After the implementation of ISO 9001 the internal procedures were improved
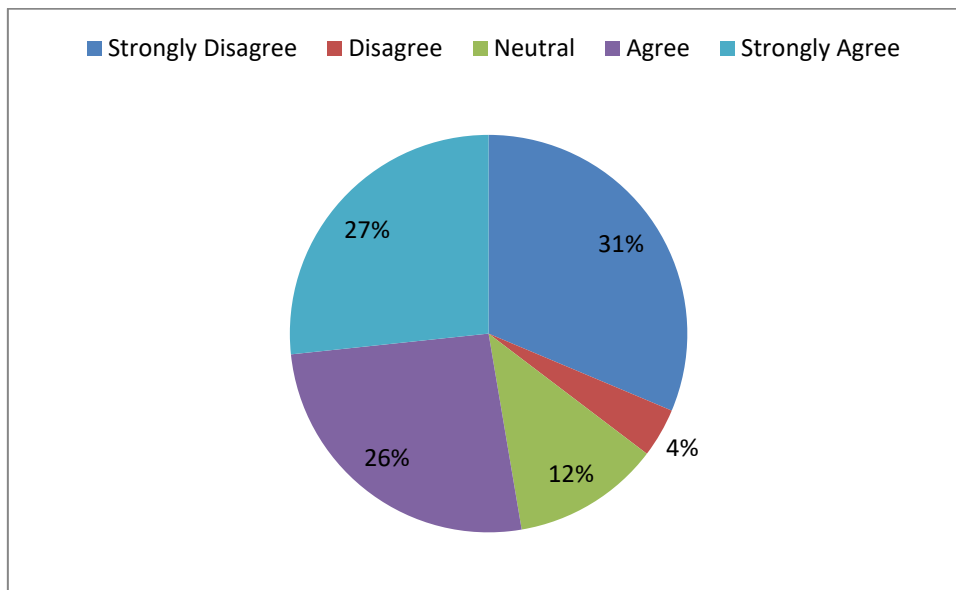
Figure 23: Internal procedures

Analysis: This statement aimed at finding out the impact of the ISO implementation on the internal procedures at ADSSC. Figure 23 shows that 53% of the respondents stated that the internal procedures at ADSSC improved after the ISO 9001 implementation, 35% of the respondents stated that the ISO 9001 implementation did not improve the internal procedures of the organisation, and 12% of the respondents selected the neutral option. Implementation of ISO is beneficial in making internal procedures effective. For example, it may help in reducing the time it takes to resolve customer complaints.

Q22. After the implementation of ISO 9001 the overall cost of the processes reduced
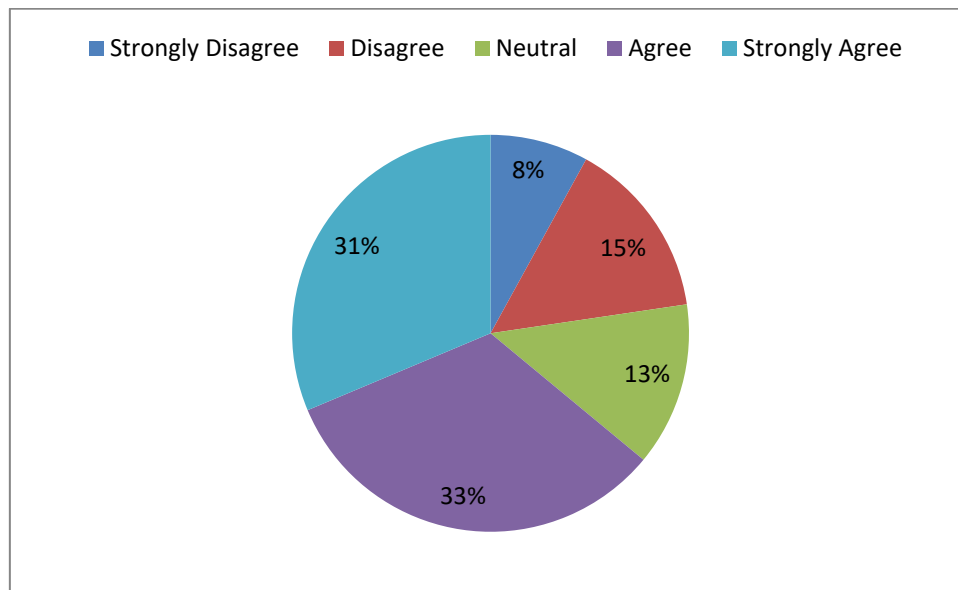
Figure 24: Cost reduction

Analysis: This statement aimed at knowing the impact of the ISO implementation on the overall cost of the processes at ADSSC. Figure 24 shows that64% of the respondents stated that the overall cost of operations reduced after the ISO 9001 implementation, 23% of the respondents stated that the ISO 9001 implementation did not reduce the overall cost of operations in the organisation, and 13%of the respondents chose the neutral option. The study by Neyestani and Juanzon (2017) focused on the relationship between cost reduction and ISO implementation. The findings of the study indicated that ISO certification can significantly reduce costs by increasing the efficiency and reducing wastage.

Summary of the ISO 9001 Implementation

The above graphical analysis is associated with the implementation of ISO standards in ADSSC. The findings of the overall analysis indicate that before implementing the ISO standards, quality aspects need to be considered. The ISO standards were implemented in ADSSC so as to develop a culture of quality in the organisation. The ISO implementation is associated with a standard procedure which needs to be followed and explained to the

employees. A majority of the respondents agreed with the statement that the standard procedures were defined clearly to them. In ADSSC, training is provided to employees from time to time so that the ISO standards can be implemented effectively in the organisation. However, it was determined through the survey that there is a lack of proper documentation in ADSSC. Documentation of the procedures and guidelines is essential for the ISO implementation. A majority of the respondents agreed with the statement that the employees were involved in the overall process of the implementation and accepted it with open hearts, and this made the implementation more effective and reliable. However, the analysis indicated that periodic audits were not conducted in ADSSC. This needs to be improved as the audits help in monitoring the progress of the efforts made by the organisation in terms of the implementation of ISO standards. The data analysis also indicates that the leaders and employees in ADSSC had a changed and positive attitude towards the ISO standards.

5.7 Conclusion

The quantitative analysis conducted for the data collected from the respondents of ADSSC in the context of the implementation of ISO standards included both male and female respondents. The number of male respondents was more than that of female respondents. A majority of the respondents were in the age group of 35-50 years with enough experience to provide data for the research regarding ISO implementation.

The questions asked to determine the internal motivation were related to cost reduction, quality improvement and capturing employees' knowledge. As per the responses, cost reduction was the biggest internal motivation for implementing ISO. The reason behind this scenario is that ADSSC was facing the issue of high maintenance costs due to ineffective processes used to perform day-to-day activities (Kaplan and Norton, 2014).

The next variable to be analysed was external motivation. With this variable, the study is trying to identify the reason that works as an external motivator for implementing ISO 9001 in the organisation. The three variables considered as external motivators were environment sustainability, fulfilling people's demands and establishing strong relationships with the suppliers and subcontractors. Out of these three variables, establishing strong relationships with the suppliers and subcontractors was found to be the strongest reason for implementing ISO 9001 in the organisation. The main reason behind considering this variable as a strong indicator of external motivation is that the suppliers and subcontractors are the 'helping hands' of the organisation and in some cases, they worked as a mediator between the organisation and the customers so it is pertinent to develop a strong relationship with them. This can be achieved when the engagement practices of ISO 9001 are practised by the suppliers and subcontractors also. ISO 9001 standards include the practices of handling third-party suppliers and subcontractors effectively so that they stay connected with the organisation for a longer time period and deliver high-quality and fast services to the customers collectively. The third variable of the study was ISO 9001 implementation.

The focus of the research was on the quality aspects, standard procedures, training, proper documentation, top management support, employees' involvement during the ISO 9001 implementation, periodic auditing, corrective actions, . As per the responses of the respondents and analysis of the data, it was found that during the implementation of ISO 9001, the organisation focused on identifying the quality aspects along with strictly following the standard procedures. Overall, the questionnaire was developed to get an overview of the employees regarding the recent implementation of ISO 9001, covering different aspects of measuring the effective implementation of the ISO 9001. Some questions were asked to measure the impact of ISO 9001 after its implementation on both the organisation and its

employees. So, the survey conducted with the employees of the organisation fulfilled all the requirements explained above.

The findings of the survey are in alignment with the findings of the previously established literature regarding ISO implementation. According to the research conducted by Piskar (2010), ISO standards help organisations in maintaining the standards along with continuously improving in terms of better products and services for the customers. Nematollahi et al. (2014) also focused, in their research, on ISO standards, that they have the potential to increase the productivity along with lowering the costs for the organisation. The ISO standards help organisations in meeting the demands of the customers. Tari et al. (2012) also studied the literature related to ISO extensively and stated that ISO 9001 has clear benefits for the customer, people and operational results of the organisation and enhances the financial performance. Many organisations in the UAE have also implemented ISO and have found the internal benefits of its implementation to be more than those of the external ones. Companies in the UAE are more concerned about improving the internal processes and products rather than external processes related to customers (Zaramdini, 2007). The findings of the primary research conducted in this study also indicate the same; the ISO standards in ADSSC were implemented because of their potential to lower the costs, improve the quality and offer sustainable development. Furthermore, other findings of this research are also consistent with the findings of the literature, such as the past studies by Bakotić and Rogošić (2017) and Castillo-Peces et al. (2018), which also indicated that it is important to involve employees in the ISO implementation process along with a high level of management support.

5.8 Chapter Summary

The chapter elaborated and analysed the data collected from the 150 employees of ADSSC who participated in the quantitative survey as a part of this study. The responses of the survey participants were recorded on a 5-point Likert scale so as to answer the previously mentioned research questions based on the development of the OD through the implementation of ISO 9001 and analysis of the role of HRM in the same. The chapter elaborated the research findings and compared them with the literature review. The results suggest that the implementation of ISO is a profitable measure in the context of the organisational development of ADSSC and will ensure sustainable development for it in the near future. The next chapter, the researcher is presenting and analysing the interviews with the management authorities of the company in order to get a more elaborative picture and explanation of the company's situation. The survey provided a general view of the employees regarding the ISO implementation as a measure of organisational development in ADSSC, whereas the interviews have provided an expert opinion regarding the same.

Chapter 6: Qualitative Analysis

6.1 Introduction

The discussion in this chapter shall focus on the analysis of the responses of the interviewees in the context of implementing ISO as an organisational development intervention. This chapter focuses on different themes such as the challenges of implementing ISO as an OD intervention, motivations for implementing ISO, implementing ISO as an OD intervention and the impact of organisational culture on the ISO implementation. Other themes that have been developed and analysed in this project include the approaches used in the organisational development, the tools and techniques of organisational development or change management, the role of HR in delivering effective OD and the challenges encountered by leaders in the organisation's transformation. These themes were further divided into sub-themes according to the responses of the interviewees from ADSSC.

The findings of the study indicate that implementing ISO standards as the organisation's development standards is one of the complex processes that requires internal and external analyses along with integrated efforts. Furthermore, the leadership of the overall implementation also has a huge impact on the process and, therefore, finding an effective leader for the implementation programme becomes a challenge for the organisation. The findings of the study further reveal that ADSSC implemented ISO standards so as to reduce its costs, improve the quality, and improve the supplier relationships along with working towards environmental sustainability. In order to implement the ISO standards as an OD intervention, there are some requirements such as the documentation, standard procedures and training. Lastly, the findings indicate that organisational culture has a huge impact on the

process of implementing the ISO standards. The analysis in this chapter is done by presenting the quotes of the respondents along with an individual analysis for each of the quotes.

Interviews of 10 people belonging to the top management of ADSSC were carried out. Out of the 10 interviewees, 8 were male and 2 were female. The age group of interviewees was in the range of 35-50 years with work experience of more than 15 years. All the interviewees had Master's degrees or higher. In order to keep the identity of respondents confidential, they have been named A1-A10, where A1 means Interviewee 1, A2 means Interviewee 2 and so on.

4 focus group sessions were held at ADSSC. 5 people participated in each focus group session, a total sample of 16 being male and 4 female. All these participants belonged to the middle management of ADSSC. They All the participants had bachelor's degree or higher. The age group of participants was in the range of 30-45 years with a work experience of more than 10 years. In order to keep the identity of respondents confidential, they have been named F1.1-F1.5, F2.1-F2.5, F3.1-F3.5, and F4.1-F4.5, where F1.1 means Participant 1 of Focus group session 1; F2.1 means Participant 1 of Focus group session 2 and so on.

6.2 ISO and Organisational Development

The ISO model is known to have congruence with the organisational development framework. Srivastav (2011) conducted a study and stated that ISO complements OD by harnessing the knowledge of the organisation along with involving the members of the organisation. The response given below by an interviewee also indicates the same that ISO models serve as an organisational development framework:

"…ISO is a model which has congruence with the organisational development frameworks. ISO complements OD or it is a model that harnesses knowledge by involving the members creatively at different levels of the organisation… ISO as an intervention helps in sustaining the motivation of the organisational members…" **(Respondent A2)**

The above response indicates that ISO, along with being quality standards, also serves as an organisational development intervention. It is an OD intervention because of several reasons: (1) it increases the knowledge of the organisational members, and (2) it involves the employees at different levels of the organisation that further helps in the overall development of the employees. The knowledge sharing amongst the organisational members along with a participative approach of involving employees at different organisational levels are effective ways of motivating the employees (Stålhane, 2006).

6.3 Challenges of Implementing ISO as an OD Intervention

Conceptually, there are five major elements associated with ISO implementations, namely policy, planning and implementation, operating the programme, and checking and taking corrective actions. These elements seem to be simple enough for an organisation but these are associated with a number of organisational challenges (Johannson, 1997). The discussion below focuses on the challenges of implementing the ISO model as an OD intervention. The respondents focused on different challenges that are faced by ADSSC in terms of implementing the ISO as an OD intervention.

6.3.1 Internal and External Analysis

Internal and external analysis is one of the important aspects that have an impact on all organisational aspects. The internal analysis of an organisation includes an analysis of the organisation's environment, which has a direct impact on the strategic objectives and the quality of the management system. The internal context of an organisation is its environment, which aims at achieving the organisational objectives. The internal analysis includes aspects such as the governance approach, stakeholders, organisational culture, values, beliefs and principles along with the organisation. The external environment, on the other hand, includes aspects such as the impact of political, legal, technological, social and the economic environment (Muscalu et al., 2016).

> *"...I think implementing ISO for improving quality or as an organisational development intervention is a complex task. Apart from considering the internal factors, there is a need to understand the internal environment. I think this is one of the challenges of implementing ISO as an OD intervention as it requires having a deeper understanding."* **(Respondent A1)**

The above response from the respondent indicates that if ISO standards have to be used for developing the organisation rather than just quality improvement, then deeper knowledge is required by the professionals and experts implementing the same. The organisation is affected by two major factors: internal and external organisational factors. All the internal and external factors that could impact an organisation have to be determined and studied in detail so as to use ISO not only for quality improvement but also for the overall organisational development. This should help the organisation in achieving its organisational objectives (Srivastav, 2011).

6.3.2 Leadership

Leadership can be referred to as the ability to motivate people towards a common goal or objective. Leadership is one of the most important skills in today's competitive and dynamic business world. Leaders are the ones who establish a purpose and direction for the organisation. The top management's involvement in the quality management system is one of the principles of quality management systems. The leaders of the organisation take the responsibility of running the quality management system of the organisation effectively. The respondents were asked about the importance of leadership in implementing ISO as an OD intervention (Ramdass, 2012).

"…leadership is one of the important aspects for all the organisational aspects. Implementing ISO as an organisational development intervention requires an effective leadership. I think finding the leaders who can lead the programme of quality improvement and organisational development is one of the major challenges." **(Respondent A4)**

The above response indicates that leadership is another important challenge in the context of implementing the ISO standards as an OD intervention. Leaders are the ones who set an example for others along with smoothing the process of quality improvement and organisational development. According to ISO Quality Services Limited (2017), evidence shows that the ISO standards are received and accepted only if they are embraced by leaders in terms of projecting to the team. Furthermore, the study indicates that only managers provide the resources to the team. This indicates that the response of the respondent is consistent with the report by ISO Quality Services Limited (2017), as the leaders are the ones who are responsible for communicating the importance along with bringing everyone together for implementing ISO as an organisational development intervention.

6.4 Motivations for Implementing ISO

The ISO model is one of the mediums that is based on some systematic prescriptions that aim at responding effectively to customers. Organisations across the world adopted ISO for different reasons. These reasons were grouped as internal and external motivations (Santos et al., 2014). The discussion below determines some of the internal and external motivations that prompted ADSSC to implement the ISO model.

6.4.1 Cost Reduction

Many organisations use quality management systems for reducing their costs. A cost reduction with quality management is achieved because of improved reliability, efficient control and flow, better quality awareness, along with a reduction in wastage. Cost reduction is one of the most important priorities for organisations. Cost reduction helps organisations in gaining a competitive advantage (Schuler and Jackson, 1987). In this context, a question was posed to the respondents of ADSSC on whether or not cost reduction was one of the motivations behind ISO implementation in their organisation.

> *"...ISO is a revolution that has helped ADSSC to improve the overall quality by bringing the different components of the organisation together. When talking about ISO the focus is generally on the quality improvement. However, ISO 9000 standards also help in reducing the costs of the organisation. There is an economic component related to aspects such as the cost of inspections and the non-quality costs that are related to inspections, internal and external errors. Some of the most common internal errors that I see in ADSSC include reworking and scrapping. Some of the external errors are generally induced by the clients and their orders. Organisations in the*

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future can consider this aspect of ISO implementation as it can help in achieving the organisational objective at a low cost." **(Respondent F1.5)**

Noticing the above response, it can be indicated that ISO is primarily used for improving the overall quality of the products or services offered by a company. However, ADSSC uses it for reducing the cost that is incurred because of internal and external errors. Tvrdik (1997) also focused on the costs and benefits of ISO implementation in an organisation. The ISO standards not only check the products and services so as to ensure that they comply with all the necessary requirements but also focus on compliance with the client's specifications that helps in reducing the costs by preventing reworks (Tvrdik, 1997). Tvrdik (1997) also considered cost reduction as an internal motivation for implementing ISO as it guarantees standardisation, which is defined as adopting pre-defined methods and criteria. Standardisation helps in avoiding the scrapping costs and the reworks that generally result from deviations in terms of procedures and materials. Once a degree of confidence is achieved, ISO shall also help in reducing the costs associated with inspection activities.

6.4.2 Quality Improvement

According to the definition of ISO, quality improvement is the most important part of a quality management system. The quality management system focuses on improving the ability of an organisation to fulfil all the quality requirements. Quality improvement in simple words is anything that causes a beneficial change in the quality performance. Improvements in quality performance are generally brought about by better control, along with raising the standards. In this context, the respondents from ADSSC were asked about the role of ISO standards in achieving quality improvement (Tvrdik, 1997).

"...The ISO standards are the best standards for managing and improving the quality. The significant changes in the revised standards give a number of ways for improving the quality. The quality has been one of the primary internal motivations as it helps in establishing the objectives at different levels, functions and processes that are required for managing the quality. Furthermore, the ISO also helps us in setting the quality objectives; this is one of the most important aspects according to me as quality cannot be achieved without the quality. ISO ensures that the quality objectives are aligned with the overall objectives of ADSSC." **(Respondent A4)**

The above response indicates that quality improvement is one of the primary and internal motivations for implementing ISO in the organisation. ISO is implemented by many organisations for primarily improving and maintaining the quality (Naveh and Marcus, 2004). Naveh and Marcus (2004) also considered that quality improvement is a primary internal motivation for implementing the ISO standards in the organisation. ISO 9000 is one of the best management standards that assure customers with consistent quality that has been adhered to at each of the levels (Naveh and Marcus, 2004).

"...Apart from cost reduction and quality improvement, one of the internal motivations for ISO implementation in ADSSC is using ISO for capturing the knowledge of the employees. This is an uncommon motivation that is generally not discussed in terms of ISO implementation. When the knowledge is not captured and it is retained by some long-term employees, we call that knowledge tribal knowledge. This knowledge can be powerful but dangerous if lost." **(Respondent F3.4)**

The above response has highlighted one of the more unusual internal motivations. Capturing the knowledge of the employees is an important aspect and many organisations use different ways for doing the same. Hammer (2016) highlighted the importance of capturing the knowledge of the long-term employees. Hammer (2016) also stated that capturing and sharing knowledge in an organisation must be the integral part so that the overall quality and performance of the organisation can be improved. Furthermore, choosing the right method for capturing the knowledge of employees is also a crucial element as all the methods of capturing knowledge with the help of ISO standards are not successful (Hammar, 2016).

"...in ADSSC we focus on capturing the knowledge with the help of ISO standards. We have some employees with a long experience and expertise that is essential for the overall quality and performance of the organisation. We use different methods such as on-the-job training and a knowledge database. The senior experts and managers transfer their undocumented knowledge to others with the help of the on-the-job training. I think this is one of the best methods of capturing the knowledge along with using it for the benefit of the employees. In addition, we also use the knowledge database so as to capture the knowledge of the employees along with sharing the same with the employees of ADSSC." **(Respondent A7)**

The above response indicates that capturing the knowledge of employees is one of the internal motivations for implementing ISO in the organisation. The response has highlighted the ways in which the knowledge can be captured. The on-the-job training and knowledge database are the two major ways that are used in the organisation. There are, however, other ways that can also be used for capturing the knowledge of the employees such as the work

instructions and training packages (Lewis, 2016). The work instructions provide knowledge to the employees with the help of instructions associated with the ISO implementation, policies and regulations. Training packages are complete packages with both on-the-job and off-the-job training that helps the experts and senior employees to share their knowledge with other employees of the organisation (Lewis, 2016).

6.4.3 Environmental Sustainability

Environmental sustainability can be defined as a state in which demands placed on the environment can be effectively met. It is important for organisations to respond to the ecological challenges of our planet. ISO standards support organisations in terms of reducing the environmental impact of the organisational activities, along with understanding the impact of the environment on the organisation. The responses given by the respondents indicate the role of ISO standards on environmental sustainability.

"...we at ADSSC believe that environmental sustainability is a responsible interaction with the environment so as to avoid the degradation or depletion of natural resources. The environment sustainability efforts help in improving the overall quality of the environment. ISO standards help us a lot in ensuring environmental sustainability as these standards help in meeting the expectations of customers without negatively affecting the environment. The standards help in keeping the expectations clear and transparent. ISO 14001 standards are used for maintaining the environmental sustainability in ADSSC." **(Respondent F2.3)**

The above response indicates that ISO standards can be used as OD interventions in terms of ensuring environmental sustainability (Fortunski, 2008). The transparency offered by the ISO standards helps people in ensuring that they are adopting the right environmental practices along with promoting the practices that limit the negative impact of the operations at ADSSC. The ISO standards improve the overall decision making of the professionals related to the adoption of practices that can help in protecting the environment (ISO, 2017). ISO also supports environmental sustainability by ensuring compliance to the major environmental rules, regulations and policies associated with waste management, reduction of water usage and reducing the emission of carbon (ISO, 2017).

6.4.4 Fulfilling People's Demands

Organisations have one major responsibility of fulfilling the demands of customers along with other stakeholders. This is the most important responsibility of any organisation. Organisations across the world are using organisational development interventions and practices so as to be efficient enough to fulfil effectively the demands of customers and other stakeholders. The discussion below shows the responses of the respondents regarding the role of ISO standards in fulfilling the demands.

> *"...there are a number of demands of ADSSC's customer; however two major demands of the customers include high quality and timely delivery. ADSSC uses the ISO standards and policies as a tool to develop an organisational culture that promotes quality and efficiency at each of the levels. This acts as one of the effective interventions for organisational development."* **(Respondent A3)**

"I think fulfilling these two demands helps us in achieving the customer satisfaction along with more revenue ...ADSSC always looks for other ways apart from the ISO standards to improve the quality and deliver the products and services on time... for example, we have a management system that is developed and based on the ISO: 2008 quality management system standard...." **(Respondent A5)**

The response of the above interviewee indicates that ISO standards help in fulfilling the major demands of customers, especially quality and timely delivery (ISO Consultant, 2008). The quality is assured with some of the best standards of ISO and the timely delivery is assured as the overall process of manufacturing the product or the service is made efficient, eliminating the barriers or hindrances that may have a negative impact on the delivery of the products and services. The above response also highlights the implementation of a management system that is based on the ISO standards. A management system based on ISO standards assures the quality and timely delivery with the help of planning activities, prevention activities, continual improvement activities and conformity activities.

6.4.4 Establishing Strong Relationships with the Suppliers and Subcontractors

The relationships with the subcontractors and suppliers of an organisation are a crucial aspect, which has an impact on the overall performance and efficiency of the organisation. An organisation together with its suppliers and subcontractors work to achieve its goals and objectives. Organisations across the world are adopting practices which can help in maintaining long-term relationships with their suppliers and sub-contractors. The discussion below focuses on the responses of the interviewees in terms of the role of quality standards such as ISO 2000 in establishing a strong relationship with the subcontractors and suppliers.

"...Suppliers are one of the most important parts of our organisation; we focus on adopting the measures and practices that help us in selecting, evaluating and monitoring the suppliers along with building a long-term relationship with the supplier. We at ADSSC strongly believe that if the suppliers are assessed effectively, then their performance will improve. ISO standards are helping us to manage every aspect associated with the suppliers. ISO 9001 and ISO 14001 ensure compliance and the end results are better service and strong supplier relationships." **(Respondent A9)**

The above response of the interviewee from ADSSC indicates that in order to focus on the supplier management, the focus of the organisation is on the selection, evaluation and monitoring of the suppliers. The ISO standards have some basic principles along with a guideline that help in enhancing the overall quality and performance. ISO has also defined the principle associated with mutual beneficial relationships with the suppliers as the mutual beneficial relationships that enhance the overall ability to create value for both of the parties. Once the compliances are met by everyone in the organisation, the ultimate result will improve the quality and performance (Rao et al., 1997). The ISO standards also help in clarifying the objectives and specifications to the supplier, which further strengthens the relationship between the supplier and the organisation. The mutual and strong relationship between the supplier and the organisation helps in improving the capacity, creating value, improving the flexibility along with optimising the resources and costs (Rao et al., 1997).

6.5 Implementing ISO as an OD Intervention

6.5.1 Standard Procedures

A standard procedure is a set of instructions or guidelines that are used to implement a process or system. The standard procedures help in achieving efficiency, uniformity and

quality in different processes and operations. ISO implementation in an organisation is a complex process which needs to be implemented according to the rules and regulations that are pre-specified. The discussion below shows the responses of the interviewees regarding the importance of standard procedures in ADSSC for implementing ISO 2000 in the organisation.

"...ISO implementation is a complex process that requires integrated efforts; we at ADSSC involve people from different levels of the organisation. Involving a large number of people makes it essential for us to set the standards and procedures that can be applied uniformly by all the organisational members. The procedures, processes and systems are not just the general terms; these are the technical terms that help in carrying out the complex operations. We focus on specifying the procedures and the processes by following a formal approach for the same..." **(Respondent A8)**

The above response of the interviewee indicates the procedures and processes of implementing the ISO which have been undertaken as an OD intervention. In this context, the response indicates that the processes and procedures used in ADSSC are specific in nature so that there is no confusion regarding the implementation of the same in the organisation (Priede, 2012). The processes and procedures are the specified way of carrying out the activities with the help of interacting or interrelated activities that transform the inputs into outputs. In other words, it is a system with interacting or interrelated elements that make the ISO implementation process a bit simpler and effective as well (Priede, 2012).

"...in order to clearly specify the processes and procedures in ADSSC, we use a formal approach known as SOP (standard operating procedure). SOP helps us in achieving the quality and efficiency in the overall implementation process. We generally use different ways of communicating the SOP to the employees so that they can understand it efficiently." **(Respondent F3.1)**

The above response of the interviewee indicates that ADSSC uses SOP, which is step-by-step instructions that are followed by the organisation so that the employees or workers can carry out the complex routine operations. In ADSSC, SOP is used so that workers can implement the ISO implementation process in a pre-defined and consistent manner. SOP primarily aims at achieving uniformity, quality output and efficiency along with reducing the failures and miscommunication amongst the team members (Manders, 2014). This is because all the activities are defined step by step and the workers have to follow the same. SOP is a procedure that is specific to the operations and they effectively define the activities that are necessary for completing a specific task in accordance with the laws, industry regulations and the important standards that are being used in the industry. The "how to" documents are generally placed in this category (Manders, 2014).

6.5.2 Training in ISO Implementation

Training is a learning process which involves the acquisition of skills, knowledge and competencies. Training has been recognised as one of the most important aspects in terms of the development of an organisation by a number of organisational development experts. Training prepares employees for the changes along with institutionalising the same as an important part of the organisation. The importance of training for implementing quality management systems in organisations has been acknowledged, as it provides an opportunity

to the employees to reform (Moore, 2017). The discussion below focuses on the responses of the interviewees regarding the importance of training in the ISO implementation in ADSSC.

*"...Good businesses focus on the training and development of the employees; we also focus on training our employees specifically in terms of implementing the ISO standards so that the standards can be used as the organisational development intervention. If we do not focus on training the employees, then the implementation process will cost us more and the time and money..."***(Respondent A10)**

The above response of the interviewee indicates that training is one of the most important parts of ADSSC (Cagnazzo et al., 2010). Training is conducted so that employees can be made familiar with all the aspects of the ISO implementation. The awareness training programmes help in ensuring that the employees have enough information about the different stages of the ISO implementation. The response indicates that ADSSC uses different ways of training their employees. Some of the creative ways of training the employees are videos, films, seminars, and internal and customised training programmes that are offered by specialised consultants and vendors (Cagnazzo et al., 2010).

6.5.3 Documentation

Documentation is the set of important information, evidence or material which is mandatory for a process. ISO implementation is a complex process that requires certain documents. The discussion below focuses on the responses of the respondents regarding the documentation used in the process of the ISO implementation in ADSSC.

"...it is true that documentation is one of the most important aspects associated with the ISO implementation. ISO 9001 and other standards require certain important documents. There are mandatory documents that are used in ADSSC such as quality manuals, control records and corrective actions." **(Respondent F4.4)**

The above response indicates that ADSSC uses different documentation. It has been stated that the documentation provides a clear framework regarding the operations in an organisation. The documentation process helps in improving the understanding along with making the processes consistent in nature. The documents are designed in such a way that they are specific to the ISO implementation.

"...Documentation is an integral part of the ISO implementation in ADSSC. Apart from quality manuals and the control records, we also use the documentation for defining the scope, operations, objective and the policies. We focus on documenting both the important and less important information such as flow charts, operational procedures, information, collection approaches and the schedules. Furthermore, we focus on making the documenting process simpler so that everyone can understand the documents easily." **(Respondent A1)**

The above response indicates that the processes implemented are specific and consistent in nature. This improves the overall efficiency of the ISO implementation process (Rao et al., 1997). The documentation process supports the ISO implementation process along with retaining the information that is essential for ensuring that the processes have been carried out

as per the planning. Furthermore, the response indicates that the focus in ADSSC is on making the documentation process simpler. For example, a graphical and pictorial representation of the sequence of steps is one of the effective ways that can also help in providing the relevant information. The less complicated will be the documentation process and the more effective will be the implementation process (ISO Quality Services Limited, 2017).

6.5.4 Importance of Employee Involvement and Engagement in the ISO Implementation Process

Employee involvement is defined as the process of direct participation of the employees in an organisation so as to fulfil the objectives and mission of an organisation. Employee involvement encourages employees in applying their effort, expertise and ideas in terms of taking decisions and solving problems (Brajer-Marczak, 2014). Employee engagement, on the other hand, can be defined as a workplace approach which results in the right conditions for the organisation's members so that they can give their best. The process of quality management and continuous improvement requires creative and motivated employees who can help in achieving the overall objective of continuous improvement or a quality management system. The discussion below focuses on the responses of the respondents regarding the importance of employee involvement and engagement in the ISO implementation process.

> *"...people are our most important asset of our organisation; the focus is on involving the employees in the decision-making process. The engagement or involvement of the employees is also one of the important principles of ISO. We engage our employees and encourage them to take part in the decision*

making. The people are involved with the help of communication and eliciting the opinions of the people." (**Respondent F1.2**)

The above response indicates the importance of employee involvement and engagement in the ISO implementation process. There are a number of ways in which the employees are engaged in the implementation process. The ADSSC uses the communication approach and the participative approach to engage the employees in the process of ISO implementation so that it can be used for organisational development as well.

6.6 Impact of Organisational Culture on the ISO Implementation

The quality development and management processes involve the techniques, systems and the people. Culture is known to be the foundation for the management system of an organisation. The management system needs to fit the culture so that the model can be implemented effectively. Furthermore, culture helps people in performing consistently towards the quality development and management (Basir et al., 2011). The response given below is consistent with the notion that organisational culture has a significant impact on the ISO implementation.

"*...undoubtedly, the organisation works as a lever that facilitates the change so as to improve the overall quality that is associated with the ability of the organisation to culture and climate so that employees can perform their best. ADSSC uses different practices and systems such as the decision-making system, human resource practices and the operating systems. We at ADSSC believe that our employees will easily accept changes such as the*

ISO implementation or any other organisational development intervention."

(Respondent F3.3)

The above response from the respondent indicates that organisational culture has an important role in ISO implementation or any other organisational development intervention, as it helps the employees to accept change with minimal resistance. Balzarova et al. (2006) stated in his study that organisational culture consists of the norms, values, practices, customs and beliefs associated with an organisation. The study further indicated that organisational culture is a shared set of values, norms and beliefs that help in inhibiting the success in different organisational interventions and programmes. The organisational culture is one of the important factors as it can change the overall performance of the organisation (Balzarova et al., 2006). The organisational culture can be improved in a number of ways such as involving the employees, and employee engagement through the participative decision-making style. ADSSC focuses on improving its organisation's culture so that the employees can be made flexible enough to adopt the environmental changes (Jahmurataj, 2015). This finding derived from the interviews conducted with respondents of ADSSC is consistent with the findings of Gabriel (2015). According to the findings of the study, culture is one of the strongest forces in an organisation. The organisational culture includes the mission, vision, values, ethics, methods and behaviour, so as to form a complex web. The web is the foundation of the internal and external structures of the organisation (Gabriel, 2015).

6.7 OD Intervention Approach

Organisational development can be defined as a continuous process which takes a long time to be completed. Therefore, organisations focus on using different organisational development approaches for their organisations (Basadur, 1997). In this context, the

respondents were asked about the OD intervention approach, which is used in ADSSC to adopt the changes and operate effectively in a competitive environment. One of the respondents from ADSSC responded:

> *"...there is no one approach in ADSSC that is used for the whole organisation. ADSSC uses a combination of OD approaches. ADSSC initially used traditional approaches to organisational development that forced it to rely on any one of the approaches to organisational development. The traditional approaches to OD interventions lack a strategic perspective. One of the new OD approaches used by ADSSC is the team-building approach, which encourages the team members to work in a team to achieve complex goals and objectives"*. **(Respondent A4)**

In the same context another respondent responded:

> *"...with changes in the environment and the business world, ADSSC employs OD as an approach associated with the innovation process. ADSSC in this context encourages the employees of the organisation to think new so that their commitment and motivation towards the organisation can increase. Furthermore, ADSSC also focuses on creating an infrastructure and environment in which the skills of the employees can be effectively used".* **(Respondent A5)**

The above discussion focuses on the OD approach used by ADSSC to move from a traditional organisation to a project-based organisation. The responses of the interviewees indicate that there is no one OD approach that can be used for the organisation, but a

combination of the approaches should be used. Therefore, ADSSC uses team-building approaches and the approach of innovation (Romme, 2011).

6.7.1 HR's Role in Delivering Effective OD

Human resources are one of the most important functions of the organisation that focuses on managing the workforce of the organisation. The role of HR in an organisation changes on the basis of the changing patterns and the environment. The HR helps the managers and employees to adopt the changes. There are a number of HRD approaches and practices that are used for managing employees with different skills and backgrounds. In this context, the interviewees from ADSSC were asked about the role of HR in ADSSC in terms of delivering an effective OD intervention. One of the interviewees stated that:

> "…HR plays a crucial role in delivering the OD intervention and helping ADSSC adapt to changes in the environment. The HR in ADSSC fulfils all the parameters that are essential for the organisational development process. For example, the HR helps in enhancing the productivity, encouraging professionalism along with ensuring the longevity of an organisation". **(Respondent F3.2)**

Another respondent in the same context stated that:

> "…HR in our organisation ensures that the training needs of employees are fulfilled. They effectively conduct and manage our training and development sessions, which are an important part of the organisational development strategy". **(Respondent F4.5)**

The above responses of the interviewees from ADSSC indicate that the role of HR is crucial in ADSSC in terms of helping the employees adopt the changes occurring in the dynamic business world, along with focusing on the training and development of the employees. Kolachi and Akan (2014) also focused on the fact that HR in an organisation plans the training of the employees as it is one of the most effective ways of investing in the employees and offering them the opportunities and environment in which they can perform effectively, along with facilitating the process of organisational development (Kolachi and Akan, 2014).

The past studies have also indicated that in order to sustain a change or make a change permanent, it is important to ensure that the change is also complemented by organisational functions. In this regard, the respondents were asked about the HRM strategies that can help in institutionalising a change or intervention in the organisation (Tummers et al., 2010).

> *"...I think it is important to embed organisational development in the HRM practices of the organisation rather than considering them a standalone activity. Therefore, we focus on establishing a link between performance appraisals and quality interventions."* **(Respondent F2.4)**

Other respondents indicated that:

> *"...one of the best ways to link performance appraisal with quality interventions is to assess on the basis of the performance of their employees along with assessing their commitment towards the quality intervention."*
>
> **(Respondent F1.2)**

"...The ISO certificate in ADSSC helped in exploring and tracking errors along with their origins. The commitment of the employees should be linked with performance appraisals and accordingly scores should be assigned for the appraisal of the employees". **(Respondent F1.4)**

6.7.2 Challenges Encountered by Leaders in the Organisation's Transformation

Organisations today are facing fierce competition, financial crises, economic pressure and demanding customers. In this context, organisations have the pressure of improving the products and service quality along with reducing the costs. Therefore, there are a number of traditional organisations that are focusing on shifting to being project-based organisations or an organisation with modern processes and systems. Organisational transformation is one of the terms which refer to a collection of activities such as redefining business systems, reengineering and redesigning, . Organisations are also implementing quality management systems and standards for organisational transformation (Dagres and O'Shannassy, 2007). In this context, the respondents were asked about the challenges faced by them in the process of organisational transformation.

One of the interviewees responded:

"…Organisational transformation on a small or large scale is accompanied by a number of challenges. According to me, one of the biggest challenges is associated with employee resistance. The transformation in the organisation requires the employees to change their work practices and behaviour so as to adopt new ways of doing the work. If the employees of an organisation do not support the transformation or improvement process, then organisational transformation is not possible". **(Respondent A2)**

Another interviewee also responded about the challenges associated with organisational transformation:

> *"…When the process involved in organisational transformation is complex such as the implementation of ISO standards in ADSSC, then the change or transformation becomes challenging in nature. This is because we have to focus more on learning and training employees who actually have to use and maintain the systems and processes".* **(Respondent A2)**

The above responses of the interviewees have highlighted two major challenges associated with organisational transformation. The interviews focused on the challenge of employee resistance and the complexity associated with the transformation process. The changes or transformation in the organisation requires quality planning, change management and knowledge (Flakke, 2008).

6.7.3 Organisational Development and Change Management Tools or Interventions

There are a number of tools and techniques which are used in these two processes. In this context, the interviewees were asked about the tools and techniques used while implementing an OD intervention.

One of the respondents stated that:

> "…*there are a number of tools and techniques that are used in the process of organisational development. The choice of the tools and techniques depends on the leader or the manager. For example, we at ADSSC focus on*

using techniques such as survey feedback. The survey feedback involves
collection of data with the help of a questionnaire. The data gathered from
the questionnaire helps the managers in understanding the impact of the
intervention or the change implemented in the organisation". (**Respondent**
A3)

Another interviewee also focused on another technique of OD used in ADSSC; he stated that:

"...In ADSSC, managers and leaders also focus on using team building as
an OD intervention. In this context, the focus is on building the teams for
improving the capacity and performance of the organisational members.
Team building helps in involving and engaging the employees along with
motivating them to adopt the change or intervention". (**Respondent A6**)

The above discussion indicates the responses of the respondents regarding the tools and interventions used for organisational development or change management. The responses indicated that ADSSC uses survey feedback and team-building exercises for organisational development. There are other tools and techniques for organisational development or change management that can be used in organisational development such as benchmarking (Dagres and O'Shannassy, 2007).

6.7.4 Challenges of ISO Institutionalisation

The respondents from ADSSC explored a number of challenges or barriers to the institutionalisation of ISO standards as an OD intervention in the organisation. There were some employees and managers in ADSSC who made wrong assumptions or had

misunderstandings associated with ISO standards. When a question regarding the challenges associated with ISO institutionalisation was asked, one of the respondents stated that:

> *"...Despite being a popular standard that has numerous benefits of quality improvement, cost reduction, and the list is long... but still, ADSSC faced challenges while institutionalising the change. The employees often do not take the ISO standards seriously and they think that ISO is the responsibility of a particular department such as the quality management department. This weakens the commitment and ownership of the employees towards the ISO implementation. ADSSC put effort into increasing the participation of the middle-level employees in the planning process but the front-line employees are still passive recipients rather than being active participants".* **(Respondent F4.1)**

Another respondent in response to the same question stated that:

> *"...At the time of the ISO implementation in ADSSC, there was a lack of a quality culture. The culture of continuous improvement was not shared effectively amongst the employees. However, ADSSC was successful in promoting the culture of change in order to develop efficiency as a project-based organisation. Without a change culture, sustainability of ISO in ADSSC would not have been possible".* **(Respondent F4.2)**

The above responses indicate that there were major barriers that ADSSC faced while institutionalising the ISO standards in the organisation. The respondents agreed with the fact that ISO implementation has a number of advantages, but there were some barriers in ADSSC, such as there being no sense of responsibility amongst the employees towards the ISO implementation. Employees considered ISO as the responsibility of a certain department and not their personal responsibility. Furthermore, ADSSC focused on involving the employees of the top and middle level in the process of the ISO implementation, but no focus was directed towards involving the front-line employees of the organisation. The literature also states that employees should be involved in the planning process as it provides them a sense of ownership along with increasing their commitment (Lines, 2004).

6.7.5 Strategies for Institutionalising the ISO

The responses of the respondents of the interviews indicated that there were challenges in ADSSC in the context of institutionalising the change in the organisation. Therefore, the respondents were also asked about the strategies that can help in institutionalising an OD intervention in the organisation. The responses regarding the strategies were different. One of the respondents stated that:

> *"…We have done our job and made an effort in training and developing our employees and managers. It is the responsibility of our employees to take responsibility for their actions. I believe that employees should be punished if they are not making an effort to make the change successful. Punishment will help in motivating a number of employees at the same time, as everyone will try to avoid the situation of punishment".* **(Respondent A6)**

Another respondent in a response about the strategies that can be used for the institutionalisation of an OD intervention said:

"...I think employees should be awarded with extrinsic rewards so that they contribute in making the change permanent in the organisation. Extrinsic rewards will also help in motivating the employees to perform effectively along with contributing in making the organisational development intervention a success". **(Respondent A1)**

This indicates that the respondents have different views regarding the rewards and punishments given to employees about considering OD as their responsibility. Some of the respondents considered that employees should be extrinsically rewarded and some of the respondents said that punishments should be given if an employee is not contributing in making the change permanent.

Apart from the rewards and punishments, the respondents were asked about other strategies that can help in making the change permanent. In this context, one of the respondents stated that:

"...one of the basic aspects that needs to be considered while making a change permanent in the organisation is to communicate with the employees so as to make them understand the major benefits of the change or intervention. The managers should choose to use a persuasive communication strategy for persuading the employees". **(Respondent A2)**

In terms of communication, another respondent stated that:

"...ADSSC has a systematic communication scheme which enables managers and employees to communicate effectively with each other, effectively and regularly. This scheme helps the managers and employees to communicate vertically and horizontally. This scheme is implemented with methods such as regular official meetings for reviewing the progress". **(Respondent F3.1)**

Another respondent simply stated that:

"...We have always opened our doors for feedback, complaints and suggestions from the employees. Employees in ADSSC are free to contact the top-level and senior-level managers anytime, but still, there are some managers who barely talk to their employees and this is one of the major issues". **(Respondent F1.3)**

6.8 Employee Characteristics

Employee characteristics indicate the attitudes of the employees of ADSSC towards the OD intervention in the organisation. The interviewees' perceptions and attitudes towards the quality management system were explored. In this context, the interviewees were asked about the capability of the staff in the implementation of the ISO standards. The respondents showed confidence while answering the questions related to this segment. The responses indicated that the employees in ADSSC were competent enough to implement any OD interventions.

One of the manager interviewees indicated that:

"...Employees in our organisation were provided training associated with the implementation of ISO standards as an OD intervention. The employees are also competent enough to apply and institutionalise any change in the organisation". **(Respondent F1.5)**

Furthermore, it was determined with the help of an interview that not all the staff in ADSSC had a similar level of commitment towards the ISO implementation. They were not convinced by the advantages or positive outcomes of the ISO standards.
One of the respondents in this context responded that:

"...we at ADSSC have a lot of work pressure and we don't have time to commit to all the change initiatives that are introduced in the organisation".
(Respondent F3.5)

In ADSSC, a number of change initiatives are introduced; staff are not able to demonstrate a similar level of commitment for all the change initiatives. There are some staff members that consider change as temporary or something that is just a matter of time, as new initiatives will be introduced by the organisation.

"...The performance appraisal forms that are currently being used in our organisation do not mention any commitment to the ISO standards that are used as an OD intervention in the organisation. So, I am not satisfied with the performance appraisal of the organisation". **(Respondent F2.1)**

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Another respondent in the same context indicated that:

"…The current performance appraisal forms used in ADSSC do not reflect the status of the organisation. The performance judgment criteria of the managers are out-dated and they make judgments according to their own observations". (**Respondent 2.2**)

The interviewees from ADSSC were not satisfied with the current performance appraisal forms. However, the interviewees saw this as something which is not under their control. The appraisal in ADSSC is imposed by the human resource directors and they are likely to be blamed for the issues with the appraisal forms.

The above section of the interview analysis has provided an in-depth view of the respondents towards the number of aspects associated with the ISO implementation in ADSSC as an OD intervention. The overall responses have helped in achieving the major objectives of the research, which focused on determining the changed attitudes of the managers and employees towards the OD interventions, the attitudes of employees towards the ISO implementation, the challenges in implementing the ISO, the institutionalisations of the change, . The overall analysis indicated that there is a need to improve certain aspects in ADSSC such as performance appraisal of the employees, communication between the managers and employees along with increasing the commitment of the employees towards the OD intervention with different strategies.

6.9 Conclusion

The above discussion focuses on exploring the deep insights associated with ISO standards as the organisational development intervention. The findings have provided an overview of the challenges in implementing ISO as an OD intervention, motivations for implementing ISO, implementing ISO as an OD intervention and the impact of organisational culture on the ISO implementation. The focus of future studies should be on exploring a number of other factors that could have an impact on the implementation of ISO as an OD intervention. The main aspects that have been highlighted in this study in terms of implementing ISO as an OD intervention include an analysis of the internal and external environments, finding a leader for the overall process, and developing the standards along with training the employees.

The findings of the interviews are consistent with prior research which focused on organisational development. The interviewees also indicated that organisational development will help in expanding the knowledge and effectiveness of the employees. In order to transform ADSSC into a project-based organisation from a traditional organisation, OD practices are crucial. According to Srivastav (2011), OD is an effective process focused on improving the effectiveness of the organisation in terms of adopting the change, improving the capacity and solving the problems. The findings also indicate that leadership is one of the most important aspects in terms of adopting organisational development or transforming the organisation. The leaders, however, face problems because of the change-averting behaviour of the employees. Khan and Rehman (2008) also considered employee resistance as one of the major issues in organisational development or change management.

Chapter 7: Conclusion

7.1 Introduction

This research was conducted to determine the scenario of organisational development in the UAE, along with determining the prospects for change from traditional organisations to project-based organisations. In this context, some research questions and objectives were framed for the research. The focus of the research questions and objectives was to bring about transformation in the public organisations of the UAE. This research shall also help organisations of the UAE to solve major issues such as human resource problems, particularly employee retention. The major objectives of the research were to ascertain the attitudes of the managers and employees of ADSSC towards organisational development, along with the role of OD in transforming traditional organisations into project-based organisations; to examine the fundamental changes that take place in the top management's attitude towards traditional organisations and lastly, to determine the impact of OD interventions on public sector organisations. The extent to which these objectives have been met is the subject of this chapter, beginning with a consideration of the research questions below.

7.2 Revisiting the Research Questions

1. **In UAE organisations, how are leaders choosing the right OD approaches to transform traditional organisations into project-orientated organisations?**

Regarding the organisational development approaches for transforming traditional organisations into project-based organisations, this research indicates that organisations in the UAE are adopting the ISO as an organisational development intervention. The International Organisation for Standardization (ISO) is used in organisations in the UAE. In this research,

where a study was conducted in ADSSC, it was indicated that ISO standards were used in the organisation to develop the organisation into a project-based organisation. ISO is the premier standard for businesses that provides a number of benefits to organisations. The secondary research indicated that there were a number of reasons for the organisation to adopt the ISO standards. The reasons range from satisfaction of the customers to effective operations. The external and internal motivations had been identified with the help of both primary and secondary research.

The findings of the study indicated that some of the internal motivations that motivated ADSSC to implement ISO as an organisational development included cost reduction, quality improvement and knowledge sharing in the organisation. The primary research conducted with the help of interviews revealed that managers and employees of ADSSC considered ISO as important business standards that helped the organisation in improving the overall quality of the products and services. The ISO standards helped in integrating different elements together. The quality objectives are some of the major aspects that act as a foundation for the overall quality control system of an organisation.

The ISO standards help ADSSC in setting its quality objectives so that the required quality can be achieved. Furthermore, the primary research also revealed that the standards, procedures and inspections defined under the ISO standards assist in fulfilling the regulations associated with the products and services, hence improving the overall quality. The other findings of the primary and secondary research indicated that apart from quality management, another important motivation that motivated ADSSC to implement ISO as an OD intervention was reduction of the organisation's costs. One of the major reasons behind cost

reduction through ISO implementation is its ability to control the processes. The process control hence reduces the cost related with unnecessary processes.

The primary research indicated that one of the major issues in ADSSC that was solved by the ISO implementation was scrapping or reworking. The scrapping and reworking reduced in ADSSC because of the inspections and process control offered by ISO. Research conducted by Rees et al. (2011) also focused on the fact that ISO implementation offers cost benefits along with ensuring compliance with the specifications of the customers. Furthermore, the findings of the primary and secondary research conducted in this research indicated that ISO promoted a number of good practices for the organisation that offered advantages like sustainability of the organisation. The ISO standards promote knowledge sharing within the organisation; the standards have a dedicated section on knowledge sharing in the organisation.

The ISO standards focus on the sharing and management of organisational knowledge. The knowledge in an organisation helps in building the present and future of the organisation. An ISO implementation helps an organisation in gaining a competitive advantage in the market. Apart from organisational sustainability, an ISO implementation also helps in achieving environmental sustainability. The interviews conducted in ADSSC indicated that the ISO standards helped in avoiding the degradation of natural resources. Apart from the internal motivations that have been identified in this research, with the help of primary and secondary research, there were some external motivations also that motivated ADSSC to implement ISO standards in the organisation. The respondents of both the interviews and the survey analysis indicated that the standards helped in fulfilling the demands of the consumers, which is one

of the major objectives of ADSSC. The quality and expectations of the customers have to be clearly defined under the standards.

As discussed above, ISO standards promote a number of good practices. They focus on maintaining a strong relationship with the suppliers by selecting through an effective supplier selection and evaluation process. Therefore, it can be indicated that the research questions mentioned above have been answered. The leaders and managers in the UAE are choosing the right approaches to make a traditional public sector organisation a project-based organisation.

2. What are the organisational developments or change management tools or interventions that are being used by leaders in the context of project management?

Organisational development is a complicated and continuous process of an organisation, which takes a lot of time to complete. Both the qualitative and quantitative analyses done in this research indicated that the leaders in ADSSC did not use a single OD approach for the entire organisation. The OD approaches of the organisation had changed. Project-based organisations, unlike traditional organisations, do not depend on a single OD approach. The responses of the respondents indicated that the team-building approach of OD was one of the commonly used approaches in ADSSC. In the team-building approach of organisational development intervention, the consultant encourages the team members to examine critically how they work together. The consultant hired by the organisation also taught them about the importance of trust amongst the group along with the value of free communication.

Flakke (2008), in his study, focused on team building as an organisational intervention. The author stated that team building is a process of diagnosing along with improving the overall

effectiveness of a group in terms of the interpersonal relationships within the team and the work procedures (Flakke, 2008). The respondents indicated that team building was helping ADSSC to increase its overall effectiveness by increasing the effectiveness of the team. Apart from team building as one of the approaches, some respondents also indicated that ADSSC used OD approaches related to the innovation process as well. In this context, the focus was on encouraging the employees of the organisation to think new along with increasing the commitment of the people towards the organisation. The primary research conducted for this study also indicated that the focus was on providing an environment and infrastructure that helped in improving the skills and abilities of people. This OD approach was helping ADSSC to develop into a project-based organisation from a traditional organisation.

The above discussion focused on the OD approach used by ADSSC. Through the findings of the primary and secondary research, it was found that no single approach was used in the organisation for organisational development. Team building and innovation are two major OD approaches that were used in the organisation. In addition, ADSSC also used consultants in the OD process. Consultation is a process that includes a number of activities on the part of the consultant for solving the problems of the organisation. A consultant diagnoses the issues of the organisation by understanding both the internal and external environments which can have an impact on the organisation. Another tool or technique that was used in the organisational development process in ADSSC was survey feedback.

Survey feedback helps in obtaining the feedback of the employees regarding the change or intervention in an organisation. The survey was conducted with the help of a questionnaire. The overall findings regarding the research question about organisational developments or the change management tools / interventions that are being used by leaders in the context of

project management indicated that there were no particular tools or interventions that were used in the organisation. The managers, however, focused on using different tools and techniques depending on the situation. This flexible approach of OD intervention helped the managers of ADSSC to manage the organisational issues effectively.

Furthermore, the managers of ADSSC were also asked about the impact of culture on the management system of the organisation. In other words, the respondents were asked about the impact of culture on the ISO implementation as an OD intervention in the organisation. The responses obtained in this context were consistent and no divergent views were found amongst the respondents. The interviewees agreed with the statement that organisational culture plays an important role in the successful implementation of the ISO standards in the organisation. The managers of the organisation were confident enough about the change acceptance by the employees in the organisation. This is because the organisation put effort into helping the employees in accepting the change or OD intervention. In this context, the qualitative analysis revealed that the organisation used different systems and practices such as operating systems, decision-making systems and human resource practices. These systems and practices will help employees to accept easily the change introduced in an organisation.

3. **What are the dynamics of implementation and the barriers to the success of such programmes?**

The findings associated with the research question stated above indicated that the implementation process of ISO in ADSSC involved a number of barriers. Transforming into a project-based organisation from a traditional organisation was not an easy task for ADSSC. The primary research done in the context of determining the barriers to the success of the ISO implementation in ADSSC indicated that one of the biggest challenges was the resistance of

the employees. Employees in organisations do resist changes. The findings indicate that this resistance was basically because of changes in the work behaviour or work practices of the employees. The ISO standards implementation in ADSSC was accompanied by new ways of doing the work that had to be adopted by the employees of the organisation. The support of the employees of an organisation is one of the crucial aspects that make an intervention successful. The managers of ADSSC agreed with the fact that they faced employees' resistance as one of the major barriers. Apart from employee resistance as a major barrier, another barrier that was related to the ISO implementation in ADSSC was the complexity involved in the ISO implementation.

The respondents believed that ISO implementation was a complex process and this became another major barrier as well. It became difficult to make the employees understand the standards and procedures of ISO. For this purpose, the organisation also focused on training and development of the employees regarding the ISO standards. Apart from the two barriers that were discussed by the respondents of ADSSC, there were some other factors as well that increased the challenges of the organisation in terms of implementing the ISO standards. These factors included fierce competition in the market, economic pressure, demanding customers and financial crises.

After the change had been implemented in the organisation, one important process was institutionalisation of the change. The respondents from ADSSC were also asked about the challenges faced while institutionalising the change in the organisation. Institutionalisation can be defined as the process of embedding a conception such as a norm, belief, mode of behaviour or social role in a society or an organisational system. The interviews that were conducted with the managers of the organisation helped in exploring a number of obstacles

that obstructed the process of change institutionalisation of ISO in the organisation. These obstacles can also be referred to as the existing minds of the employees of the organisation. The obstacles were wrong assumptions or misunderstandings of the employees regarding the ISO implementation. One of the first misleading ideas amongst the employees was that the ISO was the responsibility of one particular department, such as the quality management department. This idea, however, became one of the major obstacles in making the change permanent in the organisation. In order to transform a traditional organisation into a modern project-based organisation, it is important for the employees to have shared responsibility or accountability towards the intervention. Presently, the frontline managers of the organisation are not actively involved in the implementation of the intervention in the organisation; only the top-level and middle-level managers are involved in the overall process of the intervention implementation. On this, one of the respondents suggested that ADSSC should have focused on involving the middle-level employees in the ISO implementation process as well. Front-line employee involvement would help in increasing their commitment towards the change or intervention.

Another major obstacle in the path of institutionalising the change in ADSSC was the absence of a quality culture. In order to institutionalise a change, it is essential to have a culture of quality. In other words, quality should be in the norms and beliefs of the organisation so that the employees consider quality as an important issue of the organisation. The respondents indicated that there was a need to promote a culture of change at the organisational level. A change culture will also help the organisation in ensuring sustainability. Lines (2004) also suggested that involvement of the employees in the implementation process of the intervention will promote commitment and a feeling of ownership amongst the employees (Lines, 2004).

Furthermore, questions associated with the strategies for institutionalising the change were also posed to the respondents of ADSSC. One of the first observations was the lack of a deliberate plan and a clear methodology for answering the question associated with how the change was institutionalised in the organisation or what effort had been made by the organisation to institutionalise the change. It was evident that the responses of the interviewees were inconsistent and heterogeneous. Rees et al. (2011) and Abdulla et al. (2011) also found that one of the potential sources of employee resistance is poor planning. The authors argued that there should be a detailed plan, especially in the Arab context, because the uncertainty avoidance is high. The interviews with the respondents also revealed that the unconcern of the managers about the institutionalisation was another obstacle in the way of institutionalising the change in ADSSC. The qualitative analysis revealed that the managers of ADSSC had been busy with some other changes in the organisation that were considered important. The interviewees were dissatisfied with the continuous and abrupt change adoption in the organisation. Past research has indicated that a continuous and rapid change in an organisation can lead to chaos. Such changes at an accelerated pace can turn an organisation upside down. In order to be productive, employees of the organisation need the routines to work. A status quo provides a meaning of security to the people of the organisation (Burchell and Kolb, 2006).

This particular section is focusing on the strategies that had been adopted in ADSSC for institutionalising the change in the organisation. Divergent answers were obtained from the respondents. The interview questions and survey questions provided in-depth views of the respondents regarding institutionalisation of the change in the organisation.

It was found that ADSSC deployed some strategies for institutionalising the change in the organisation. The strategies deployed by ADSSC are also discussed in the literature. The organisation used strategies associated with rewards and punishments; gave a reinforcement theory according to which, the behaviour of an individual tends to repeat if it is associated with the stimuli (Skinner, 2014).

Rewards help individuals in reinforcing certain behaviour amongst the employees. The qualitative analysis indicated that rewards and punishments were used in ADSSC for reinforcing the behaviour that was important for institutionalising the change. The interviewees believed that punishment was more effective than rewards for reinforcing behaviour in an employee. This is because punishment given to any one employee reinforces other employees to adopt behaviour that does not lead to punishment and keeps them away from the same. No one likes to get punished, therefore, they adopt a behaviour that is positive and is helpful in reinforcing a positive change. The respondents, however, had different views regarding the use of rewards and punishments for institutionalising the change in the organisation. There were respondents who believed that rewards were a better method for reinforcing behaviour amongst the employees rather than punishments. The managers in ADSSC also used rewards for reinforcing certain behaviour amongst the employees. The extrinsic rewards were considered important for reinforcing behaviour amongst the employees. The employees, according to this strategy, were given rewards if they exhibited a behaviour that was useful in institutionalising a change in the organisation.

In addition, the interview analysis also indicated that the extrinsic rewards also helped in motivating the employees to perform effectively in the organisation. There was no right or wrong strategy for institutionalising the change in ADSSC; the managers adopted the strategy

that they thought was right. Punishments and rewards were used commonly to put pressure on the employees so as to achieve compliance along with ensuring the persistence of the change. The punishment and reward strategies had been effective and useful. Alnuaimi (2010) also focused on the positive impact of rewards and punishments in terms of encouraging the staff to maintain the behaviour and values that can increase the efficiency of participation in the institutionalisation of the changes along with reducing the resistance of the employees (AlNuaimi, 2010). The responses of the respondents indicated that resistance from employees towards the change was one of the major issues that was preventing the organisation from institutionalising the change. The approach chosen by the managers of ADSSC involved both the power coercive strategy and a reward strategy. There is a need to adopt a similar reward strategy in the organisation so as to motivate the employees to contribute in institutionalising the change in the organisation.

The manager in ADSSC holds the power, can exercise their command and authority as well as positively reinforce the employees with the help of extrinsic rewards. Studies such as Choi and Ruona (2011) have indicated that the educative normative strategies are effective and powerful strategies that can help in engaging the employees in the process of change. Such strategies also help the managers in providing opportunities to the employees at different levels to engage in the process of change in the organisation (Choi and Ruona, 2011).

In addition, such strategies will also help by offering opportunities to the employees to communicate with the change agents of the organisation in such a way that learning is promoted and uncertainty is reduced amongst the employees. Such positive strategies help in examining and reshaping the attitudes and values of the organisation. The literature also

warns that the absence of an effective reward system can have an adverse impact on the change acceptance in the organisation (Lawler III and Worley, 2006).

Employees who perceive the reward system of their organisation as effective and fair are likely to have positive emotions regarding the change in the organisation. It is therefore sensible to suggest that ADSSC develop a tiered system for the rewards and recognition of the employees on the basis of their position and rank. It therefore seems sensible to suggest that the ADP should develop a tiered system whereby appropriate levels of rewards and recognition are applied to employees of different ranks and positions.

Another strategy that was used in ADSSC in the context of institutionalising the change of the ISO implementation in the organisation included communication strategy. The qualitative analysis conducted with the respondents indicated that there were inconsistencies in the implementation of the communication strategy. The literature has focused on the significant value of communication during the process of communication. Communication in organisations is used for avoiding uncertainties, determining the perceptions of employees along with clarifying irrational ideas amongst the employees (Bovey and Hede, 2001). Communication also influences the way relationships are shaped between the leaders and managers. Furthermore, Gilley et al. (2009) also focused on the role of communication in organisations. According to the author, effective communication helps in motivating the employees and it is also positively related with successful implementations of organisational change (Gilley et al., 2009).

The respondents of ADSSC also highlighted other initiatives that were taken to improve the communication channel such as regular meetings and an open-door policy, which allowed the employees and managers to communicate with each other at any point in time. In spite of the

number of strategies for improving the communication in the organisation, while institutionalising the change there were still some obstacles in communication within the organisation. One of the respondents stated that there were some managers in the organisation who did not talk to their employees about major issues. This is because of the culture of the organisation; ADSSC has a bureaucratic culture that has work protocols and a hierarchical structure. The literature review also highlighted that communication plays a significant role in change management. The leaders of an organisation should focus on persuasive communication in terms of sharing the meanings, interpretations and perceptions amongst the employees so as to develop a culture of change along with institutionalising the change.

Another strategy that was used in ADSSC for institutionalising the change was training. The responses of the interviewees indicated that training was an important part of ADSSC. The staff at ADSSC are trained so as to develop their skills, knowledge and abilities and hence, potentially improving the skills and abilities to institutionalise the change in the organisation. This interview analysis is consistent with the findings of the literature, which indicate that cascade training is one of the effective strategies that can help in institutionalising the change interventions in an organisation. Fulfilling the training needs of the employees is another way of improving the understanding and awareness of people towards change. Training will help in improving the commitment and involvement of the employees in the change.

The literature has underlined the important role of employees in the process of change. The employees should be considered as active agents and not only the recipients whose interpretations and emotions have been associated with a successful change institutionalisation (Bartunek et al., 2011). Therefore, it was important to identify the characteristics and role of the employees such as their competence, emotions and

expectations in ADSSC. The qualitative analysis indicated that the employees of ADSSC were capable and competent in sustaining a quality management system such as ISO standards. This is because the organisation has focused on the training and development of its employees. The findings of the questionnaire validate the finding that employees received extensive training. 65% of the respondents strongly agreed with the statement that the training provided to them in the organisation was effective. The employees were competent and capable but they had a fear of change. The willingness of the employees to adopt the change was less and they had a tendency to prefer the status quo. Rees et al. (2011) also stated in their study that people in the Middle East have a low tolerance for change or new ideas. In other words, it can be said that people in the UAE have a strong culture of uncertainty avoidance. The findings of the interview also indicated that there were some barriers associated with the culture along with a fear of taking risks and losing benefits. The literature also indicated that clashes between the managers and employees may result in resistance to change amongst the employees.

The change characteristics of the employees of ADSSC were determined in the context of the ISO implementation as an OD intervention. The change characteristics are considered critical in the literature, particularly in the institutionalisation stage (Buchanan et al., 2006). In order to determine the receptiveness to change of the employees, two major aspects were analysed– the process of implementation of the ISO and pace of the change in the organisation. The findings of the quantitative analysis conducted with the help of a questionnaire indicated that ISO implementation in ADSSC helped in increasing the productivity of the organisation. 74% of the respondents agreed with the statement that after the implementation of the ISO, the overall productivity of the organisation increased. The study conducted by Sharma et al. (2017) also indicated that ISO implementation has a positive impact on the productivity of

the labour. Furthermore, the survey analysis also revealed that ISO implementation had a positive impact on the productivity of the employees. 70% of all the respondents agreed with the statement that their morale had been boosted after the implementation. Apart from the improvement in productivity and morale of the employees, ISO implementation had also helped the organisation in improving the internal procedures as well. 53% of the respondents of the study indicated that the internal procedures of the organisation had been improved after the implementation of the ISO. This indicates that ISO as an OD intervention has helped in improving the overall performance of the organisation (Sharma et al., 2017). The majority of the respondents were positive about the ISO implementation in ADSSC as an OD intervention.

Another major issue that was highlighted by the respondents in the interview analysis was the lack of time. Interviewees from certain departments highlighted the issue that they had a large workload, because of which they could not focus on the change initiatives taken in the organisation. In addition, the respondents believed that the pace of the change in the organisation was rapid. There were many changes that were introduced at the same time in the organisation. Therefore, the employees were not able to commit to any one change. The literature review also highlighted that a change can be institutionalised in an organisation in a long period of time (Rimmer et al., 1996; Schein, 2010).

Longer time periods are required for institutionalising a change in the organisation because change has to be made a part of the culture (Kotter, 2012). Buchanan et al. (2006), in the context of the pace of the change, argued that a change that is too slow or delayed may not be able to deliver all the benefits. The change that is rushed will not be able to be adopted by the employees of the organisation. The employees will not be able to create initiatives associated

with the change; they will experience fatigue and lack of encouragement for the change (Buchanan et al., 2006).

The above analysis has already highlighted some of the relevant topics associated with the ISO implementation in the organisation. Other aspects that were studied through qualitative and quantitative research included the involvement, participation and communication styles of the employees and managers of the organisation and the implementation process of the ISO in the organisation. The respondents were asked about the presence of standard procedures during the ISO implementation process in ADSSC. The quantitative analysis indicated that there were standard procedures that were defined during the implementation process in ADSSC. 60% of the respondents strongly agreed with the statement that standard procedures were clearly defined in ADSSC regarding the ISO implementation in the organisation. Documentation is another important part of the ISO implementation in an organisation. The responses of the respondents indicated that proper documentation was done in ADSSC, and 61% of the respondents agreed with the same statement. The overall qualitative and quantitative analyses indicated that most of the employees were satisfied with the ISO implementation in the organisation. The employees praised ADSSC for creating a culture of excellence with the help of proper training and development.

4. What are the challenges encountered by leaders in traditional organisations to transform them?

The primary research was conducted to determine the challenges that are encountered by leaders while transforming an organisation. One of the major challenges that leaders face is the challenge of countering the employee resistance towards a change or an intervention. The literature also indicates the same, such as the study conducted by Beer and Nohria (2000). Bovey and Hede (2001) also indicated that a significant portion of the change initiative fails because of employee resistance. The employees resist the changes as they need to change their way of working, behaviour and practices. The reactions of employees are also influenced by a number of factors and it is reasonable for employees to react in such a manner because they have to move from the known to the unknown. The responses of the respondents indicated that there are a number of ways that can be used for reducing the resistance amongst the employees against a change. The study conducted by Zafar and Naveed (2014) also indicated the same and stated the resistance of employees against a change ranges from a slowdown in the process of change to an increase in the cost of implementing the change or intervention in the organisation. Therefore, the author suggested ways such as communication, participation, training, empowerment, creation of a sense of urgency, . The impact of employee resistance is not limited to the change but also affects the overall productivity and turnover of the organisation. A failure in change may also result in a breakdown of the organisation (Zafar and Naveed, 2014).

Overview of research objectives, gaps and research questions

The major aim of the research is to determine the prospects of change in public sector organizations with the Organizational Development approach. This research helps in addressing the literature gaps in context of the use of OD interventions such as ISO. The figure below illustrates the research objectives, gaps and the research questions.
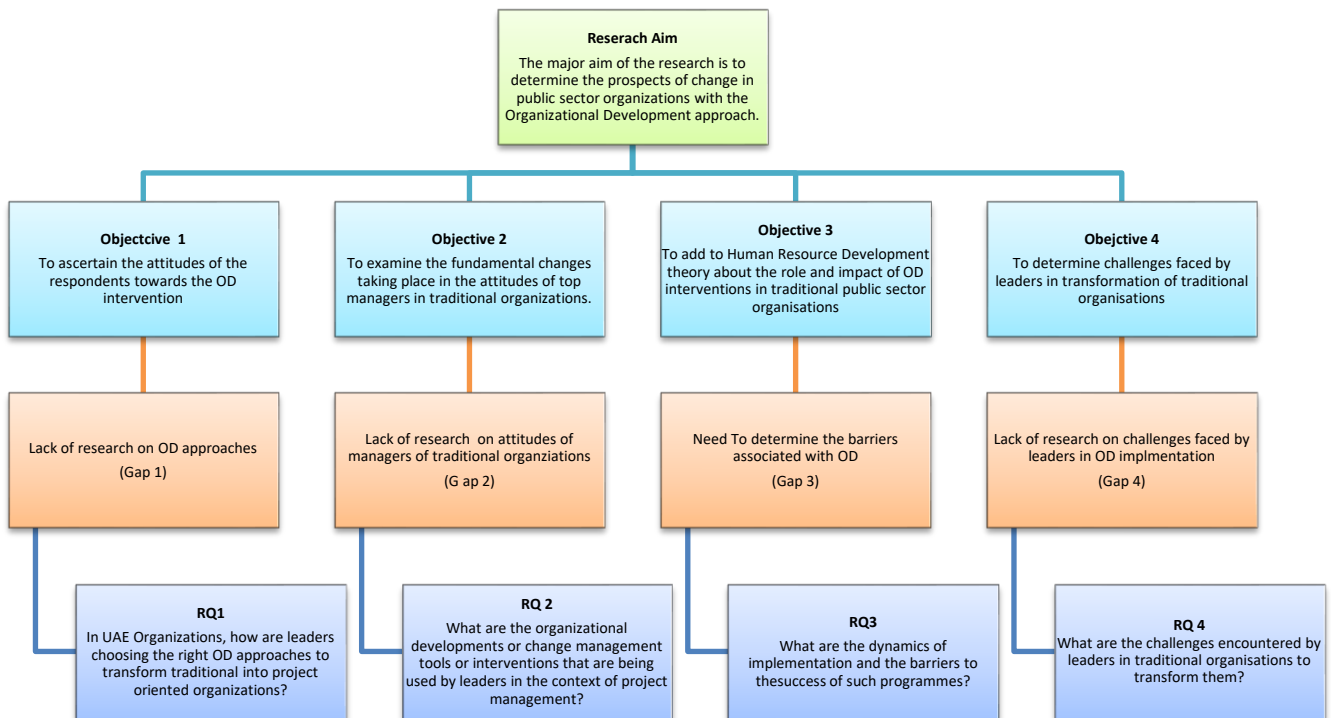
7.3 Contributions to Knowledge

This research has several contributions along with some significant additions to the knowledge at three major levels – conceptual, methodological and the practical levels.

7.3.1 Conceptual and theoretical contributions

Firstly, this study made significant contributions in the research area and literature associated with the use of ISO standards as OD interventions in the public sector organizations of UAE.

The study has determined the OD approaches that are used by the managers of public organization so as to transform them project oriented organization from a traditional organization. Further, this study has also contributed in the area of challenges faced by leaders in implementing change or an OD intervention in the organization. In this way the research has successfully bridged number of gaps in the literature associated with OD approaches for transforming a traditional organization into a project based organization. This study has further extended the knowledge to theoretical understanding associated with the factors that motivate the organizations to adopt the OD approaches.

This research offers a conceptual map to the managers and leaders of UAE's public organizations regarding the transformation to a project oriented organization by using ISO as an OD intervention. This research suggested number of strategies that can be used by the managers and leaders of UAE for implementing a change or an intervention in the organization.

Further, this research contributes in the Middle Eastern research as there is a lack of research in this region. Lages, et al. (2015) also focused on the fact that there is a lack of research or insufficient research in Middle East. The authors state that there can be number of reasons behind the insufficient research in Middle East such as – data collection issues, lack of a supportive infrastructure for research, diversity of the region, data collection issues, language barriers, data availability, reliability as well as lack of a network of researchers. Therefore this particular research is one of the efforts to extend the knowledge in Middle East regarding the OD approach that can help the public sector organizations to transform into project oriented organizations.

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7.3.2 Methodological contribution

One of the major methodological contributions of this research is that it has used both the quantitative and qualitative methods. The qualitative and quantitative research have helped in evaluating a large number of data sources along with gaining a collective perspective of ISO as an OD intervention along with the challenges faced by the leaders and managers of UAE while implementing a change or an OD intervention. The mixed approach used in this research helped in the triangulation of the findings along with generating a rich discussion base.

The main contribution of the thesis is not that it simply adds to our knowledge and understanding of OD in different environments but that it provides a critical appreciation of the cultural and institutional challenges in organisations far removed from the American corporations of the 20th century in which it first developed. Moreover, the secondary research conducted in this thesis contributes to the overall body of the literature associated with change in a public sector organisation like ADSSC. The study has focused on organisations of the UAE and therefore, this is a useful piece of research for organisations of the UAE. The traditional organisations of the UAE that want to transform into modern organisations by improving their efficiency can take a number of lessons and findings from this research. This research has provided a deep insight into the aspects that are essential for implementing a change intervention along with institutionalising change in organisations of the UAE. There is a huge gap in the present literature related to change implementation and institutionalisation in the Middle Eastern countries. This study is hence useful in bridging the gap in the literature by conducting in-depth primary and secondary research associated with the transformation of a traditional organisation into a modern organisation with an OD intervention such as ISO. This study has been helpful in determining the elements that are

essential for making a successful change in the organisation along with the elements that need to be removed in the context of implementing a change or an OD intervention in an organisation. This study has also helped in extending the theoretical understanding of implementing an OD intervention in a traditional organisation along with providing a conceptual map for the effective implementation and institutionalisation of the change in an organisation. The study has highlighted a number of strategies that can be used in organisations for improving the OD intervention implementation. Strategies such as increasing the participation and involvement of the employees along with using persuasive communication were highlighted to be in use in the organisation.

This study also contributes to the subject of insufficient research on organisations. The Middle East region faces the issue of lack of research in the region. Lages et al. (2015) also indicated in their study that there are a number of challenges in conducting research in the Middle East region. The major issues include lack of priority being given to the research, the diversity of the region, low participation rates, the suitability of the respondents and the lack of secondary data. This research, hence, is one of the major contributions in extending the knowledge associated with the change management practices in the Middle Eastern region. This study was conducted in the Middle Eastern context and therefore it is highly relevant for traditional organisations of the Middle East that want to transform from traditional organisations into modern organisations.

In addition, this study has also combined both the qualitative and quantitative methods of research that were helpful in evaluating data from different sources along with capturing the views and thoughts of people regarding the change in their organisation. A mixed-methods approach was used for this research to triangulate the findings from a large perspective along

with generating a rich basis for discussing the topic of OD implementation in the organisation. The findings of this study are consistent with the findings of the literature reviewed. Such as the study conducted by Srivastav (2011), which also states that the ISO model has congruence with the organisational development framework. ISO also complements the organisational development by harnessing the knowledge of the organisation, involving the employees from each organisational level, sustaining the motivation of employees and redesigning the work for achieving the ISO 9000 certification. Chandrasekar and Velusamy (2017) also conducted a study on organisational development intervention in public organisations. The findings of their study are consistent with the findings of our study in terms of the impact of ISO as an organisational development intervention in public organisations. This research focuses on the importance of conflict management, rewards and recognition, and commitment in public organisations.

7.4 Practical Implications

This study has a number of implications for the practice in a dynamic business environment where the competition is intense and the competition between the traditional and modern organisations is high. The traditional organisations are also focusing on transforming into modern project-based organisations with the help of OD interventions. This particular research has focused on the implementation of ISO standards as an OD intervention in an organisation.

One of the first implications for this research is associated with institutionalisation of the change in the organisation along with obtaining a framework of the factors that can influence the implementation of an intervention and institutionalisation of the change in an organisation. This study offers practical guidance and insight associated with the best

management practices that can help managers and employees by implementing the OD interventions that are important for transforming a traditional organisation into a modern organisation. Some of the strategies that have been highlighted in this study are extremely beneficial for the present-day organisations for shaping the attitudes of their employees towards the change implementation in the organisation. The important strategies that have been highlighted in this research include involvement of the front-line employees in the planning process of the change process, modifying the rewards system, persuasive communication, and linking the performance appraisal system with the OD intervention implementation.

ADSSC can now focus on improving its communication along with ensuring that each employee is heard by his/her manager. Managers should be provided extra time for communicating and solving the issues of the employees. Open and persuasive communication can help in reducing employee resistance against OD intervention implementation. Employee resistance is one of the major issues in terms of change implementation in the organisation. The organisation should further focus on using a reward management system with both intrinsic and extrinsic rewards so that the employees can be motivated to adopt the change implemented in the organisation. In addition, ADSSC should also consider reducing the workload of the employees so that they can utilise their time in understanding and adopting the change. The findings of this study not only will help ADSSC, but also can be replicated in other public organisations that want to transform into modern project-based organisations.

In ADSSC the top management is supportive and supports the employees in terms of helping them to adopt the change. The findings of this study suggest that the managers should focus on conducting open communication with the employees at all levels. The employees on the

front line should also be involved in the planning of the implementation process. This will help in increasing the commitment and involvement of the employees in the change. Employees from different levels can be involved with the help of small meetings that can be useful for reviewing the progress, along with discussing the implementation process with the employees. The top management of the organisation should use its influence and status to encourage the employees to express their views and opinions regarding the ISO implementation in the organisation. Managers should focus on listening to the issues and views of the employees.

Lastly, the organisation should focus on integrating the implementation process with the different organisational departments. The focus should be particularly on linking the reward system and the performance appraisal system with the ISO implementation. This will help the employees in easily adopting the change along with institutionalising the change in the organisation. The performance appraisal of the employees should also include the measures that can indicate the performance of the employees in the context of the change implementation (Goodman and Dean Jr, 1981; Schein, 2010; Kotter, 2012). Furthermore, the rewards management system across the organisation should be consistent with a balanced use of extrinsic rewards and punishments. The strategies suggested in the research will help in making the OD intervention of the ISO implementation successful along with institutionalising the same.

7.5 Limitations and Recommendations for Future Research

Every research is associated with some limitations. This research, conducted in ADSSC for determining the ISO implementation as an OD intervention, also has some limitations. This

section discusses the limitations of the research in detail. The effort and focus was on reducing the impact of the limitations on the outcome of the research.

Mixed methods of research have been used in this study. The generalisability of the outcomes of this research is limited because of the small sample size. In addition, the interviews are liable to biasness on the part of the interviewer and interviewees. However, in this research efforts had been made to minimise the biasness by developing a semi-structured interview. Another major limitation of this research is associated with recording the voices of the interviewees. Not all the interviewees assented on recording their voice, only 20 of the total respondents of the sample assented on the same. In this context, efforts had been made to take notes on the explanations and comments of the interviewees. Some data might have been missed during the transcription.

In the context of the questionnaire, some of the survey forms were returned incomplete by the respondents. Many of the respondents were also reluctant to participate in the research and therefore, these forms were excluded from this research so as to avoid the impact of their inclusion on the overall findings of the research. Another major limitation associated with this research is the tendency of the respondents to mark positive results in the questionnaire. On the one hand, the responses might have presented the truth but on the other hand, they may have provided only the responses that were socially desirable (Van de Mortel, 2008). The employees of ADSSC might want to present an image that is favourable. In order to counter this, the research focused on anonymity and confidentiality of the respondents.

While discussing the limitations of this research, the focus should be on the scope of the research. This study has focused on one of the major issues faced by the organisation –

implementation and institutionalisation of the change. The earlier stages of implementation should not be neglected as these stages have an in-depth impact on the implementation and institutionalisation of a change. The strategies or interventions for the change institutionalisation should be established in the earlier stages of the change or intervention implementation. This will help in generating a positive change momentum. One of the last limitations of this research is that the examination was done at a micro organisational level. Little attention had been paid to determine the impact of the external factors on the institutionalisation of change, such as politics and economics.

This is the final formal section of the research which focuses on suggestions associated with future research. The findings of this study indicate that the leadership styles differ at different stages of the institutionalisation of a change. For example, the leadership styles required in the initial stages of the change's implementation will be different from those of the later stages of the change's implementation. Graetz and Smith (2010) stated that charismatic leadership is one of the important leadership styles that is critical for driving the change along with communicating a new vision in the organisation; however, it may be less desirable during the institutionalisation (Graetz and Smith, 2010). Therefore, future research should focus on determining the type of leadership style for the different phases of the change implementation in an organisation. There is a need for future research to study the attitudes and roles of the leaders during the process of change. This would enhance the overall practice and contribution to the knowledge associated with the change implementation or the OD intervention implementation and management in an organisation.

The findings of the study indicated that ADSSC is dominated by an authoritarian leadership style along with a bureaucratic culture. This type of leadership style and culture has a

significant impact on the successful implementation and institutionalisation of a change. Therefore, further research is required to develop a leadership model that will instil new roles, skills, flexibility, adaptability and collaboration amongst employees.

This study has recognised the role and importance of communication for institutionalising change in an organisation. Future research should, however, focus on extending the method or tool development that can assist in examining the communication networks and in generating new conversations.

This research has revealed that organisations strive for stability so as to foster and improve efficiency along with providing regularity, but they also have to respond continuously to the dynamic needs of the customers and the environment (Burchell and Kolb, 2006). Therefore, it will be useful to propose research that can help in resolving the major conflict between stability and change. Future research should focus on providing a framework that can balance the forces so as to achieve sustainability in areas such as public sector organisations. This is because public sector organisations have a culture that is bureaucratic in nature. They have a culture of conformity and centralised decision-making. This type of culture allows only a little room for change and innovation (Althakhri, 2011).

Organisations today are working in a highly dynamic environment that is also turbulent in nature. Intense competition, technological advancements and globalisation have made the business environment highly complex in nature. Even traditional organisations such as ADSSC have to implement a change or intervention in the organisation so as to fulfil the demands of the environment (Bartunek et al., 2011). There are changes in the economic, political and socio-cultural environment. Therefore, there is a need for innovation and

continuous improvement in the organisation (Sharma et al., 2017). Organisations that fail to respond to the changing needs and demands may lose their market share, the support of the stakeholders and key employees. (Abdulla et al., 2011). This research is one of the important research studies that should help a number of traditional organisations in the UAE to transform into modern organisations. The findings of this study can be replicated in the Middle Eastern organisations so as to make the process of change implementation and institutionalisation effective and easy.

The findings of Van der Voet et al. (2016) also indicate that an effective change or intervention implementation in an organisation requires a strong commitment and acceptance from the employees of the organisation. For this purpose, there is a need for transformational leadership behaviour in the public organisations. The public organisations of the UAE face the major issue of employee resistance during a change or an intervention implementation in their organisations. The public organisations need both radical and incremental changes in order to become transformational organisations. The findings indicate that radical changes face more resistance than incremental changes (Van der Voet et al., 2016, p.842). ADSSC should focus on implementing the planned changes in the organisation rather than unplanned changes. The planned changes are the ones that are participative, flexible and effective with a clear road map. ADSSC should eliminate their barriers such as the unsupportive organisational structure, lack of communication, and skill shortage so as to become a transformational organisation. Furthermore, another way that shall help ADSSC is building the change capacity of the organisation with the help of training and focused interventions. The public organizations in UAE or the GCC region have adopted a traditional model that is concerned with administrative and agency functions. The communication adopted under the traditional model in public sector organizations of UAE does not allow an easy and effective

communication. The communication is usually formal and task oriented. There is a crucial need for public organizations to adopt the modern project oriented model so as to develop into transformational organizations. For this purpose the traditional organizations need to reduce their dependence on the cultural considerations.

Appendix

Survey Questionnaire

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Part 1: General Demographic Questions

Please read the following questions and tick the answer that best represent you.

GD1	**Your Gender is:**
	Male ☐ Female ☐
GD2	**Your age is:**
	Below 25 years ☐ 25 to 35 years ☐ 35 to 50 years ☐ 50 years or Above ☐
GD3	**Years of Experience:**
	Less than 5 Years☐ 5 to 10 years ☐ 10 to 15 years ☐ More than 15 years ☐
GD4	**Educational Qualification**
	Under-Graduate ☐ BBA/B.Com ☐ B. Tech ☐ MBA / M. Tech ☐

Part 2: Research Conceptual Variables

Please read the following statements and indicate how each statement relates to your travelling. It is expected of you to indicate your agreement with each statement by choosing the most suitable response on the 5-point scale. Please tick or circle the most appropriate level of Strongly Disagree / Strongly Agree with the following statements on a scale of 1 to 5, (where 1= Strongly Disagree and 5= Strongly Agree)

Internal Motivation						
CODE	**STATEMENT**	1	2	3	4	5
IM1	Cost Reduction was one of the major internal motivations for implementing the ISO					
IM2	Quality improvement was one of the major internal motivations for implementing the ISO					
IM3	Capturing employees' knowledge was one of the major internal					

	motivations for implementing the ISO					

External Motivation						
CODE	STATEMENT	1	2	3	4	5
EM1	Environment Sustainability was one of the major external motivations for implementing the ISO					
EM2	Fulfilling the on people demands was one of the major external motivations for implementing the ISO					
EM3	Establishing strong relationship with suppliers and subcontractors was one of the major external motivations for implementing the ISO					

ISO Implementation						
CODE	STATEMENT	1	2	3	4	5
ISOI1	Quality aspects were identified during the implementation of the ISO					
ISOI2	Standard procedures were defined during the implementation of the ISO					
ISOI3	Training was given to the employees during the implementation of the ISO					
ISOI4	Proper Documentation was done during the implementation of the ISO					
ISOI5	Top management fully supported during the implementation of the ISO					
ISOI6	Employees' involvement was high during the implementation of the ISO					
ISOI7	Periodic auditing was conducted during the implementation of the ISO					
ISOI8	Corrective action was taken during the implementation of the ISO					

Operational Performance						
CODE	STATEMENT	1	2	3	4	5
OP1	After the implementation of ISO productivity increased					
OP2	After the implementation of ISO employees' morale was improved					
OP3	After the implementation of ISO internal procedures was improved					
OP4	After the implementation of ISO overall cost of the processes reduced					

Abbreviations

ADAA: Abu Dhabi Accountability Authority

ADAC: Abu Dhabi Airports Company

ADEC: Abu Dhabi Education Council

ADRPBF: Abu Dhabi Retirement, Pensions, Benefits and Fund

ADSSC: Abu Dhabi Sewerage Services Company

ADTA: Abu Dhabi Tourism Authority

CNIA: Critical National Infrastructure Authority

DED: Department of Economic Development

FNC: Federal National Council

GCC: Gulf Cooperation Council

GDADP: General Directorate of Abu Dhabi Police

HRA: Human Resource Authority

HR: Human Resource

HRM: Human Resource Management

IAF: International Accreditation Forum

IMF: International Monetary Fund

ISO: International Organisation for Standardization

NEC: National Election Commission

NPM: New Public Management

OD: Organisational Development

OECD: Organisation for Economic Co-operation and Development

PA: Public Administration

SHU: Shwffield Hallam University

UAE: United Arab Emirates

WEF: World Economic Forum

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