

**Mitigating the impact of cultural diversity on the innovation
process in the private sector in Dubai**

التخفيف من أثر التنوع الثقافي على عملية الابتكار في القطاع الخاص في دبي

by

HASSAN HAJI

**A dissertation submitted in fulfilment
of the requirements for the degree of
MSc PROJECT MANAGEMENT**

at

The British University in Dubai

Dr. Khalid Al Marri

April 2017

DECLARATION

I warrant that the content of this research is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that a copy of my research will be deposited in the University Library for permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder may be copied and distributed by The British University in Dubai for the purposes of research, private study or education and that The British University in Dubai may recover from purchasers the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make a digital copy available in the institutional repository.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my thesis for a period which shall not normally exceed four calendar years from the congregation at which the degree is conferred, the length of the period to be specified in the application, together with the precise reasons for making that application.

Signature

Hassan Haji

COPYRIGHT AND INFORMATION TO USERS

The author whose copyright is declared on the title page of the work has granted to the British University in Dubai the right to lend his/her research work to users of its library and to make partial or single copies for educational and research use.

The author has also granted permission to the University to keep or make a digital copy for similar use and for the purpose of preservation of the work digitally.

Multiple copying of this work for scholarly purposes may be granted by either the author, the Registrar or the Dean of Education only.

Copying for financial gain shall only be allowed with the author's express permission.

Any use of this work in whole or in part shall respect the moral rights of the author to be acknowledged and to reflect in good faith and without detriment the meaning of the content, and the original authorship.

Abstract

Thomas, (1999), defined cultural diversity to encompass the sum total of human beliefs, norms, virtues, and various activities that are regarded to be part and parcel of the community. Cultural diversity involves different practices that form a functional unit among societies in a certain area. The author further noted that cultural diversity has formed a paramount issue in business arena that need to be investigated to pave a clear way in order to accommodate people from various backgrounds. Often, globalization has been the reason behind a variety of innovation in business, therefore, people of different races, age, lifestyles, religions and ethnic groups in workforce. To ensure that people cooperate, carry out their activities and responsibilities effectively and efficient in the world of business it is necessary to understand their likes and dislikes. According to Ely and Thomas (2001), for easy running and management of organization's operations and activities, it is paramount to ensure that all workers have clear mental and physical images of their co-workers and this provides healthy environment from which they can work harmoniously and in a coordinated manner. The authors further noted that in workplace, employees have different abilities, capabilities and talents, therefore, to maximise productivity, workers' different cultures must be embrace. Their research further identified that diversity is not a success by itself rather it can result to numerous merits within a business organization, for instance it improves the innovativeness of the workers, managers, practitioners and that of the company as well (Ely, & Thomas, 2001). Through the statistical data analysis, it was noted that, managers are not in any way entangled in to check or control cultural diversity and this may further pose a slowdown or decline the organization's productivity. Cultural diversity can result to negative effects to creativity and innovativeness depending on the way

workers handle people from different races, religions, ethnic groups and lifestyles among many others. (Hawless, 2013).

The main purpose of the present study is to analyse and investigate various methods of mitigating the negative effects that come as a result of cultural diversity on innovation and creativity process in the private-operated business organizations, specifically the construction projects in Dubai. The economy in the Middle East countries has been on the rise in the recent years, and therefore, the management in various departments and government sector have been in search for labour from different parts of the world, specifically in developing countries. The workforce therefore is comprised of people with different backgrounds and hence an understanding for the variety of cultures is important for managers and entrepreneurs in private sectors as noted by the writer (2016). The Writer (2016) noted that fall in oil prices has resulted to people chasing other opportunities, and this has led to a tremendous improvement in private investments, particularly in the sectors of travel, project construction and tourism. The writer (2016), notes that the oil product has been on the decline, these has led to less aggressiveness in the field and hence fetching low prices. It is true that the aim of any business is to make profit, with decreased profit in the sector many entrepreneurs have discovered other investment schemes which has resulted to more demand of the workforce. As a consequence of the increased demands and bearing in mind that Dubai cannot provide the demand, importation of the labour force has formed a permanent solution to this dilemma. The workers move from all corners of the world with different beliefs, cultures, norms, virtues and lifestyle, therefore accommodation of such can be challenging because people have different ways of carrying out their activities and therefore, this formed the basis of the present study on checking the impacts of cultural diversity

to the process of innovation in the private-operated sector in Dubai. The rise in the workforce comprising of individuals of different origins has made it crucial to investigate and examine various factors that impact on the project, particularly the cultural diversity and how to mitigate the effects that come along. Creativity and innovation in various organization form basis of improving the goods and services that are offered and therefore, according to Ozgen (2014), a research that is inclined or construed towards establishing the impacts and consequently providing solution or insights on way forward on the subject is quite paramount. The author further asserts that, a research on the cultural diversity if done objectively has positive impacts to the economy of any given country. According to Patrick (2012), cultural diversity has negative impacts on the organization such as slowing down the activities and operations, as well acting as a stumbling block to the organization's success. Patrick (2012) conducted a research to investigate and examine the impacts of cultural diversity, through the review of the literature; the author noted that some sections indicated mitigating actions and strategies that can be employed in verge to reduce the negativity that cultural diversity has on innovation process. The author noted that, several strategies such as training the employees on the importance of embracing people's culture and the undermining factors that go long way against cultural diversity

Kay Words: Project Management, Cultural Diversity, Innovation, and Private sector.

نبذة

قد عرف توماس (1999) التنوع الثقافي ليشمل مجموعة من المعتقدات البشرية والمعايير والفضائل والأنشطة المختلفة التي تعتبر جزءاً لا يتجزأ من المجتمع. ينطوي التنوع الثقافي على ممارسات مختلفة تشكل وحدة وظيفية بين المجتمعات في منطقة معينة. وأشار الباحث كذلك إلى أن التنوع الثقافي شكل قضية بالغة الأهمية في مجال الأعمال التجارية تحتاج إلى التحقيق فيها لتمهيد الطريق الواضح لاستيعاب الأشخاص من مختلف الخلفيات. في كثير من الأحيان، كانت العولمة السبب وراء مجموعة متنوعة من الابتكار في مجال الأعمال التجارية، والناس من مختلف الأعراق والعمر وأنماط الحياة والأديان والمجموعات العرقية في القوى العاملة. لضمان أن يتعاون الناس، وتنفيذ أنشطتهم ومسؤولياتهم بفعالية وكفاءة في عالم الأعمال فمن الضروري أن نفهم أمثالهم ويكرهون. ووفقاً للباحث توماس (2001)، من أجل تسهيل إدارة وإدارة أنشطة المنظمة وأنشطتها، من أهمية التأكد من أن جميع العاملين لديهم صور عقلية وجسدية واضحة لزملائهم في العمل، وهذا يوفر بيئة صحية يمكنهم من خلالها العمل بشكل متناغم وبطريقة منسقة. وأشار المؤلفون أيضاً إلى أنه في مكان العمل، والموظفين لديهم قدرات وقدرات ومواهب مختلفة، وبالتالي، لتحقيق أقصى قدر من الإنتاجية، يجب احتضان الثقافات المختلفة للموظفين. وأظهرت أبحاثهم كذلك أن التنوع ليس نجاحاً بحد ذاته بل يمكن أن يؤدي إلى مزايا عديدة داخل الهيئة التجارية، على سبيل المثال يحسن من الابتكار لدى الموظفين والمسؤولين والممارسين، وكذلك الشركة (إلي، وتوماس، 2001). ومن خلال تحليل البيانات الإحصائية، لوحظ أن المدراء ليسوا متورطين بأي شكل من الأشكال في التحقق من التنوع الثقافي أو السيطرة عليه، وقد يؤدي ذلك أيضاً إلى تباطؤ إنتاجية الشركة أو تراجعها. ويمكن أن ينجم التنوع الثقافي عن آثار سلبية على الإبداع والابتكار تبعا لطريقة تعامل الموظفين مع الأشخاص من مختلف الأعراق والأديان والمجموعات العرقية وأنماط الحياة بين كثيرين آخرين. (هاولس، 2013).

والغرض الرئيسي من هذه الدراسة هو تحليل والتحقق في أساليب مختلفة للتخفيف من الآثار السلبية التي تأتي نتيجة للتنوع الثقافي على الابتكار والإبداع في الشركات التجارية الخاصة، وتحديدًا مشاريع البناء في دبي. إن الاقتصاد في بلدان الشرق الأوسط في ازدياد مستمر في السنوات الأخيرة، وبالتالي فإن الإدارة في مختلف الإدارات والقطاع الحكومي تبحث عن العمل من مختلف أنحاء العالم، وتحديدًا في البلدان النامية. وبالتالي فإن القوى العاملة تتألف من أشخاص ذوي خلفيات

مختلفة، وبالتالي الفهم لفئات متنوعة من الثقافات مهم للمسؤولين أو المدراء ورجال الأعمال في القطاع الخاص كما أشار إلى كتابة . وأشار الكاتب إلى أن هبوط أسعار النفط قد تؤدي إلى أن الناس للبحث عن فرص أخرى، مما أدى إلى تحسن هائل في الاستثمارات الخاصة، لا سيما في قطاعات السفر وبناء المشاريع والسياحة. ويشير الكاتب إلى أن المنتج النفطي أخذ في الانخفاض، مما أدى إلى عدوانية أقل في الميدان، ومن ثم جلب أسعار منخفضة. وصحيح أن الهدف من أي عمل هو تحقيق الربح، مع انخفاض الربح في القطاعات، والعديد من رجال الأعمال قد اكتشفت خطط استثمارية أخرى التي أدت إلى مزيد من الطلب من القوى العاملة. ونتيجة للطلبات المتزايدة ومراعاة عدم قدرة دبي على توفير الطلب، شكل استيراد القوى العاملة حلا دائما لهذه المعضلة. وينتقل العمال من جميع أنحاء العالم بمعتقدات وثقافات ومعايير وفضائل وأسلوب حياة مختلفين، ولذلك يمكن أن يكون صعبا في التعامل أو تطبيق الابتكار لأن الناس لديهم طرق مختلفة لتنفيذ أنشطتهم، وبالتالي شكلت هذه الدراسة أساس الدراسة الحالية والتحقق من آثار التنوع الثقافي على عملية الابتكار في القطاع الخاص الذي يديره القطاع الخاص في دبي. وقد أدى ارتفاع القوى العاملة المكونة من أفراد من أصول مختلفة إلى ضرورة الدراسة ودراسة العوامل المختلفة التي تؤثر على المشروع، ولا سيما التنوع الثقافي وكيفية التخفيف من الآثار التي تحدث. الإبداع والابتكار في مختلف الشركات أساس لتحسين السلع والخدمات التي يتم تقديمها، وفقا لأوزغن (2014)، وهو البحث الذي يميل أو يفسر نحو تحديد الآثار، وبالتالي توفير حل أو رؤى حول المضي قدما في هذا الموضوع هو أمر بالغ الأهمية. ويؤكد الباحث كذلك أن إجراء بحث عن التنوع الثقافي إذا ما تم بصورة موضوعية له آثار إيجابية على اقتصاد أي بلد بعينه. ووفقا لباتريك (2012)، فإن التنوع الثقافي له آثار سلبية على المنظمة مثل إبطاء الأنشطة والعمليات، فضلا عن أنه يشكل حجرة عثرة أمام نجاح المنظمة. أجرى باتريك (2012) بحثا لدراسة وفحص آثار التنوع الثقافي، من خلال استعراض الأدبيات؛ لاحظ الباحث أن بعض الأقسام تشير إلى إجراءات واستراتيجيات التخفيف يمكن أن تستخدم على التقليل من السلبية التي ينطوي عليها التنوع الثقافي في عملية الابتكار. وأشار المؤلف إلى أن هناك عدة استراتيجيات من ناحية تدريب الموظفين على أهمية تبني ثقافة الناس والعوامل التي تقوضها والتي تقطع شوطا طويلا ضد التنوع الثقافي.

كلمات البحث الرئيسية : إدارة المشاريع، التنوع الثقافي، الابتكار والقطاع الخاص.

Dedication

This research work is dedicated to my country, to my supervisors, classmates and my family who have supported me throughout the period. My heartfelt appreciation for your support, encouragement, and for helping me in every step of the way.

Acknowledgement

To begin with, I wish to send my heartfelt gratitude to my advisor **Dr. Khalid Al Marri** for supporting me on a continuous basis throughout my study and in the process of completing this research. His motivation, immense knowledge, and patient were of great importance during the research and writing of the report. I cannot imagine having a better mentor and advisor for my study.

Besides my advisor, I wish also to give my thanks to all the people who gave their input during the data collection process which played a crucial part in the analysis process. Even though I cannot mention them in this report because of confidential issues, I would like to generally appreciate them.

I thank my fellow classmates for their support and for stimulating discussions when needed, especially in cases where I did not understand an aspect of the report. I would also like to give thanks to my fellow friend in another institution for enlightening me about the first draft of the paper.

Lastly, I thank my family for their spiritual support throughout the process and my entire life in general.

Table of Contents

Abstract	1
نبذة	6
COPYRIGHT AND INFORMATION TO USERS	2
Dedication	8
Acknowledgement	9
CHAPTER 1	15
INTRODUCTION	15
1.1 Background Information	17
1.2 Current Situation	22
1.3 Scope	23
1.4 Significant of the study	24
1.5 Problem Statement	24
1.6 Aim and Objective	24
1.7 Research Questions	25
1.8 Hypotheses	27
1.9 Assumptions	28
1.10 Techniques applied in completing the qualitative part.	28
1.11 Definition of Terms	28
1.12 Research Structure	29
CHAPTER 2	31
LITERATURE REVIEW	31
2.1 Introduction	31

2.2 Meaning of Cultural Diversity	32
2.3 Elements of Successful Diversity	34
2.3.1 Religion	34
2.3.2 Gender Diversity	34
2.3.2 Personal Traits	35
2.3.4 Ethnic Diversity.....	35
2.3.5 Culture	35
2.3.6 Demographics.....	36
2.4 Effects of Diversity.....	36
2.5 Factors Affecting Cultural Diversity	37
2.6 Meaning of the Private Sector.....	37
2.7 Meaning and Importance of Innovation in the Private Sector in Dubai	39
2.8 Types of Innovation.	41
2.8.1 Breakthrough Innovation.....	41
2.8.2 Basic Research	41
2.8.3 Sustaining Innovation.....	42
2.8.4 Disruptive Innovation.....	42
2.8.5 Building a Matrix	42
2.9 Innovation Models	43
2.9.1 Linear Model	43

2.9.2 Open Model	44
2.9.3 Teece Model	44
2.10 Innovative Companies	45
2.10.1 Huawei.....	45
2.10.2 Apple	45
2.10.3 Google	45
2.11 Factors that Lead/ Affect the Innovation Process in the Private Sector	46
2.12 Effects of Innovation.....	47
2.13 Relationship between cultural diversity and the innovation process	47
2.14 Effects of Cultural Diversity on the Innovation Process in the Private Sector in Dubai ..	48
2.15 Ways of Mitigating the Impact of Cultural Diversity on Innovation.....	49
CHAPTER 3	51
Factors identification process and conceptual framework	51
3.1 Factor Analysis	51
CHAPTER 4	58
CONCEPTUAL FRAMEWORK	58
4.1 Conceptual Framework.....	58
4.2 Hypotheses	59
CHAPTER 5	60
RESEARCH METHODOLOGY	60
5.0 Introduction.....	60
5.1 Research Philosophy	60
5.2 Methodological Approach	61

5.3 Research Instruments	62
5.4 Sample.....	63
5.5 Questionnaire Instrument.....	63
5.6 Measures	65
5.7 Analysis and Representation of Data.....	66
5.8 Ethical Considerations	66
5.9 Limitation.....	68
5.10 Delimitations.....	68
CHAPTER 6	69
DATA ANALYSIS, MAIN FINDING, AND INTERPRETATION.....	69
6.1 Introduction	69
6.2 Demographic Data.....	69
6.3 Descriptive Statistics	74
6.4 Correlations	81
6.5 Reliability Test	82
6.6 Discussion	85
6.7 Conclusions	90
6.8 Recommendations for Further Research	92
References.....	94
Appendix I: Questionnaire.....	101
Appendix II: Timetable.....	109

Tables & Figures

Table 1: Statistics	69
Table 2: Age.....	70
Figure 1: Age	70
Table 3: Gender.....	71
Figure 2: Gender	71
Table 4: Nationality	72
Table 5: Education	72
Table 6: Organizational Position	73
Table 7: Number of years worked in current Organization	73
Table 8: Elements of Successful Diversity	75
Table 9: Effects of Diversity.....	76
Table 10: Ways to Improve/ Mitigating Effects of Diversity.....	77
Table 11: Factors affecting Cultural Diversity	78
Table 12: Factors that lead to Innovation and Creativity.....	79
Table 13: Effects of Innovation	80
Table 14: Effects of Innovation	81
Table 15: Reliability Test.....	82

CHAPTER 1

INTRODUCTION

Innovation process refers to the act by which an organization plans to introduce new techniques in the market through goods and services creativity. Innovation process is usually practiced through inviting on the new idea or knowledge with an aim of improving the economies of scale by the company done through investing on various programmes and research activities. Innovation process is a paramount factor that ensures the success of different companies and organization, for instance, the companies that specialised with technological advancements, so much has been happening in the field of information technology and therefore any improvement that is taken as a result of innovation process is quite vital because it helps to counter the competition that other organization poses (Basic financial statements of a Not-for-profit organization, 2015).

Many organizations and institutions in Dubai have realized that most countries have made big strides ahead, therefore, the products from such countries have gained competitive advantages and to be able to match these advantages they ought to introduce innovation process most in project construction, travels and tourists attraction. Innovation process is a product of employing a diverse workforce which is now known for its ability to drive both the innovation process and the growth in economic milestones in a country. Therefore, to remain competitive in the business ventures it is paramount it is very crucial to work on the various strategies that are inclined towards enhancing the productivity. This section contains the introductory part of the paper which comprises of the background information and the present situation on the process of innovation in the private-operated

organization, especially in the project construction industry in Dubai. The most recent studies and reports have shown that many customers tend to be attracted to the business firms that offer the best goods and services and also that provides services based on the new technology, hence this poses a competitive advantage to other existing business activities. For any business firm to adapt to the existing competition it is forced to find new products and services as well as widening the markets for its goods. For example, a product manufacturer will realize through research and review of the existing methods that, consumers like different types of goods and services that are not offered in their business venture and this would compel them to look for ways and methods of improving their products and service. The existing projects constructions may often use innovation strategy to arrive at the most desired output.

All private companies or private-operated organizations in Dubai have their objective and goal inclined towards making profit, therefore it is paramount to note that, with their profit mind sets, cultural diversity offers a great deal of challenge that needs to be monitored to ensure that the organizations operate successfully as well as making the profit anticipated. Government-operated organization sometimes may not work for profit because most governments have different sources of income including grants, huge loans, sponsorship from other countries, hence cultural diversity tentatively have no great impacts on the organizations. Innovation process involves the act of converting knowledge, ideas and suggestions into products or services that create value and attract more customer base. To improve on creativity and innovation in any particular organization, it I vital to diversify the workforce and comes in with idea of cultural diversity that calls for a special attention as identified by Hewlett (2013) and Patrick (2012).

1.1 Background Information

According to Hewlett (2013), most managers have been in positions that grant them opportunities to see the benefits that come with the diversifications of the labour force. Diverse labour force is now known for its ability to drive both the innovation process and the growth in economic milestones in a country. Hawless et al. (2013), carried out a research in the Harvard Business Review on how cultural diversity can escalate the process of innovation and creativity, the authors noted that cultural diversity can be categorised into two types namely; the inherent and the acquired diversity. The two classifications formed a vital basis upon which the managers and various practitioners can be keen about in the process of training the employees. Hawless et al. (2013) were able to further identify that inherent diversity includes the existing personal characteristics or traits that an individual is born with which includes that of ethnicity and gender. On the other hand, acquired diversity entails the physical characteristics or traits that individuals adopt from socialization and experience. Through the process of socialization, individuals interact freely and consequently many people tend to learn from their peer and further emulate their elder role models and hence acquiring a new trait or characteristics. Similarly, through experience people tend to delete some of the past traits obtained and replace them with new ones and these could form total alterations to how that person perceive things and actions.

The research on its verge identified that, organizations or business firms that exercised two-dimensional diversity and above (2-D, 3-D cultural diversity) performed excellently in terms of productivity and innovation. More often the organization out-performed and out-innovated others by encouraging and creating a health environment from which people can work well,

grow and consequently think outside the box. According to this research, with 2-D cultural diversification, various critical ideas were brought on table, discussed and thereafter granted considerable weights depending on what really the idea was (Hawless et al., 2013). In spite of the advantages that cultural diversity have, the study further disputed that there are negative impacts that come along and that can affect the innovation process in the private sectors. A variety of negative effects that can cause turndown or slip in innovation process were discovered, these factors included; personal disputes or antagonistic conflicts, lack of trusts, lack of common interests or goals, among the employees, practitioners and team members who play a vital role in innovation process that can be a stumbling block in the process of completing construction process, therefore research aimed at or construed towards establishing methods and ways to mitigate the negative impacts that are as result of cultural diversity is paramount in the private sector in Dubai.

Several changes are been witnessed in the modern world and therefore, countries in Middle East particularly Dubai have been willing to catch up with the rest of the developed countries. With this in mind several private sectors have come up and are now very vital in the emirates of Dubai since it enables the nation achieve its long-term objective and goal of being centre for several activities such as tourist and investors attractions. It is evident that with tourists and investors attractions several businesses could be started, foreign investors could further provide competition in the world of business leading to increased quality of the produce and consequently bring more profit than never before. The phenomenon of tourist attractions could further improve the customer base for their products and services. In many cases private investors want to settle on entrepreneurship in order for them to take advantage of the imported

labour force and also assume the convenience of the market niche or have the acquired problem solution for the market niche.

Most researches and reports have found out, private sectors come up as a way of finding solutions to the unemployment issues and hence are faced with the challenge of settling all bills at the end of a given period of time and these encourages the entrepreneurs and other business men to be more creative and innovative in order for them to generate a considerable income enough for settling of wages and salaries. It is true that the technological knowhow is on the rise due to the recent technological advancements and procedures that have been invented in less than a decade ago. It can be deduced that some of the technological procedures are too complicated and importation of skilled personnel could be the only solution, hence understanding cultural diversity is paramount to aid in handling of the private sectors in Dubai. Due to the decline in the oil resources and other resources, it is necessary to find alternatives ways of generating income; this is how the private sector in Dubai has sought its existence. There are several market desires, demands and needs which have to be met and this can only be realized through establishment of private sectors that are more efficient and effective in the process of innovation as well as that of production. Despite of all the above reason, urge and willingness to achieve growth and development in Dubai is very essential to consider the process of innovation which has been the driving force to economic bursts. The level of creativity and in particular that of innovation has a huge influence on economic growth of any country and hence it's paramount to have innovation strategies among the entrepreneurs in private sectors.

Holliday (2002), conducted research and the process of analysing the contents of the literature review and his work, he noted that country has been doing well in terms of investments in projects that require innovation and creativity in the private sector particularly in the project

construction, tourism and travel sectors that have acquired significant changes in Dubai. For instance, over the years, to diversify the economy, the desire for the most attractive and beautiful construction buildings has been received a lot of attention from the both the government and the private sector as a way of diverting attentions from oil and gas returns according to Holliday, (2002). It can be shown from researches and findings presented by the National Geographic in 2014 that oil is not the only resource that Dubai is endowed with and that can provide all that is needed for the country and therefore, to ensure economic growth other important ventures were paramount. Ignorance was the route course of all the dragging that has seen Dubai left behind more so in project construction and other business ventures such that of travel and tourists attractions. The author was able to note that it was not only oil that can make the economy of Dubai rather a combination of several business ventures that can attract as many investors as possible. Therefore, the leaders in the government saw their fault of keeping eyes on almost one source of income and consequently made up their minds to invest heavily in building and establishing a more reliable and stable economy in project construction by putting up a fascinating place that would attract individuals from various parts of the world to come, stay, explore and thereafter find it interesting to invest (National Geographic, 2014). Innovation process is a very important in ensuring that various companies and business organization successfully invest on the ideas and knowledge that could prove to be more profitable especially in the field of project construction in Dubai. Most private sectors have come to realize that for them to realize their set goals and objectives it is crucial to include various innovation strategies that could be favoured by cultural diversifications. When such innovation process is engaged at the right time and with the right resources then it is no doubt that the organization will experience success with time. To ensure that that the innovation process is well infused and

instilled with the system several other strategies must accompany the innovation strategy. These strategies include; the business strategies, choice strategies, corporate strategies, price skimming, product differentiation strategy, direction strategy among other. In one way or another aforementioned strategies can be combined to form the innovation strategy which is the most reliable driving force to growth of any given country economy. For instance through innovation, a variety of new product can be brought in the business world through changing some aspects of the products and services.

Previously the above has been realizable and has resulted to customers having a variety of goods from which to choose from. Through innovation process is possible to change the products slightly through rebranding, repackaging and adding new ingredients to change the taste or improve the quality. Small enterprises have been forced to change or adopt new ways of attending to customers something which is highly linked with the way the entrepreneurs relate with the customers. It is true that people of different backgrounds will address issues different and therefore any mishap that may be as a result of such can be controlled by coming up with mitigation measures that can be used to reduce the negative impacts that cultural diversity on the innovation process. The workers move from all corners of the world with different beliefs, cultures, norms, virtues and lifestyle, therefore accommodation of such can be challenging because people have different ways of carrying out their activities and therefore, this formed the basis of the present study on checking the impacts of cultural diversity on the process of innovation in the private-operated sector in the emirates of Dubai.

1.2 Current Situation

The Middle East countries have experienced decrease in the oil prices and this has been the reason behind adoption of other alternative ways and methods of securing their economic growth, according to Writer (2016) the region has witnessed double digit growth in the investment in the private-operated organizations especially in the sectors of travel, construction and tourism. The workforce therefore is comprised of people with different backgrounds and hence an understanding for the variety of cultures is important for managers and entrepreneurs in private sectors as noted by the write (2016). The author of the present study further noted that decline in the oil revenues has resulted to people chasing other opportunities, and this has led to a tremendous improvement in private investments, particularly in the sectors of travel, project construction and tourism. The writer (2016) notes that the oil product has been on the decline, these has led to less aggressiveness in the field which is currently fetching low prices. It is true that the aim of any business is to make profit, with decreased profit in the sector of oil resources, many entrepreneurs have discovered other investment schemes which have resulted to more demand of the workforce. However, the country has experienced decline in the economic growth in oil production as it is evident from a decrease of 1.8 (therefore from 50.7 to 48.9) NBD Dubai Economy Tracker Index as it has achieved recess according to the Writer, (2016). Further analyses of the sub-departmental units in the private sectors have shown that tourism and travel ventures have recorded a severe degradation in their business conditions as per the writer (2016). Writer, (2016) further noted with a deep concern that there has been an acute degradation in the business conditions of the retail and wholesale sectors and that of project construction. To provide a recapitulation, it has become very crucial for the countries in the Middle East to

consider the innovation process as a way of securing the economy which can only be made possible by promoting and encouraging workforce diversity.

1.3 Scope

The scope of the research will be confined within the process of examining and at the same time analyzing the effects of cultural diversity on the process of innovation in the project construction ventures in the private-operated sector in the Emirates of Dubai and as a consequence provides the mitigation procedures to the negative impacts that result from cultural diversity. The research paper seeks to analyse and investigate the impacts of the cultural diversity in the process of innovation as well as examine the mitigation procedures required to combat the negative impacts which result from cultural diversity in the private sector in Dubai. The study, therefore, revolves around two major areas which include: impacts of the cultural diversity in innovation process and the mitigating methods required to control the negative effects of cultural diversity. Comprehensive research was conducted on the two areas in connection with project construction in the private sectors in Dubai. The various construction projects, travel and tourism sectors formed the major focus in regard to innovation process and how it is implicated by using diverse workforce in private sector. The study employed qualitative research methods in data collection since the statistical data required were easily accessible by employing the obvious methods which include; observation, interviewing, use of survey questions and sampling technique among other methods. To supplement the qualitative methods, a quasi-experimental method was used to provide various calculations in the data analysis and also in offering results from which inferences and conclusions were made. The research concentrates on the impacts of

the cultural diversity in innovation process and the mitigating methods required to curb the negative effects of cultural diversity.

1.4 Significant of the study

The rise in variety of the projects and ventures witnessed in Dubai are the reason behind the quest for success as per the author of the present study. The several construction projects have increased the demand for workers from various nations and diverse backgrounds (Bisit, 2016). Therefore, as suggested by the Author, (2016), it has become paramount to investigate and analyse the impacts of cultural diversity on the various projects with an aim of providing insights towards curbing the negative impacts.

1.5 Problem Statement

Due to the numerous projects in the level of innovation has been on the rise, according to the analysis of the current situation aforementioned, the countries in the Middle East have experienced deteriorations in the economic conditions most in travel, tourism and project constructions (Stahl, 2010). It becomes paramount to investigate and examine aspects that influence the process of innovation, especially in the private sector in Dubai.

1.6 Aim and Objective

The purpose of the present study is to examine the various ways and procedures of mitigating the effects of cultural diversity on the innovation process in the project constructions in the private sectors in Dubai. The following are the specific objectives of the study;

1. To discuss the progress that has been achieved in the sectors of travel, construction industries and tourism.
2. To determine the variety of aspects that constitutes the workplace diversity in the private organization especially in the construction industry.
3. To discuss how cultural diversity affects the success of the innovation process in managing the construction projects that needs a great deal of innovative technology.
4. To establish the outstanding relationship between innovation process and the cultural diversity in the construction projects in the private sectors in Dubai.
5. To determine positive impacts of cultural diversity on the innovation strategy process in the various sectors especially the construction projects.
6. To determine the negative impacts that are as a result of cultural diversity on the innovation process in various process such as the construction industries and consequently provide insights and information on the cultural diversity mitigation procedures for improving innovation process in the private sector in the emirate of Dubai.

1.7 Research Questions

Based on the purpose, scope and the objective of the study the following questions will be employed to provide the boundaries and the guidelines upon which the research will be confined to. The following are the research questions that the study tried to answer;

1. What motives have led to shooting of the process of innovation in private-operated sectors specifically in the project construction projects in Dubai?

2. What are the consequences of the diverse workforce on the innovation process in the private sectors?
3. What are the major areas that make up the working place environment in private-operated industries in Dubai?
4. Does diversity affect the organization's success of managing innovative projects in private-operated sector especially in the construction industry? and if yes, how?
5. What is the relationship between the process of innovation and cultural diversity especially in the project construction industry?
6. What are some of the factors that affect the process of innovation in the private sector in Dubai?
7. What is the positive significance of diversity on innovation especially in the project construction industry in Dubai?
8. Does lack of awareness and knowledge on labour force diversity affect the process of innovation project construction industry in private industry? If yes how?
9. Does diversity prejudice affect the process of innovation especially in the project construction industry in private sector? If yes how?
10. Does diversity ethnocentrism affect the process of innovation negatively especially in the project construction industry in private sector? If yes how?
11. Does diversity stereotyping affect the process of innovation negatively specifically the project construction industry in private sector?
12. Does diversity discrimination affect the process of innovation especially in the project construction industry in private sector?

13. Does diversity backlash and harassment affect the process of innovation especially the project construction sector?
14. Does diversity result to rise in awareness act for improving the level of innovation process?
15. Does diversity training act improve the process of innovation specifically the travel, tourism and construction industries?

1.8 Hypotheses

The following hypothesis have been developed for this research;

1. Cultural diversity is determined by changes in religion, personal traits and gender.
2. Diversity has negative effects in the workplace.
3. Diversity has positive impacts in the workplace.
4. What is the relationship between cultural diversity and the success in project construction?
5. Control strategies have a positive significance with project construction in dubai.
6. Cultural diversity has a positive impact on innovation process/success in the private sector.
7. Ethnocentrism, discrimination, stereotyping, harassment, backlash and prejudice affect cultural diversity.
8. Risk mitigating strategies in the sector are usually effective.
9. Innovation has a positive effect on the company's performance.
10. Diversity has a positive effect on innovation.

1.9 Assumptions

Throughout this study, there are several assumptions that have been made which include;

1. The limitations in this study include thing that the researcher cannot control.
2. The research assumed that those participating in this research have the full knowledge of the topic under study.

1.10 Techniques applied in completing the qualitative part.

The following are the methods that would be applied to successfully complete the present study;

1. Qualitative review of the previous studies on diversity and its effects on the process of innovation in the project construction.
2. Through thorough reading and perusing of materials in the library, necessary information will be obtained such as developing the study questions and the objectives. The conceptual framework will be adopted from the previous works that are in line with the present study. Also the section will aid in adopting the quantitative formulas and procedures that have been used elsewhere and that suits the nature of the present study.

1.11 Definition of Terms

Project Management: Project management is regarded as the application of methods, skills, experience, processes, and knowledge to achieve the objectives of the project. A project in this case is often successful it has been able to meet its objectives as per the accepted criteria and within the expected budget and timescale. The key factor that distinguishes management from project management is the fact that it has deliverable that needs to be met and has a timeline. It is unlike the general management, which is an ongoing process.

Cultural Diversity: encompass the sum total of human beliefs, norms, virtues, and various activities that are regarded to be part and parcel of the community. Cultural diversity involves different practices that form a functional unit among societies in a certain area. Cultural diversity has formed a paramount issue in business arena that need to be investigated to pave a clear way in order to accommodate people from various backgrounds..

Innovation: refers to the process of converting ideas and ideologies into final products. It could be implementation of policies and process that will steer the company's operations and activities in the right direction and towards achieving the competitive advantage.

Private sector: The private sector includes all for-profit organizations that are not operated or owned by the government.

1.12 Research Structure

The aim of the study is to determine ways of mitigating the impact of cultural diversity on the innovation process in the private sector in Dubai. The paper starts by analyzing the different concepts in the subject under research. The following shows a summary of what is covered in every chapter;

Chapter 1: Introduction –This is the first chapter of the research paper that introduces the research paper and indicates the background information, the problem statement, the objective and aim of the research,

Chapter 2: Literature review

This chapter examines and analyses past research on similar field through thorough reading and perusing of materials in the library, necessary information will be obtained such as developing

the study questions and the objectives. The conceptual framework will be adopted from the previous works that are in line with the present study. Also the section will aid in adopting the quantitative formulas and procedures that have been used elsewhere and that suits the nature of the present study. The paper section will provide the relationship between cultural diversity and innovation, the impact of cultural diversity on innovation, and any mitigation strategies.

Chapter 3: Factor Analysis and Conceptual Framework- This section analyses the various factors that have been identified in the literature review section and which relate to the subject under study.

Chapter 4: Research Methodology – In the fourth chapter, the methodology used to conduct the research are explained including the method of collecting data.

Chapter 5: Research Discussion and Analysis – This section shows the findings from the research conducted.

Chapter 6: Result of the Research – The result of the research study are discussed in this section while trying to address the research question

Chapter 7: Conclusion and Recommendation – The final chapter covers the conclusion of the research and makes suggestions aimed at addressing the research problem.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

A research by Hewlett (2013) has shown that the support and attention on the process of innovation has been on the rise because it has become paramount in improving competitiveness, maintaining, and securing significant economic growth. Ozgen (2014) in his work has further stated that the process of innovation is frequently driven by the willingness and ability to identify links or connections and chances and make sure that one takes advantage of them. Many business organizations and companies are sailing in an environment that has placed status and level of development so high due to competition, change in external markets, technology, which is paramount in helping improve the business ventures and the significance growth and development of the economy (Ozgen, 2014).

Innovation process which is the act and plan by which organizations intends to introduce new techniques in the market through better quality goods and services has become crucial in the private sector especially in the construction industry in Dubai. Innovation process is usually practiced through inviting on the new idea or knowledge with an aim of improving the economies of scale by the company, and is done through investing on various programmes and research activities. According to Martin (2014), innovation is the process of inventing or coming up with new products and services that meet the desires and demands of customers, has become paramount due to increased competition in the business sectors. Therefore, the act of innovation strategy on the products and services has recently received attention and hence it is seen as a

method of ensuring the organization's competitive advantage and also an appropriate design of safeguarding business success and innovation strategy as well as strategic positions and choices (Martin, 2014). In spite of the fact innovation process come along with competitive advantages, it can be affected by a variety of factors with the most regarded being that of cultural diversity and therefore, it becomes paramount to understand the implications and meaning of cultural diversity (Ozgen, 2014).

2.2 Meaning of Cultural Diversity

According to Thomas, (1999), the term diversity is used to entail or describe the uniqueness of something from the majority while culture encompasses the sum total of human beliefs, norms, virtues, and various activities that are regarded to be part and parcel of any given community. Cultural diversity involves different practices that form a functional unit among societies in a certain area. Therefore, it can be concluded that cultural diversity entails the set of norms and beliefs that are possessed by various people with different ethnic background. In any given culture, there exist in it a phenomenon of many minorities and a majority according to Martin (2014). Therefore, Thomas, (1999) concludes that multiculturalism or cultural diversity involves a group or set of individuals with different beliefs, norms, and cultures among others. Cultural diversity often encompasses the following aspects ranging from age, religion, gender, language, race and ethnicity and has become paramount for it has far reaching effects in the workplace (Thomas, 1999). Martin, (2014), conducted a study and found out that cultural diversity in the workplace has become vital and growing trend in the recent years with growth of globalization and modernization around the world.

Martin (2014) noted a significance positive impacts of workers coming from various backgrounds and cultures on the business performance as they possess diverse ways thinking, approaches to issue, and this means that they can analyze any matter from assortment of perceptives. Even though some of the accomplishments could be achieved for workers of the same culture and background the procedures may be very hard more so issues that touch new ideas and knowledge (Martin, 2014). Thomas (1999), further supported the idea of increased cultural diversity among employees is paramount and hence the results of such trends are important as a consequence of modernization and globalization. The study further shows that alterations in the workforce demographics are paramount in improving the team-based project management procedures. However, the author noted that there has been rise in the creation of awareness and training programmes on the cultural diversity if it was to be relied in improving the innovativeness in the private sectors. Thomas (1999) noted that cultural diversity in any congregation affect the effectiveness and efficiency of the group.

According to Ely and Thomas (2001), cultural diversity has a great influence in the end result and further it influences the rate of performance of the workers. From the study conducted in two to three diverse organizations by Ely and Thomas (2001), the study was able to note the perspectives, feelings and opinions on the cultural diversity among the workforce. The perspectives included the following access-and-legitimacy perspective, discrimination-and-fairness perspective, and integration-and-learning perspective (Ely & Thomas, 2001). The type of perspective on cultural diversity that the work group had in this study was seen to have a significant influence on the manner in which the workers conveyed and managed grills and tensions that are connected to diversity, the influence on fellow individuals, and in turn had a

great influence on how employees, work groups and other practitioners functioned (Ely & Thomas, 2001). In this case, Ely & Thomas (2001) further states that all the perspectives that were investigated were successful in promoting and encouraging entrepreneurs and managers to diversify their workforce. Ely & Thomas, (2001) noted that only the intergration-and learning perspective provided the guiding role and rationale that is paramount in realizing continuity in the benefits of diversity. The importance of this perspective was found to be innovativeness in the private-operated organization and hence making it crucial to investigate and analyse the importance and the meaning of innovation process.

2.3 Elements of Successful Diversity

There are various element of successful diversity as indicated below.

2.3.1 Religion

Martin (2014) indicates that diversity of religion is often found in many companies because people come from different backgrounds. Companies often find that their employees consist of people whose religion can be Muslim, Christianity, Hindu, and others as it is clearly seen among workforces in Dubai (Guillaume, 2015).

2.3.2 Gender Diversity

Martin (2014) indicates that differences based on gender mean little in many businesses. Today even the jobs that were traditionally dominated by male like bricklaying and coal mining are now staffed by females. The main issue that affects gender diversity comes from factors that are psychological (Dimock, 1996). People can find themselves having a hard time breaking their preconceived beliefs of the strengths and weaknesses of the other gender (Grogan, 1998). It is

vital for companies to harmonise the relationships among the employees of both genders (Jordan, 2017).

2.3.2 Personal Traits

People are often different because they have different personal traits (Patrick, 2012). The personal traits are often based on individual background, culture, experience, and religion.

2.3.4 Ethnic Diversity

Ethnic diversity is considered to be a hot issue in many companies even though the factor can have the least amount of influence on workers and their ability to perform (Guillaume, 2015). However, unlike gender and age, issues that often arise from ethnic diversity are solely psychological, where prejudice has no basis according to Patrick (2012). Ethnic diversity can result in challenges when socializing because of different ideals, psychological identities, and experiences, but it does not affect the personal competencies (Martin, 2014).

2.3.5 Culture

Dulaimi (2011) indicates that a diversity of culture is vital in any workplace. Having a workforce that is familiar to various cultures is usually useful in helping companies appeal to a wide variety of customer base (Nathan, 2013). Considering that companies are often located in areas that are culturally homogeneous, achieving cultural diversity can demand recruiting from other parts of the country (Martin, 2014).

2.3.6 Demographics

Demographics are usually the commonest way of diversity and do not include having members of various ethnic or racial groups on staff (Dulaimi, 2011). It also includes having a variety of ages and a good mix of males and females (Clements, 2008). It is often crucial in external interactions because many potential business partners and customers are more comfortable working with people that feel like them (Stahl, 2010).

2.4 Effects of Diversity

Some positive effects of innovation include increased efficiency, productivity, organizational effectiveness, increased output, and innovation (Cox, 1993). However, it can also result in communication barriers because employees are from different countries and cultures (Rozkwitalska, 2016; 29). Work cultures that are considered to be more heterogeneous often find communication easier because employees do not need to work hard to be able to overcome culture and language issues (Tchibozo, 2013; 38). Some organizations that are larger often hire diversity trainers and interpreters to assist employees work through the communication challenges that come with diversity (Krizan, 2006; 25).

Another challenge that results from cultural diversity is cultural resistance (Ferreira, 2009; 425). Cultural resistance is evidence from the fact that people are often resistant to change. When a company becomes more diverse, the nature and relationship of the workplace change (Martin, 2014). The changes can, in turn, result in stress among employees and negative working relationships and morale (Ferraro, 1999). If not well-trained and managed, diversity can have negative effects on the workplace (Duncombe, 2002). Training employees on the importance of diversity is vital it affects their work processes and roles (Eugene, 1999; 54).

Discrimination is another challenge that is often brought about by diversity (Breanna, 2014). In many cases, companies that opt to hire a workforce that is diverse often have in place human resources processes aimed at managing diversity (Brody, 2014). However, companies that become diverse slowly often experience more discrimination between employees and between managers and employees (Schmitt, 2014). It also increases the costs in terms of diversity training among employees (Committee on Improving the Health, Safety, 2015). It is vital to train employees because without proper training diversity will negatively affect innovation (Hilmert, 2014).

2.5 Factors Affecting Cultural Diversity

Diversity is affected by factors that negatively affect its implementation such as ethnocentrism where people regard their own group as superior to others, discrimination, stereotyping, harassment, and backlash (Thomas, 1999).

2.6 Meaning of the Private Sector

According to Martin (2014), the private sector includes all for-profit organizations that are not operated or owned by the government. Corporations and companies that are run by the government are part of the public sector, while non-profit organizations that include charities are part of the voluntary sector (Writer, 2016). The private sector is different from the public sector mainly because it employs its workers through corporations or individual business owners (Ely & Thomas, 2001). The jobs in the private sector mainly include law firms, hospitality, financial services, and aviation. On the other hand, the public sector often employs its workers through the state or local government and the jobs include being in the city council, health care, and armed forces (De, 2008). The workers in the private sector are often paid using part of the profits of the

company. In many cases, workers in the public sector tend to have more job security and a more comprehensive benefits plan (Ely & Thomas, 2001).

There are several benefits of privatization that include improved efficiency because companies in this sector often have a profit incentive to be able to cut costs and be more efficient (Barrett, 2003). In this case, companies in the public sector often. However, private companies are often seen to be interested in improving their profit meaning that they are more likely to be efficient and cut the costs (John 2015).

The second benefit is the lack of political interference which ensures their success (John 2015). Often it is argued that governments are usually poor economic managers because they are not motivated by the sound business and economic sense, but with the political pressure (Ely & Thomas, 2001). For example, a company in the state department can employ more workers with the fear of gaining negative publicity, but, this is still inefficient (Barrett, 2003).

In many cases, private companies out-perform the public companies because they have pressure from shareholders to be more efficient (Hewlett, 2013). If it is not efficient then the firm is at the risk of being taken over. On the other hand, public companies do not have the pressure and thus can easily become inefficient (Hewlett, 2013). In addition, privatization often increases the level of competitiveness in the market, which then encourages firms in the sector to be more efficient (John 2015). However, privatization does not entirely increase the level of competition because it also depends on the nature of the market (Barrett, 2003).

Even with the advantages of the private sector, it also has some disadvantages that include the fact that many industries often perform crucial public services such as public

transport, healthcare, and education (Barrett, 2003). For these industries, the main objectives should not be to make profits (Ely & Thomas, 2001). Greater priority would be given in making profits other than the provision of the necessary services (Syed, 2010). In addition, the government often finds itself losing any possible dividends to wealthy shareholders (Basit, 2016).

2.7 Meaning and Importance of Innovation in the Private Sector in Dubai

In Basit (2016) the writer indicates a growth in the private entities of the companies that are located in Dubai from September that year with the expected growth in the year 2016 where the travelling and tourism subsectors showed a positive increase as per the survey conducted by the wholesalers and retailers of the nation. The growth data of the private sector that was experienced in the year 2015 was a simple recovery of the sector after a down fall in the economy that occurred during the year 2010 (Basit, 2016). The writer further states that in the year 2016, the private sector decreased in its performance which was evident in the decrease that occurred following the Emirates NBD Dubai Economy Tracker Index that went down from 50.7 to 48.9 (Basit, 2016). The analysis of the sub-sectors in the private category indicated that the travelling and tourism sectors to have recorded to have the fastest declining business conditions and therefore faced with deteriorations in the health of the business wholesalers and retailers that control the construction industries (Writer, 2016). According to the author, Writer (2016), the decrease in performances of the entire business activities in the private sector across Dubai symbolizes the importance of innovation in improving the capacities of firms in the sector. It is crucial for the region to maintain improvements in this sector because the level of uncertainty

that faces the global economy and the failing prices of oil are currently hitting the tourism and travelling sector where customers are observed to be more unwilling to spend (Writer, 2016).

As described by Basit (2016), the increased levels of innovation in the private sector in the country are expected to lead into performances that are improved. The author further states that innovation is currently the vital concept for managers and organizations as a whole. If applied in the right manner, innovation has the ability of providing a firm with the competition advantage that is needed in the success of the business through the current market (Barrett, 2003). To better comprehend the importance of innovation in the country's private sector, it is vital to analyse innovation in general. Innovations are defined as ideas which are put into action to develop new processes and products (Barrett, 2003) but still means the application of new innovation so as to improve organizational processes or generate goods and services that are commercially viable. In simple definition, innovation is the process utilized in making of improvements through the introduction of things new and that can be applied by the organization for its own advantages (Barrett, 2013).

The country, Dubai has been taking innovation very crucial and through the government. According to explanations in John (2015), by the end of 2015 report by the Dubai Economic Council (DEC) announced the launching of the Dubai Global Innovation Centre that has the aim of expediting the rate of transformations in the country to attaining the levels of becoming a world capital of innovation. He further explains that the center is considered to be part of the initiatives that are provided by the government so as to provide a conducive institutional infrastructure needed for innovation (John, 2015). The initiatives show the country's efforts to be among the most innovative cities around the globe (John, 2015). However, even with the

increased in levels of innovation in the nation, there is still a decreased economic trend in the private sector caused by other factors such as diversity in culture (John, 2015).

2.8 Types of Innovation.

Often innovation falls into four categories that include breakthrough, basic research, sustaining, and disruptive Borins (2002).

2.8.1 Breakthrough Innovation

Most people think of this when thinking about innovation. They often think of new things that are also bold and are ahead of the next big thing Hewlett (2013). A breakthrough is considered to combine the functionality of various products into one (Jackson, 1992). In this situation, the problem is usually well defined, but the way towards the solution is often not clear because the individuals involved find themselves to have hit a wall Guillaume (2015).

2.8.2 Basic Research

This type of innovative work is often done at some research and development labs and in universities Hewlett (2013). The outcome in this case is not clearly defined Thomas (1999). The point of this type of innovation is to find out more about the way things work (O'Connell, 2009). Some argue that basic research is not innovation because it may not result in the development of new or services Saxena (2014). However, basic research often pays high dividends in a long term Guillaume (2015).

2.8.3 Sustaining Innovation

This type of innovation is often used by companies like Apple in which there is a problem that has been defined clearly Ozgen (2013). In this innovation, there is a reasonably good understanding of the way it can be solved Martin, (2014).

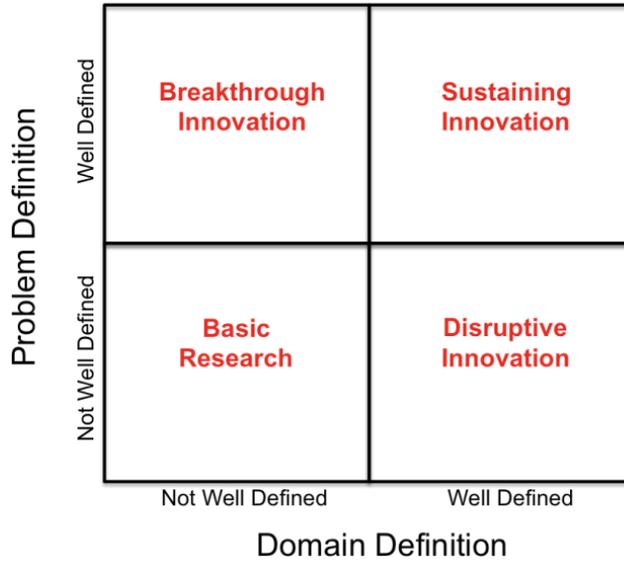
2.8.4 Disruptive Innovation

Introduced by Clayton Christensen, disruptive innovation tends to be new approaches to old services and products Dulaimi (2011). Also known as crappy innovation, this form of innovation often performs poorly on the parameters that had been defined earlier Winkler (2015). However, it usually outperforms on other parameters like compatibility, convenience, or price Thomas (1999).

2.8.5 Building a Matrix

It is evident that different types of innovations try to solve different forms of problems. In addition, some problems are well defined while others are more nebulous Ozgen (2013). There are also differences in the way the problems can be solved Dulaimi (2011). Putting the domain definition and problem definition in two different axes the below can be developed Martin (2014).

Innovation Matrix



2.9 Innovation Models

There are different innovation models as shown below;

2.9.1 Linear Model

The linear model of innovation is an elucidation of the act of being innovative, even though it is obsolete; it is still in application in many cases (Martin, 2014). This model is a method for conjecturing the logic arrangement of the procedure that leads to innovation according to Grogan (1998). Sequence is considered to be too rigid to indicate the process that is dependent on science and technology or the market to start the development of innovations, (Jordan, 2017). The strict division between creation, innovation, and advertising does not precisely represent the progression of innovation today (Nathan, 2013). The linear model is

considered to be a first generation model that only takes into account science and technology push or the market pull as a way to start the procedure of innovation (Ely, 2001).

2.9.2 Open Model

Open model Innovation is another innovative strategy in which organizations get innovation that originates from outside the organization's internal environment (Martin, 2014). The idea behind this form of innovation is to open the creative procedure of innovation to get innovative ideas from other sources, whether they are external or internal to the organization, and not only in areas that have been dedicated to the activity of the business according to Guillaume (2015). Open Innovation implies consolidating internal knowledge with outer expert cooperation (Saxena, 2014). Therefore, universities, research centers, experts, and other organizations offer answers for organizations of what is regarded as collective intelligence (Ozgen, 2013). This would break new ground, opportunities, and contacts, where innovative ideas freely stream from any source (Nathan, 2013).

2.9.3 Teece Model

Teece proposes a model that considers two variables that are imperative to benefit from innovation (Dulaimi, 2011) Nathan, M., Et. Al, (2013) indicates that the factors include complementary assets and simplicity of impersonation (imitability). It can come of technological protection, intellectual property, or the fact that imitators do not have power to copy the technology (Winkler (2015).

2.10 Innovative Companies

Some companies that have been successful in innovation include;

2.10.1 Huawei

Huawei is a Chinese company that is based in Shenzhen and has reached the position of one of the best providers of telecommunication equipment ahead of Alcatel Lucent (Ozgen, 2013).

2.10.2 Apple

Apple has in the past won the award in the segments of music and gadgets (Patrick, 2012). The company sells thousands of applications and users are able to download billions of them (Borins, 2002). It continues to develop its iTunes music (Ozgen, 2013).

2.10.3 Google

Google is one of the most victorious companies in the mobile category (Winkler, 2015). Google has been an excellent company in launching new products such as Android and Smartphone Nexus One (Borins, 2002).

2.11 Factors that Lead/ Affect the Innovation Process in the Private Sector

There are many factors that affect the innovation process in the private sector where one factor that has been identified by Patric (2012) is team cohesion. In this case, the best team that encourages innovation has three main ingredients that include the relevant expertise and capabilities and which are able to work as one towards a common goal (Ozgen, 2013). Such teams often ensure that there are breakthroughs in the innovation process (Borins, 2002).

Another factor that affects the success of the innovation process in this sector is the level of encouragement from supervisors or the top management team (Nathan, 2013). Winkler (2015) indicates that Incremental innovation can be encouraged in the organization where there is a clear strategy, there is support from the top management team, and in organizations where there is a clear strategy (Brief, 2008). The pursuit of innovation projects that can be considered to be game-changing is only possible in cases where the people who can say yes to high spending, visibly participate in the work and provide cover for the team (Patrick, 2012).

Innovation is also affected by the implementation of programs that encourage innovation and exploring the marketplace drivers of innovation (Saxena, 2014). Innovation is often driven by market forces than including government regulations, competition, science and technology, and customers (Ozgen, 2013). An exploration of the drivers of change encourages companies to understand what it needs to do in its envisioned future (Grogan, 1998). In addition, organizational values such as openness to innovation and willingness to take risks often encourage innovation according to Ozgen (2013). Saxena (2014) indicates that the leadership behavior can also affect the level of innovation in an organization. A leader who makes

employees understand the importance of innovation in the success of the business encourages innovation and improved performance (Borins, 2002). Leadership behavior that encourages innovation and fosters teamwork often provides a conducive environment for success.

2.12 Effects of Innovation

Innovation, including process, product, organizational innovation, and marketing is considered to be one of the most vital aspects that ensure the survival of businesses (Borins, 2002). More specifically, Nathan (2013) indicates that innovation results in improvement in products, services, and processes. The process involves identifying new methods that result in the improvements according to Ely (2001). In addition, an organization that encourages innovation often motivates an increase in the level of creativity in teams as identified by Hewlett (2013). Often team members are encouraged to give their ideas when they feel that they are appreciated (Thomas, 1999). Finally, innovation has a positive impact on the society according to Guillaume (2015) because improved products, processes, and services eventually benefit it.

2.13 Relationship between cultural diversity and the innovation process

In Nathan (2013) the writer indicates that a growing body of a case study has created links between the economic performances of the area and cities, accompanying the diversity in culture. The links as identified by the author, Nathan (2013) were arrived from the investigations of thousands of firms that are situated in London, one of the major cities that have shown diversity in cultural perspectives. The case identifies cultural diversity as being one of the main economic and social asset (Nathan, 2013; 367). Nathan (2013) further concludes that companies that show diverse management styles were likely to introduce new products

innovations that those which consists of homogenous teams at the top. The effect of cultural diversity on the process of innovation is propelled by Winkler (2015) which indicates that diversity is important in achieving a sustainable innovation performance. Diversity at a workplace mainly focus of the affects it has in the feasibility stage of any process according to Winkler,(2015).However, a study performed in Stahl(2010) indicated that here can be a negative connection between the innovation process and he cultural diversity. The article by Stahl (2010) indicated that cultural diversity could lead to losses due to decreased social integration and conflicts even if it results to innovation.

2.14 Effects of Cultural Diversity on the Innovation Process in the Private Sector in Dubai

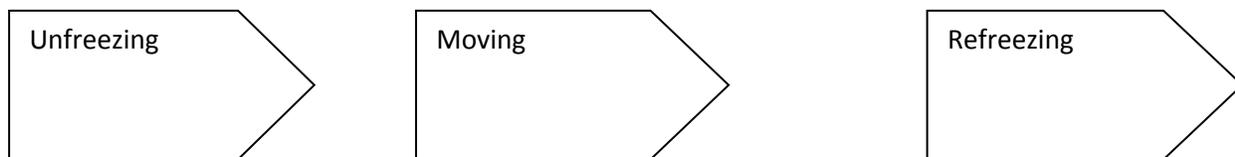
According to Ozgen (2014), cultural diversity has become a paramount topic of discussion in any business sector around the world for it affects the process of innovation. (Saxena, 2014) conducted a research and found out that there has been a paramount question for the organization and policymakers on whether cultural diversity leads to increased level of innovation. The outcomes of these study show that there is a positive significance on the economy of a given country from cultural diversity where most improvements are realized on the levels of innovation and productivity (Martin, 2014). However, Stahl (2010) indicates that there can be negative relationship between cultural diversity and innovation process.

Nathan, M., Et. Al, (2013) indicates that, period before the financial crisis of 2008, the level of business ventures in UAE had rose, specifically in Dubai as the country had attracted individuals (professionals) and a variety of organizations from various places across the globe. The high competition for human resources among the companies formed the major drawback in

the private sector as identified by (Winkler, 2015). Dulaimi & Hariz, (2011) noted that cultural diversity has negative effects on the productivity, output, and efficiency (Thomas, 1999).

2.15 Ways of Mitigating the Impact of Cultural Diversity on Innovation

To reduce the negative impact of the cultural diversity, two methods have been identified. These methods include; creation of awareness about the differences in the individual and organizational culture (Ozgen (2013), development of the knowledge about the impacts of the differences in the cultural diversity which includes the strengths and weaknesses as identified by Schraeder (2005). The second method can generally result to establishing stronger groups as they follow the conventions that have been used to develop an international team (Patrick, 2012). The second method includes the following three steps unfreezing, moving, and refreezing as identified by Nathan (2013).



The first step which is unfreezing involves communicating disseminating information and issues in connection with cultural diversity, creating awareness and understanding, while the preceding step moving involves reviewing and learning the issue as identified by Patrick (2012). The final step which is refreezing includes reviving and rebuilding the teamwork cohesion Stahl (2010).

Winkler (2015) establishes that the degrading impacts of the cultural diversities in the world of business can be mitigated by dealing with factors that undermine the acceptance of

workforce diversity. Grogan (1998) indicates that challenges and barriers to reliable workplace diversity include prejudice which entails the unfair feeling or an opinion as a result of inadequate thought or knowledge. Barrier is unjustified negative feeling or attitude towards fellow member based on her or his membership in certain group according to Hewlett (2013). (Thomas, 1999) explains that cultural diversity is further affected by ethnocentrism where people are prone to regarding their team as superior to others, stereotyping, backlash, descrimination and harrassment.

CHAPTER 3

Factors identification process and conceptual framework

This section analyses the various factors that have been identified in the literature review section and which relate to the subject under study. Factor analysis is useful in summarizing into a few dimensions through the process of condensing huge amount of variables into smaller factors or latent variables.

3.1 Factor Analysis

Factor analysis is a way of explaining the data structure through giving an explanation of the correlation between the variables (Bai, 2008). Factor analysis is used in summarizing into a few dimensions through the process of condensing huge amount of variables into smaller factors or latent variables (Child, 2006). In other words, it is a method that is used in taking huge amounts of data and then shrinking them into smaller data set that are more understandable and manageable (Brown, 2014). It is a method of finding the hidden patterns, show an indication of the way the patterns overlap and the characteristics that are observed in multiple patterns. Factor analysis is also vital in creating a set of variables that are of the same items in the set. It is also a crucial tool for a set of data that is complex, thus improves the research. The factor analysis for this research has been applied to identify the variables in the literature review section and group them into relatively smaller numbers bases on their relationships. The factors include;

Factors	Source
Grouping 1	
Religion	Martin (2014), Guillaume (2015), Hewlett (2013)
Gender	Martin (2014), Grogan (1998), Jordan (2017)
Personal Traits	Martin (2014), Patrick (2012), Saxena (2014)
Background or region	Gillian Coote Martin (2014), Guillaume, (2015), Patrick (2012)
Language,	Gillian Coote Martin (2014), Dulaimi (2011), Nathan, M., Et. Al, (2013)
Ethnicity	Gillian Coote Martin (2014), Nathan, M., Et. Al, (2013), Ozgen. C., Et. Al, (2014)
Age	Gillian Coote Martin (2014), Hewlett (2013), Stahl, G., Et. Al, (2010)
Race	Gillian Coote Martin (2014), Dulaimi (2011), Stahl, G., Et. Al, (2010)

Grouping 2	
Efficiency	Dulaimi (2011), Thomas (1999), Winkler (2015)
Output	Dulaimi (2011), Winkler (2015), Nathan, M., Et. Al, (2013)
Productivity	Dulaimi (2011), (Saxena, 2014), Thomas (1999)
Increasing awareness	Patrick (2012), Thomas (1999), Winkler (2015)
Identifying factors that hinder diversity	Patrick (2012), Ozgen. C., Et. Al, (2014), Nathan, M., Et. Al, (2013)
Productivity	Ozgen, (2014), Grogan, (1998), Thomas (1999)
Social integration	Stahl, (2010), Nathan, M., Et. Al, (2013), Ely (2001)
Conflicts	Stahl, (2010), Ozgen. C., Et. Al, (2014),
Sustainable innovation performance	Viviane Winkler (2015), Ozgen. C., Et. Al, (2014), Patrick (2012)

Positive impact on the economy	Ozgen, (2014), Ely (2001), Martin, (2014)
Major economic improvement	Nathan, (2013), Martin, (2014), Stahl (2010)
Increased social assets	Nathan, (2013), Ely (2001), Martin, (2014)
Grouping 3	
Innovation	Winkler (2015), Patrick (2012), Grogan (1998)
Organizational effectiveness	Thomas (1999), Stahl (2010), (Hewlett, 2013)
Creating awareness	Patrick (2012), Nathan (2013), Ozgen (2013)
Developing knowledge	Patrick (2012), Viviane Winkler (2015), Mike Schraeder (2005)
Improved performance	Viviane Winkler (2015), Ozgen (2013), Borins (2002)
Grouping 4	
Ethnocentrism	Patrick (2012), Dulaimi (2011), Ely (2001)
Discrimination	Patrick (2012), Martin, (2014), Nathan, M., Et. Al (2013)

Stereotyping	Patrick (2012), Nathan, M., Et. Al, (2013), Ozgen. C., Et. Al, (2014)
Harassment	Patrick (2012), Stahl, G., Et. Al, (2010), Ozgen. C., Et. Al, (2014)
Backlash	Patrick (2012), Guillaume (2015), Schraeder (2005)
Prejudice	Patrick (2012), Ozgen. C., Et. Al, (2014), Martin, (2014)
Grouping 5	
Individual autonomy	Borins (2002), Hewlett (2013), Guillaume (2015),
Team cohesion	Patrick (2012), Ozgen (2013), Borins (2002)
Team supervisor encouragement	Nathan (2013), Winkler (2015), Patrick (2012)
Programs that encourage innovation	Saxena (2014), Grogan, (1998), Ozgen (2013)
Organizational values like openness to innovation	Ozgen, (2014), Martin (2014), Nathan, M., Et. Al (2013)

Organizational climate	Grogan, (1998), Viviane Winkler (2015), Borins (2002)
Leadership behaviours	Saxena (2014), Ozgen (2013), Borins (2002)
Support system like sufficient resources	Hewlett (2013), Gillian Coote Martin (2014), Dulaimi (2011)
Environmental complex challenges	Thomas (1999), Nathan, M., Et. Al, (2013), Ely (2001)
Grouping 6	
Improved product, service, and process	Borins (2002), Nathan, (2013), Ely (2001),
Team creativity	Hewlett (2013), Thomas (1999), Saxena (2014)
Positive impact on the society	Guillaume (2015), Martin, (2014), Ozgen (2013)

Factor Analysis

The factors identified in the table above can be categorised into four critical success factors;

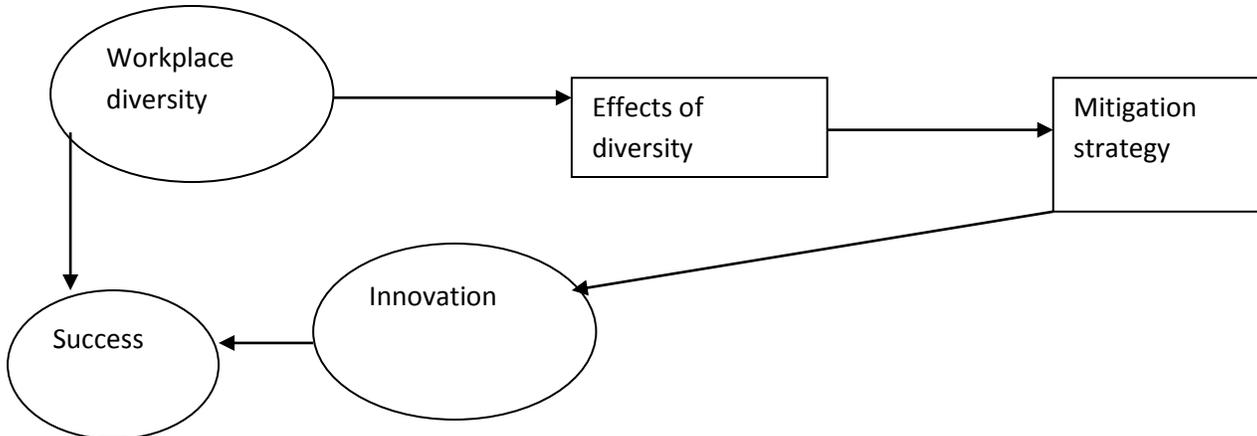
- a. Factor grouping 1 represents *Elements of Successful Diversity*. Grouping 1 includes; gender, religion, and personal traits Gender.
- b. Factor grouping 2 gives a representation of *Effects of cultural Diversity*. Grouping 2 includes; output, innovation, productivity, and organizational effectiveness.
- c. Factor grouping 3 gives a representation of the *Ways to mitigate/ improve Effects of Diversity*.
- d. Factor grouping 4 is a representation of the *Factors that affect cultural diversity*.
- e. Factor grouping 5 gives a representation of the *Factors leading to innovation and creativity*.
- f. Factor grouping 6 is a representation of the *Effects of innovation*.

The table has been condensed into four groups which include factors affecting cultural diversity, elements of successful diversity, ways of improving the effects of diversity, and effects of diversity.

CHAPTER 4

CONCEPTUAL FRAMEWORK

4.1 Conceptual Framework



From the review of the literature in the previous section, the paper has adopted the above conceptual model that summarizes the issue under study. It is clear that cultural diversity impact on the innovation process in the area of work and therefore it's its consideration is quite paramount because it results to business success. In other words, success is highly dependent on the level of innovation which in most cases is as a result of workplace diversity. However, the negative impacts of cultural diversity affect business success. The negative impacts of the cultural diversity can be mitigated by creating programmes the aim at training and creating awareness to the employees as well as factor that undermine success. The mitigation strategies help to prevent negative impacts of cultural diversity and the same time ensure business success. Below is a summary of the variables for the study;

Dependent variable	Independent variable
	Mitigation strategies
Business success	Workplace diversity
	Negative effects of diversity
	Innovation

4.2 Hypotheses

1. Cultural diversity is determined by changes in religion, personal traits and gender.
2. Diversity has negative effects in the workplace.
3. Diversity has positive impacts in the workplace.
4. What is the relationship between cultural diversity and the success in project construction?
5. Control strategies have a positive significance with project construction in dubai.
6. Cultural diversity has a positive impact on innovation process/success in the private sector.
7. Ethnocentrism, discrimination, stereotyping, harassment, backlash and prejudice affect cultural diversity.
8. Risk mitigating strategies in the sector are usually effective.
9. Innovation has a positive effect on the company’s performance.

CHAPTER 5

RESEARCH METHODOLOGY

5.0 Introduction

The main reason for this topic is to provide the researcher with the various tools, instruments, sample and description of the context to investigate and analyse ways of mitigating the impact of cultural diversity on the innovation process in the private sector in Dubai (Saunders, 2007).

5.1 Research Philosophy

As indicated above, the aim of this chapter is to describe the method of research that is performed to gather the information that relates to the research topic (Di Gregorio, 2008). The research methodology section gives a clear structure and helps in the collection of information. It is well known that researches are classified into two categories that include quantitative and qualitative researches. The qualitative research mainly deals with data that is in descriptive and theoretical form. Most of the researches that are performed are usually qualitative researches and data collected using this method is often easy to understand delivers. The type of research chosen is dependent on the field of study and the research. The next form of research is the quantitative research where data that is gathered is in numeric terms. The method applies different mathematical and statistical models in its operation. The method often takes time to deliver results because it often takes time to assess the numeric data and frame the equivalent theory from it. The research method that is suitable for this paper is the quantitative research.

The data collected from researches can be classified into two forms that include the primary and secondary data. Primary data is the data that is collected by the researcher through a process of visiting the field of study and conducting interviews and other forms of data collection activities. The primary data is vital for this research in terms of being rich in information and also reliable. However, it is time consuming and expensive. The other type of data is the secondary data which is often easy to collect because of the fact that there are many sources that provide the secondary data. Some of the sources that were used in this research include journal articles, books, and the internet. However, the secondary data is usually not as reliable as primary data and also gives information that is not to the expected level. In this case, secondary data was used in the qualitative section.

5.2 Methodological Approach

Both the quantitative and qualitative approaches were used in gathering information that was desired in this paper. The qualitative method that involves use of the existing theories and knowledge was used in conducting the primary exploratory study (Di Gregorio, 2008). The method helped to get relevant information and insights into the research problem and form ideas and research objectives that guided the quantitative research process. Observation was the main method that was used to collect data and it uncovered the trends in feelings, opinions and thoughts of the entrepreneurs (Fellows, 2003). The research also put in use the quantitative research methodological design to quantify the problems by generating data or numerical data that is able to be changed into useable statistics (Naoum, 2007). The method is used by the researcher to quantify variables and provide generalizations of the outcomes from a big sample

population. The quantitative data collection approach that were applied include; a telephone interview and online surveys.

5.3 Research Instruments

As indicated above, the research materials employed in data assembling include interviews, online surveys and observations.

Observation- Observation as a method of data collection involves use of the eyes to observe the spontaneous actions and behaviours of the workers in the surroundings. The research employed this method to identify the most crucial aspect of the works that affect the process of innovation so as to conduct further research on the subject (Colton, 2007). The method was helpful in generating ideas used that were used as research objectives for the research.

Online surveys- due to the milestones in technological advancements, the internet has become very crucial in providing easy options of attending to some issues and in regard to this study the internet provided the alternatives for sending online surveys to respondents through their emails which saves time, cost and money. The researcher decided to employ the online surveys (Behling, 2000). This means that no materials or printing expenses were incurred. Finally, the method provided a great deal of convenience to both the researcher and the respondents as they filled the questionnaires at their own pace and time preference hence increasing the rate of responses (Bhaskaran, 2010; 16). Despite of the added advantages through sending the questionnaires to the respondents' emails, they were unable to get the most required clarification on the purpose of the study

as well as guidance in answering the questions. The issue was attended to through interviewing process.

Telephone chats- the telephone conversations were the last instrument applied in the process of collecting data. The respondents were required to contact the researchers in cases where they needed clarifications from the researcher. Telephone calls were not used to provide any reliable data but rather provide the respondents with clarification of the questions in the survey questions.

5.4 Sample

The study employed a sample size of 100 respondents who were arrived at through random purposeful sampling technique. This number was arrived at due to the urge by the researcher to collect representative data from the sample and which is the most accurate within the time frame provided.

The random purposeful sampling was used in the process of assembling data because it is known to provide the most representative information from the population and sometime it is least biased (Capinera, 2004; 1944). In other words, the member of the population has equal chance of getting selected. The method is quite appropriate when dealing with large characteristic population as per the interest and preference of the researcher.

5.5 Questionnaire Instrument

A questionnaire is considered to be a set of questions that have been structured systematically aimed at getting the information that is needed from the respondents. The researcher developed the questionnaire while taking into consideration the ethical codes of conduct that are expected from a researcher such as maintaining confidentiality and gaining the

consent of those who participated in the study before they did. The method of collecting data was chosen because it is practical and large amounts of information could be collected from a big number of people in the limited amount of time available. In addition, the method is considered to be cost effective. The method can also be carried out by the researcher or any number of people while having a limited amount of effect on its reliability and validity. The data collection method is also useful in easily and quickly quantifying the research through the SPSS software package. The data collected through this method also tend to be more objective than those from other kinds of research. Finally, once the data has been quantified, it can be used in comparing and contrasting with other research and can be used in measuring change. However, just like any other form of data collecting method, the use of questionnaires often lacks validity and it is hard to tell how truthful a respondent is. It is also possible that some respondents failed to understand some questions.

As evident in the research above, the instruments used in a research for collection of data include online surveys. Over the years internet has been utilized by many individuals who are conducting difference research to perform studies all over the globe as per explanations of Colton(2007).Just in a similar manner, the researcher decides to utilize this method because of the positive aspects that come with the application of this instrument (Behling , 2000).A research by Behling (2000),the technique is described as faster in collection of data as compared to other survey methods such as the use of respondents through the questionnaires via emails9Rubin, 2010:117).It means that no costs that are connected to the purchasing ,printing of the questionnaire and transport were faced by the parties. Finally, the techniques gives a high level of convenience to respondents as they could fill the documents at their own

pace and preferred time and thus increasing the rate of response (Bhaskaran, 2010;16).However, there are various barriers expected with the application of this techniques that include the inability of the respondents to get clarifications of issues that are vague in the document if need arise. This challenge was solved by allowing respondents to freely consult with their clients directly via the phones. The respondent were allowed to inform the researcher in cases where they required clarification that concerns the questionnaires only. The questions that are included in the questionnaire were developed from the research questions indicated in the introduction section of this chapter. The development of the questionnaire for this study also started with an analysis of the various factor identified in the literature review section. The questionnaire was then designed into seven sections (Appendix one: Questionnaire)

After the completion of the questionnaires, they were distributed to the respondents through e-mail and others were hand delivered. A total of 100 questionnaires were distributed and all of them were completed.

5.6 Measures

This part examines the measures that were applied for both the dependent and the independent variables of the case study. The dependent one are factors that are affected by other which are regarded as independent variables (Capinera, 2004).In this research , the dependent variable that as notices in the qualitative section was business success. On the other side, Capinera (2004), explains that an independent variable is that one that is not affected by other elements. Independent variables in the research study were mitigation strategies, the diversity in the workplace and the negative effects of diversity. In simple words, workplace diversity is

important because it facilitates the success of a business thus the positive returns of the business are controlled by diversity effects. The negative impacts of diversity can be mitigated through increasing awareness and identifying factors that prevent its success. The mitigation strategies not only prevent negative effects but also ensures the firm success. A summarized presentation of the variables is shown below;

Dependent variable	Independent variable
	Mitigation strategies
Business success	Workplace diversity
	Negative effects of diversity on innovation
	Innovation

5.7 Analysis and Representation of Data

After data collection and sorting, analysis using the SPSS software was conducted because of its ease and speed considering the limited time which the researcher has to finish the project. The data was the represented in forms of graphs, tables and charts hat can be comprehended by the readers.

5.8 Ethical Considerations

There are various issues I ethics that need to be considered when planning and collecting data (Silverman, 2004).It is vital to follow ethical norms in any research project so as to promote the aims of the case study, increase the support from the general public, and promote the social and moral virtues (Miller, 2012;10).The ethical considerations that were observed in this case include the following;

Human Subjects Protection- During the data collection process, the researcher ensured that he minimized risks and harms while maximizing benefits (Murchison, 2013). It was done by respecting privacy, autonomy, and human dignity. The researcher also strived at distributing the burdens and benefits of the research fairly.

Legality-when conducting the study, it should obey all the policies laid down by the institution such as originality of the work.

Non-Discriminatory-The study group is identified randomly to avoid discrimination on basis of ethnicity, race and other elements considered not part of scientific integral values and competence.

Responsive Publication-The researcher has the aim of advancing the study through avoidance of wasteful duplications.

Respect for Intellectual Property-The researcher appreciates and gives credits to writers that contributed to his research.

Confidentiality-All the conversions with respondents of the research was performed with the highest level of confidentiality (Jha, 2014; 317).

Openness-The researcher received new ideas and criticisms from the instructor to ensure the objectives of the research are attained.

Integrity-The researcher ensured high levels of integrity through keeping agreements and attending promises. Sincerity was achieved in terms of full filing the kept promises that were made to the various participants (Willing, 2013; 51)

Honesty-This was maintained in data reporting .All the procedures and results passed through this test to avoid misrepresentation and falsifying of data

Objectivity-There was minimization of bias in the design, presentation and analysis of the data. (Myers, 2009)

5.9 Limitation

The time disadvantage in the semester means that the time available for study of respondents is less.Currently, the study can only be done in a period of eight hours per week for two weeks, meaning that there are risks that accurate data might not be obtained.

5.10 Delimitations

The researcher is choosing to use different data collection methods that include questionnaires and interviews for comparison purposes and to allow for an in-depth understanding of the topic under study. The study would be conducted within Dubai and within the construction industry.

CHAPTER 6

DATA ANALYSIS, MAIN FINDING, AND INTERPRETATION

6.1 Introduction

This chapter presents the results of data analysis in terms of descriptive analysis and correlation analysis. Out of the 110 questionnaires administered, 100 were returned resulting in a response rate of 90.9%, which was considered adequate for the study.

6.2 Demographic Data

6.2.1 Statistics

Table 1: Statistics

	Age	Gender	Nationality	Education	Organizational Position	Number of years worked in current Organization
N	Valid Missing	100 0	100 0	100 0	100 0	100 0
Mean		2.3100	1.5200	1.4300	2.6900	2.4700
Median		2.0000	2.0000	1.0000	3.0000	3.0000
Mode		2.00	2.00	1.00	2.00	3.00

Table 1 above indicates that age of the respondents had a mean of 2.3100, median of 2.0000 and mode of 2.00. The gender of the respondents had a mean of 1.5200, median of 2.0000 and mode of 2.00. Both age, gender and number of years worked in current organization had the same median and mode. The nationality of the respondents had a mean of 1.4300, median of 1.0000 and mode of 1.00. The respondents level of education had a mean of 2.6900, median of 3.0000 and mode of 2.00, and their organizational position had a mean of 2.4700, median of 3.0000 and mode of 3.00. Besides, the number of years the respondents worked in the current organization had a mean of 2.3000, median of 2.0000 and mode of 2.00.

6.2.2 Age

Table 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-24	8	8.0	8.0	8.0
25-35	53	53.0	53.0	61.0
Above 35	39	39.0	39.0	100.0
Total	100	100.0	100.0	

Figure 1: Age

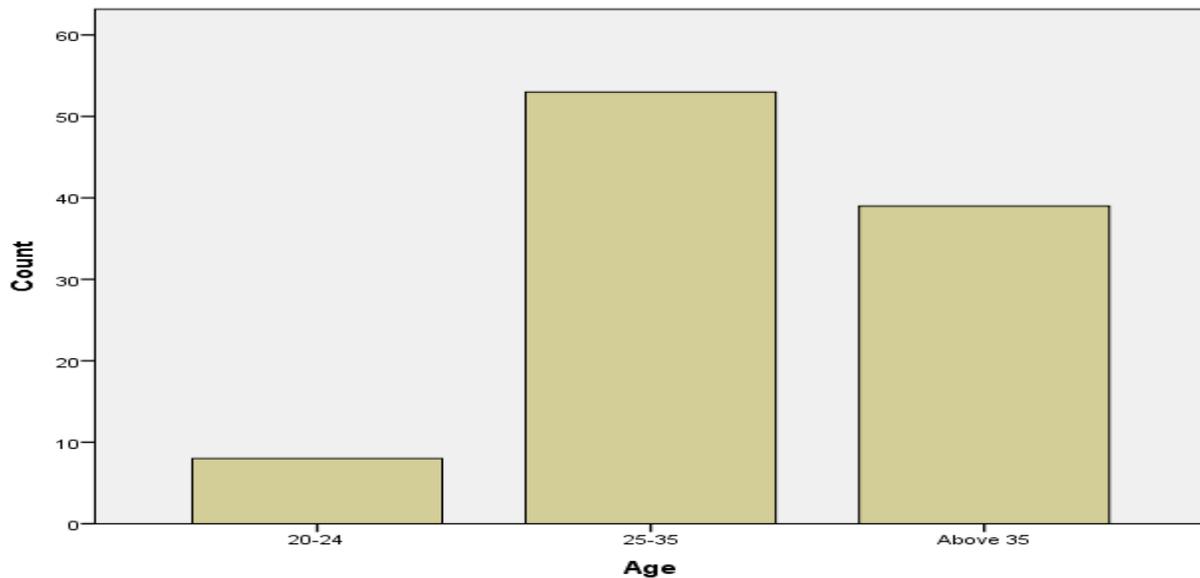


Table 2 and Figure 1 above indicates that majority of the respondents were aged between 25 and 35 years as represented by 53.0%. The respondents of age between 20 and 24 years were 8.0% and the respondents of age above 35 years were 39.0%.

6.2.3 Gender

Table 3: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	48	48.0	48.0	48.0
Valid Female	52	52.0	52.0	100.0
Total	100	100.0	100.0	

Figure 2: Gender

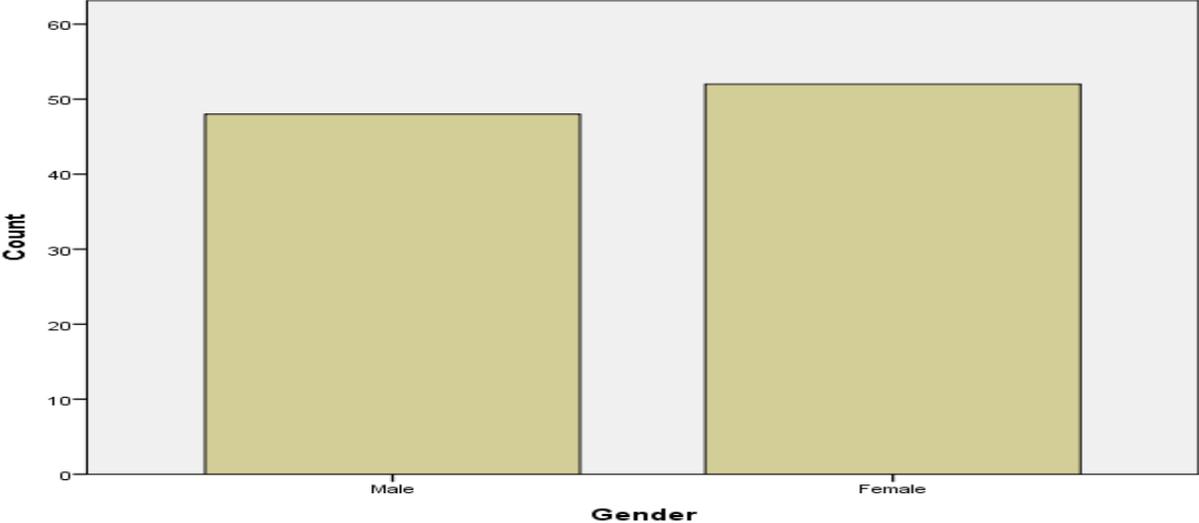


Table 3 and Figure 2 above shows that majority of the respondents were female as represented by 52.0% while the male are represented by 48.0%.

6.2.4 Nationality

Table 4: Nationality

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UAE National	57	57.0	57.0	57.0
Non UAE National	43	43.0	43.0	100.0
Total	100	100.0	100.0	

Table 4 above displays that majority of the respondents who participated in this study were from the United Arab Emirates nationality as represented by 57.0% while the none United Arab Emirates national who participated in this study were 43.0% of the entire population.

6.2.5 Education Level

Table 5: Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High school	15	15.0	15.0	15.0
College degree	33	33.0	33.0	48.0
Graduate degree	29	29.0	29.0	77.0
High Diploma	14	14.0	14.0	91.0
Master or above	9	9.0	9.0	100.0
Total	100	100.0	100.0	

The above Table 5 indicates that majority of the respondents have college degree as represented by 33.0% while few of the respondents have master and above as represented by 9.0%. The respondents who holds high school education were 15.0%, graduate degree were 29.0% and high diploma were 14.0%.

6.2.6 Organizational Position

Table 6: Organizational Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Top Management	10	10.0	10.0	10.0
Middle Management	33	33.0	33.0	43.0
Operations	57	57.0	57.0	100.0
Total	100	100.0	100.0	

Table 6 above indicates that most of the respondents were in the operations positions within their various companies as shown by 57.0%. The respondents who worked in top management level were 10.0% while the respondents who were in middle management were 33.0%. It shows that few of the respondents were in top management in their organizations.

6.2.7 Number of years worked in current Organization

Table 7: Number of years worked in current Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid One year or less	19	19.0	19.0	19.0
2-9	45	45.0	45.0	64.0
10-19	23	23.0	23.0	87.0
20 years and above	13	13.0	13.0	100.0
Total	100	100.0	100.0	

The above Table 7 indicates that majority of the respondents has worked in their current organizations between 2 and 9 years while few of the respondents had worked in their current organization for 20 years and above. The respondents who had worked for one year or less were 19.0%, between 2 and 9 years were 45.0%, between 10 and 19 years were 23.0%, 20 years and above were 13.0% of the total population.

6.3 Descriptive Statistics

Descriptive statistics is usually used to describe the general features of the data in this study. According to Collins (2009), descriptive statistics often provide simple summaries that are related to the measures and the sample. Descriptive statistics is different from inferential statistics because they simply describe what the data is showing (Di Gregorio, 2008). On the other hand, inferential statistics often try to reach the conclusion that goes beyond the immediate data alone (Collins, 2009). It means that descriptive statistics are often used in presenting quantitative descriptions in forms that are manageable (Colton, 2007). In the research study, there are often a lot of measures and in this case, a large number of people are being measured (Dembowski, 1995).

Descriptive statistic is crucial in helping to simplify the large amount of data in a way that is sensible (Colton, 2007). The descriptive statistic reduces large amounts of data into simpler summary (Collins, 2009). However, this statistic is only useful in the provision of large summaries that help in making comparisons because there is always the risk that the original data might be distorted or important detail might be lost (Gill, 2010). It only aims at providing simple summarized measure and sample (Collis, 2009). This forms the base for quantitative analysis of the data collected. This section is utilized by the researcher to describe the distribution of participants of the study in terms of their demographic (Gill, 2010). The demographics contains descriptions of age, nationality and gender of the study participants

6.3.1 Elements of Successful Diversity

Table 8: Elements of Successful Diversity

Descriptive Statistics			
	N	Mean	Std. Deviation
My organization has employees from different religions	100	2.0500	.97830
The company strongly maintains gender balance	100	2.5400	1.30593
Employees at my organization have different personal traits	100	1.8600	1.20621
The company encourages employees from different backgrounds	100	2.1800	1.12259
Valid N (listwise)	100		

The small standard deviation implies that the values in the statistical data set tend to be near the mean of the set of data on average and the large standard deviation implies that the values in the set of data are spread out over a broader range of values on average. The respondents agreed that their organizations have employees from different religions with a mean of 2.0500 and standard deviation of 0.97830. They agreed that the companies strongly upholds gender balance with a mean of 2.5400 and standard deviation of 1.30593. The respondents agreed that the employees at their organizations have distinct personal traits with a mean of 1.8600 and standard deviation of 1.20621. Moreover, they agreed that the companies encourages employees from different backgrounds with a mean of 2.1800 and standard deviation of 1.12259.

6.3.2 Effects of Diversity

Table 9: Effects of Diversity

Descriptive Statistics			
	N	Mean	Std. Deviation
Diversity increases the level of efficiency in my organization	100	2.0100	1.06832
Diversity increases the level of output in my organization	100	2.6800	1.21339
Diversity improves the level of productivity in my organization	100	2.3300	1.15518
Diversity increases awareness of different cultures	100	1.6500	.77035
Diversity encourages social integration	100	2.2100	1.03763
Sometimes diversity causes conflicts in my organization	100	3.0900	1.29564
Diversity ensures sustainable innovation performance	100	1.8000	1.17207
Diversity has a positive impact on the economy	100	1.7000	.81029
Diversity results in major economic improvement and increases social assets	100	1.6300	.94980
Valid N (listwise)	100		

Table 9 above shows that diversity augments the efficiency level in the respondents' organizations (mean=2.0100 and standard deviation=1.06832), increases the level of output in the organization of the respondents (mean=2.6800 and standard deviation=1.21339), improves the level of productivity in the organization (mean=2.3300 and standard deviation=1.15518), and increases awareness of different cultures (mean=1.6500 and standard deviation=0.77035). The respondents agreed that diversity encourages social integration with a mean of 2.2100 and standard deviation of 1.03763, and ensures sustainable innovation performance with mean of 1.8000 and standard deviation of 1.17207. They agreed that diversity occasionally causes

conflicts within the organization (mean=3.0900 and standard deviation=1.29564), and it has a positive impact on the economy (mean=1.7000, standard deviation=0.81029). Finally, they agreed that diversity results in major economic improvement and augments social assets (mean=1.6300 and standard deviation=0.94980).

6.3.3 Ways to Improve/ Mitigating Effects of Diversity

Table 10: Ways to Improve/ Mitigating Effects of Diversity

Descriptive Statistics			
	N	Mean	Std. Deviation
Innovation often encourages team to be diverse	100	2.4200	1.32711
Organizational effectiveness often encourages diversity	100	2.3100	1.05117
Creating awareness improves the level of acceptance among employees	100	2.2900	1.23333
Developing knowledge improves diversity	100	2.1300	1.04112
Improved performance helps teams to appreciate the importance of diversity	100	1.6500	.74366
Valid N (listwise)	100		

The table above shows that there are numerous ways of improving diversity or mitigating the effects of diversity that include encouraging team to be diverse (mean=2.4200, standard deviation=1.32711) and encouraging diversity through organizational effectiveness (mean=2.3100, standard deviation=1.05117). The respondents agreed that creating awareness enhances the level of acceptance amongst employees (mean=2.2900, standard deviation=1.23333), developing knowledge improves diversity (mean=2.1300 and standard deviation =1.04112) and that the improved performance helps teams to appreciate the significance of diversity (mean=1.6500, standard deviation=0.74366).

6.3.4. Factors affecting Cultural Diversity

Table 11: Factors affecting Cultural Diversity

Descriptive Statistics			
	N	Mean	Std. Deviation
Diversity is negatively affected by Ethnocentrism	100	1.6600	.96630
Diversity is negatively Ethnocentrism	100	2.1300	1.24442
Diversity is negatively affected by Discrimination	100	1.8800	1.13956
Diversity is negatively affected by Stereotyping	100	1.6700	.80472
Diversity is negatively affected by Harassment	100	2.5000	1.30655
Diversity is negatively affected by Backlash	100	2.6400	1.40360
Diversity is negatively affected by Prejudice	100	1.5500	.72995
Valid N (listwise)	100		

The above Table 11 indicates that there are many factors that affects cultural diversity that comprises ethnocentrism (mean=1.6600, standard deviation=0.96630), discrimination (mean=1.8800, standard deviation=1.13956), stereotyping (mean=1.6700, standard deviation=0.80472) and harassment (mean=2.5000 and standard deviation=1.30655). Additionally, the respondents agreed that diversity is negatively ethnocentrism with a mean of 2.1300 and standard deviation of 1.24442), negatively affected by backlash (mean= and standard deviation=1.40360) and negatively affected by prejudice with a mean of 1.5500 and standard deviation of 0.72995.

6.3.5 Factors that lead to Innovation and Creativity

Table 12: Factors that lead to Innovation and Creativity

Descriptive Statistics			
	N	Mean	Std. Deviation
Individual autonomy encourages innovation	100	2.0100	1.35210
Team cohesion encourages innovation	100	1.6700	.75284
Team supervisor encouragement is usually used to improve innovation in my organization	100	2.7400	1.42574
Programs that encourage innovation are often used in my firm to improve innovation	100	2.9200	1.34600
Organizational values like openness to innovation have been developed to improve innovation in my organization	100	3.3800	1.39102
Organizational climate often determine the level of innovation in a company	100	3.1400	1.45658
Positive leadership behaviours have been developed to improve innovation in my organization	100	2.3000	1.31426
Support system like sufficient resources have been developed to improve innovation in my organization	100	1.6800	1.00383
Environmental complex challenges have encouraged innovation in my company	100	2.2500	1.32097
Valid N (listwise)	100		

Table 12 above shows that there are numerous factors that lead to innovation and creativity within an organization. Individual autonomy encourages innovation (mean=2.0100, standard deviation=1.35210), team cohesion encourages innovation (mean=1.6700, standard deviation=0.75284) and team supervisor encouragement is usually used to improve innovation in the organization (mean=2.7400, standard deviation=1.42574). The respondents agreed that positive leadership behaviours have been developed to improve innovation in their organization (mean=2.3000, standard deviation=1.31426), support system such as sufficient resources have been developed to improve innovation in their organization (mean=1.6800, standard deviation=1.00383), and environmental complex challenges have encouraged innovation in their companies (mean=2.2500, standard deviation=1.32097). On the other hand, the respondents disagreed that the organizational values like openness to innovation have been developed to

improve innovation in my organization (mean=3.3800, standard deviation=1.39102), programs that encourage innovation are frequently utilized in the respondents' firm to improve innovation (mean=2.9200, and standard deviation=1.34600), organizational climate often determine the level of innovation in a company (mean=3.1400, standard deviation=1.45658).

6.3.6 Effects of Innovation

Table 13: Effects of Innovation

Descriptive Statistics			
	N	Mean	Std. Deviation
Innovation results in improved product, service and process and team creativity	100	1.4400	.59152
Innovation results in improved services	100	1.4800	.55922
Innovation results in improved processes	100	1.6000	.60302
Innovation results in improved team creativity	100	2.2500	1.30558
Innovation positively impacts the society	100	1.5700	.53664
Valid N (listwise)	100		

The above Table 13 displays that innovation has differents impacts in an organization in that it results in improved product, service and process and team creativity (mean=1.4400, standard devaiation=0.59152), improved services (mean=1.4800, standard devaiation=0.55922), enhanced processes (mean=1.6000, standard devaiation=0.60302) and improved team creativity (mean=2.2500 and standard deviation=1.30558). Furthermore, the respondents agreed that innovation positively impacts the society with a mean of 1.5700 and standard deviation of 0.53664.

6.4 Correlations

Table 14: Effects of Innovation

		Innovation results in improved product, service and process and team creativity	Innovation results in improved services	Innovation results in improved processes	Innovation results in improved team creativity	Innovation positively impacts the society
Innovation results in improved product, service and process and team creativity	Pearson Correlation Sig. (2-tailed) N	1 .000 100	.912** .000 100	.810** .000 100	.798** .000 100	.761** .000 100
Innovation results in improved services	Pearson Correlation Sig. (2-tailed) N	.912** .000 100	1 .000 100	.845** .000 100	.789** .000 100	.829** .000 100
Innovation results in improved processes	Pearson Correlation Sig. (2-tailed) N	.810** .000 100	.845** .000 100	1 .000 100	.770** .000 100	.961** .000 100
Innovation results in improved team creativity	Pearson Correlation Sig. (2-tailed) N	.798** .000 100	.789** .000 100	.770** .000 100	1 .000 100	.746** .000 100
Innovation positively impacts the society	Pearson Correlation Sig. (2-tailed) N	.761** .000 100	.829** .000 100	.961** .000 100	.746** .000 100	1 .000 100

** . Correlation is significant at the 0.01 level (2-tailed).

The Pearson's correlation coefficient refers to a statistical measure of the strength of the linear association amongst the paired data. The positive values of the correlation coefficient show a positive linear relationship between the variables and the negative values of the correlation coefficient indicates negative linear association amongst the variables. Besides, a coefficient of correlation of zero indicates no linear relationship between the variables. There is a stronger linear association amongst the variables when the correlation coefficient is close to positive one or negative one. The correlation coefficient values close to zero implies a weak association between the variables

Pearson correlation coefficient (r) and p-value analysis to determine the effects of innovation where a correlation was considered significant when the probability value was below 0.01 ($p\text{-value} \leq 0.01$). There is a strong positive linear correlation between the variables as indicated by the positive correlation coefficient values in the above Table 14. The Sig (2-Tailed) value shows statistically relationship between the variables. In Table 14 above, the Sig (2-Tailed) values of the variables are 0.000. The significant level of 0.000 is less than the p-value of 0.001 indicating that there is a statistically significant association between the variables. It implies that an increase or a decrease in one variable significantly relates to increase or decrease in the other variable.

6.5 Reliability Test

Table 15: Reliability Test

Case Processing Summary		
	N	%
Cases Valid	100	100.0
Excluded ^a	0	.0
Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.977	6

According to Fairchild (2002) reliability is a measure of degree to which research instruments yields consistent results or data after repeated trials. Field (2005) observes that a Cronbach's $\alpha > 0.7$ implies the instrument provides a relatively good measurement tool hence reliable. Thus, the reliability of 0.977 indicates that research instruments offers a moderately

good measurement apparatus hence reliable. The reliability test analyses the consistency of observation, survey, and test measuring devices. Colton (2007) indicated that reliability is an essential to validity in assessing performance because in the test must give predictable, replicable data about the language performance of the candidates. Reliability in an execution test that relies on upon two noteworthy factors that include simulation of the test assignments, and the consistency of the appraisals, and four forms of reliability has drawn serious consideration (Fellows, 2003).

According to Di Gregorio, (2008) the types of reliability include; intra-examine reliability, intra-rater reliability, inter-rater reliability, and inter-examiner reliability. Moreover, performance tests need mechanical or human raters' judgments. The reliable issue is by and large more convoluted when tests include human judgments since human judgments include subjective elucidation with respect to the judgments and may along these lines prompt to contradiction. Between inter-rater and intra-rater reliability are the fundamental contemplations when examining the issue of rater difference. Inter- rater unwavering quality needs to do with the consistency between at least two raters who assess a similar test execution. For inter-rater reliability, it is of essential enthusiasm to inspect if the perceptions over raters are reliable or not, which might be assessed through the utilization of generalizability. Intra-rater reliability fears the consistency of one rater for a similar test execution at various circumstances. Bonth inter- and intra-rater unwavering quality merit close consideration in that test scores are probably going to differ from rater to rater or even from the same rater.

6.5.1 Practicality

It alludes to the economy of time, money and exertion in testing. It means that, a test ought to be anything but difficult to outline, simple to administer, simple to check, and simple to decipher the outcomes. Also, test that is viable it should be inside the means for money related confinements, fitting time limitations, simple to administer, score, and provide interpretation.

6.5.2 Validity

The term validity indicated whether a test measures what it expects to gauge. On a test with high validity the things will be firmly connected to the test's expected focus. For some accreditation and licensure tests this implies the things will be exceptionally related to a particular employment or occupation. In the event that a test has poor legitimacy then it doesn't quantify the job related substance and capabilities it should (Ely, 2001).

6.5.3 Content Validity

Content validity means to the associations the test items and the tasks that are subject-related. The test ought to assess just the substance identified with the field of study in a way adequately illustrative, comprehensive, and important.

6.5.4 Construct Validity

Construct validity aim at seeking an understanding between a theoretical idea and a particular measuring procedure or device (Dembowski, 1995). Construct validity deals with the degree to which the evaluation undertaking mirrors the hypothetical assumptions supporting its development. In addition, Colton (2007) likewise said that develop validity is any hypothesis, model, or theory that endeavors to clarify watched wonders in our universe of perception. On

performing the reliability test the case shows a Cronbach's alpha Coefficient of 0.977 that indicated an internal consistency of the variable in the scale to be high.

6.6 Discussion

6.6.1 Cultural Diversity

The vital core of culture consists of traditional concepts and particularly their attached values. Culture also consists of implicit and explicit patterns and comprises morals, laws and customs that shapes conducts and influences the manner in which the world is viewed. Individuals express their culture through the values that they possess concerning life and the world that is around them that in turn influences their reasoning in what the conducts suits some conditions. Thus, individuals of distinct cultures can be diverse from one another in numerous ways (Adler and Gundersen, 2008). The results indicate there is a negative relationship that exist between diversity and success of a firm. This is derived from the discussion in literature explanations of Gunter Stahl (2010) that found similar negative connection between the process of innovation and the concept of cultural diversity. It also seconded the third and fourth hypothesis that describe work diversity to have a negative implication to an organization and that the diversity effects if cultural diversity has negative connection to organizational success respectively.

6.6.2 Elements of Successful Diversity

Successful diversity necessitates having employees from different religions that possess different personal traits and upholding gender balance amongst the workforce. For example, the respondents indicated that their organizations have employees from different religions with a

mean of 2.0500 and standard deviation of 0.97830. Moreover, they agreed that the companies strongly uphold gender balance with a mean of 2.5400 and standard deviation of 1.30593.

6.6.3 Effects of Cultural Diversity

There are numerous impacts of cultural diversity on innovation process amongst the private sector in Dubai. Based on the above analysis, cultural diversity results in increased awareness and acts a technique of offering mitigation methods and procedures for enhancing the level of innovation process in the private sector. It helps in improving innovation process in the private sector in Emirate of Dubai.

Based on the analysis, the respondents expressed that cultural diversity affects their organizations in a positive way. Individuals have the ability to learn much from one another that becomes a natural portion in the place of work without it being made compulsory onto the individuals. There is the need to integrate culturally diverse individuals in organization since it encourages innovation process owing to different abilities amongst the employees in the private sector in Dubai. The culturally diverse individuals are very protective of their jobs and always make exertions to be efficient and productive in the workplace. This results in increase in productivity within an organization. Moreover, it leads to an enhanced economy because the hiring and induction of the new work forces is somewhat expensive (Green, Lopez, Wysocki & Kepner, 2002). Thus, cultural diversity affects the private sector organizations in a positive way as believed by the respondents. Nevertheless, the respondents have different views emanating from the diversity.

Ely and Thomas (2001) articulates that cultural diversity has a great influence in the end result and further it influences the rate of performance of employees in organizations. Cultural

diversity augments the efficiency level in the respondents' organizations with a mean of 2.0100 and standard deviation of 1.06832, increases the level of output in the organization with a mean of 2.6800 and standard deviation of 1.21339 and improves the level of productivity in the organization with a mean of 2.3300 and standard deviation of 1.15518 as evidenced in Table 9.

Based on the analysis, diversity increase the efficiency level in the respondents' organizations with a mean of 2.0100 and standard deviation of 1.06832, increases the level of output in the organization of the respondents with a mean of 2.6800 and standard deviation of 1.21339 as can be seen in Table 9. It enhances the level of productivity in the organization, increases awareness of different cultures, encourages social integration and ensures sustainable innovation performance. Moreover, cultural diversity occasionally causes conflicts within the organization, results in major economic improvement and augments social assets and has a positive impact on the economy.

Organizations need to have individuals of different cultural backgrounds that can help in the process of innovation that leads to productivity within an organization. The employees should have the opportunity to learn from one another and thus the private sectors in Dubai are making effort to create workgroups that possess a mix of cultural diversity. The workgroups are composed of individuals of different age and gender to facilitate learning and comprehension amongst themselves. It is appropriate to create a mix in the workplace to promote effectiveness in carrying out different tasks (Green et al., 2002).

6.6.4 Ways to Improve/ Mitigating Effects of Diversity

There exist numerous ways of enhancing diversity or mitigating the effects of cultural diversity within an organization. These comprise encouraging team to be diverse and encouraging diversity through organizational effectiveness. Creating awareness enhances the level of acceptance amongst employees, developing knowledge improves diversity and enhanced performance assist teams to appreciate the significance of diversity (Parvis, 2003). From the analysis, the respondents indicated developing knowledge improves diversity with a mean of 2.1300 and standard deviation of 1.04112.

6.6.5 Factors Affecting Cultural Diversity

Cultural diversity harassment, ethnocentrism, discrimination, stereotyping, prejudice and backlash negatively affect the innovation process in the private sector in the emirate of Dubai particularly the project construction industry. For example, as can be seen in Table 11, the respondents indicated that discrimination negatively affects diversity with a mean of 1.8800, and standard deviation of 1.13956. According to Thomas (1999), diversity is affected by factors that negatively affect its implementation, for example, ethnocentrism where individuals regard their own group as superior to others. Ethnocentrism negatively affects cultural diversity with a mean of 1.6600 and standard deviation of 0.96630 as can be seen in Table 11.

Hebl et al. (2015) expresses that stereotype threat takes place when individuals feel threatened in a specific domain for which the negative stereotype is held regarding the group they belong to hence results in impaired performance in the organization. The performance of the individuals is impaired since they feel scared for unintentionally confirming that negative stereotype concerning his or her group. The stereotype exists about the performance division

amongst one group and another since one group may have worse performance as compared to the other. The stereotypes can be specifically damaging since they increase anxiety that may results in stereotype threat. They lead to the feelings of exclusion from particular domains. The feelings of exclusion can be verified through lack of encouragement, support and eventually engagement in the workplace amongst the members of the stigmatized groups. The stereotype threat may lead to lower self-efficacy amongst the employees. Stereotyping affects cultural diversity with a mean of 1.6700 and standard deviation of 0.80472, and harassment affects cultural diversity with a mean of 2.5000 and standard deviation of 1.30655. Moreover, prejudice influences cultural diversity with a mean of 1.5500 and standard deviation of 0.72995 as evidenced in Table 11.

6.6.6 Factors that lead to Innovation and Creativity

There are several factors that lead to innovation and creativity within an organization. Individual autonomy encourages innovation, team cohesion encourages innovation, positive leadership behaviors improve innovation and environmental complex challenges encourage innovation. For instance, the respondents indicated that positive leadership behaviors improve innovation in their organization with a mean of 2.3000 and standard deviation of 1.31426. Also, they expressed that environmental complex challenges have encouraged innovation in their companies with a mean of 2.2500 and standard deviation of 1.32097. According to Patric (2012), there are numerous factors that affects innovation process in the private sectors, for instance, team cohesion. Moreover, another factor that affects the success of the innovation process in the private sector is the level of encouragement from supervisors or the top management team (Nathan, 2013). Team supervisor encouragement can be utilized to enhance innovation in the organization.

6.6.7 Effects of Innovation

Cox (1993) expresses that innovation is associated with some positive effects that includes increased productivity, increased output, organizational effectiveness and increased efficiency. This can be seen in Table 13 in which innovation has differents impacts in an organization in that it results in improved product, service and process and team creativity with a mean of 1.4400 and standard deviation of 0.59152. It results in enhanced processes with a mean of 1.6000 and standard deviation of 0.60302. Besides, it positively impacts the society with a mean of 1.5700 and standard deviation of 0.53664.

6.7 Conclusions

There are numerous impacts of cultural diversity on the innovation process in the private sector in Dubai. Cultural diversity increases the efficiency level, improves productivity level, encourages social integration and ensures sustainable innovation performance within an organization. The study deduced that cultural diversity is greatly affected by ethnocentrism, stereotyping, harassment and prejudice that in turn adversely affects innovation. Innovation is associated to enhanced team creativity, improved processes and improved product, services and process in an organization.

The demand for success in the country is propelled by the increased number of innovative projects that are conducted. This has resulted into an increase demand for workers who are mostly from other countries and different cultural backgrounds. It is therefore vital to analyze the various elements that affect the projects through diversity and come up with a way to mitigate the outcomes. Mitigation strategy facilitate the success of the firm undertaking the operations. It is true that the idea of innovation process is quite paramount and therefore all organization in

private sector and as well as those that are operated by the government should embrace the idea of cultural diversity in order to improve on innovation.

There are many ways of improving diversity or mitigating the effects of cultural diversity within an organization that comprise encouraging team to be diverse and encouraging diversity through organizational effectiveness. Creating awareness enhances the level of acceptance amongst workers, developing knowledge improves diversity and enhanced performance assist teams to appreciate the significance of diversity. There are several factors that lead to innovation and creativity within an organization. Team cohesion encourages innovation, individual autonomy encourages innovation, positive leadership behaviors improve innovation and environmental complex challenges have encouraged innovation in their company.

Successful cultural diversity requires having employees from distinct religions that possess different personal traits and upholding gender balance amongst the workforce. Cultural diversity positively influences the private sectors in Dubai. Individuals have the ability to learn much from one another that becomes a natural part in the place of work without it being an obligation onto the individuals. The integration of culturally diverse individuals within the private sector organizations in Dubai promotes innovation process owing to different abilities amongst the workers within the workplace. It leads to an enhanced economy because the hiring and induction of the new work forces is somewhat expensive.

It is essential for organizations to be aware of the positive benefits of cultural diversity, cultural awareness and inclusion. The organizations need to incorporate cultural diversity, cultural awareness since because they have numerous positive results. Cultural diversity and inclusiveness can assist boost self-efficacy and self-confidence amongst the employees concerning their performance. Additionally, cultural diversity assists in creating positive results

that includes democracy and learning outcomes. The learning outcomes are linked directly to the processing of information and knowledge by the workers. Cultural diversity in the workplace has positive impacts on motivation, intellectual engagement and active thinking. Besides, it is positively associated to greater levels of growth that encompasses critical thinking, group skills, problem solving skills and knowledge that translates to efficiency and productivity in the workplace. The democracy outcomes are connected to interpersonal affiliations within an organization. They comprise greater cultural comprehension, perspective taking and citizenship engagement. Cultural diversity assists in increasing the ability of the employees to work together and get along with different persons from distinct ethnic and racial backgrounds.

6.8 Recommendations for Further Research

The research that is currently used does not contain the required detailed information on the impacts of mitigations strategies that are applied to reduce risks. In addition to that the research has less considerations on the impacts of the applied mitigation techniques that require further investigations. The paper has exclusively explored the impacts of cultural diversity on the innovation process in the private sectors and the results cannot be generalized to cover the procedures in the government operated organizations. The paper provides basis upon which future studies could step on in verge of providing more insights concerning mitigation in reducing the risks that come along with cultural diversity. There is the need to conduct studies on the impacts of training the employees with an organization on the consequences of cultural diversity. Moreover, there is a need to further create awareness amongst the employees on the significance of cultural diversity in an organization. To the private sectors, there is a need educate employees on the importance and utilization of the advanced technology for innovation

process. Through advanced technology, the private sector can carry out innovation process that may translate to efficiency and effectiveness in production. This results in uniqueness of products and services and greater output in the long run. Due to the increasing cut throat competition for products and services in the marketplace, there is the need to make unique products and services to prevail in the changing market trends.

References

- Adler, N. & Gundersen, A., (2008), *International dimensions of organizational behavior*, 5th edition, Thomson learning inc.: USA.
- Bai, J., & Ng, S. (2008). *Large dimensional factor analysis*. Hanover, Mass: Now Publishers.
- Barrett, P. S. and Barrett, L. C. (2003), Research as a Kaleidoscope on Practice, *Construction Management and Economics*, 21, 755-766.
- Basit, A., 2016. *Dubai private sector firms gain steam*. [Online]
Available at: <http://www.khaleejtimes.com/business/companies/dubai-private-sector-firms-gain-steam>
[Accessed 12 05 2016].
- Behling, O., & Law, K. S. (2000). *Translating questionnaires and other research instruments: Problems and solutions 1*. Thousand Oaks, Calif: Sage Publications.
- Bhaskaran, V., & LeClaire, J. (2010). *Online surveys for dummies*. Hoboken, NJ: Wiley Pub.
- Breanna, G. (2014). Racial Prejudice in College Students: A Cross-Sectional Examination. *College Student Journal*.
- Brief, A. P. (2008): *Diversity at work*: New York: Cambridge University Press.
- Brody GH, Lei MK, Chae DH, Yu T, Kogan SM, & Beach SR. (2014). Perceived discrimination among African American adolescents and allostatic load: A longitudinal analysis with buffering effects. *Child Development*, Pp. 989–1002.

- Brown, T. A. (2014). *Confirmatory factor analysis for applied research*. Place of publication not identified: Guilford.
- Capinera, J. L. (2004). *Encyclopedia of entomology: Vol. 2*. Dordrecht [etc: Kluwer Academic Publishers.
- Child, D. (2006). *The essentials of factor analysis*. London: Continuum.
- Clements, P. E, & Jones, J. (2008): *The diversity training handbook: A practical guide to understanding & changing attitudes*. London: Kogan Page.
- Collis, J., and Hussey, R. (2009), *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*, Palgrave Macmillan.
- Colton, D., & Covert, R. W. (2007). *Designing and constructing instruments for social research and evaluation*. San Francisco, CA: Jossey-Bass.
- Committee on Improving the Health, Safety, and Well-Being of Young Adults; Board on Children, Youth, and Families; Institute of Medicine; National Research Council; Bonnie RJ, Stroud C, &., Breiner H. (2015). Investing in the Health and Well-Being of Young Adults. *National Academies Press (US)*.
- Cox, T. (1993). *Cultural diversity in organizations: Theory, research, and practice*. San Francisco, Calif: Berrett-Koehler.
- De, B. S. (2008): *Managing cultural diversity*. Aachen: Meyer & Meyer.
- Dembowski, S., and Hanmer-Lloyd, S. (1995), Computer Applications – A New Road to Qualitative Data Analysis, *European Journal of Marketing*, 29 (11), 50-62.

- Di Gregorio, S., and Davidson, J. (2008), *Qualitative Research Design for Software Users*, McGraw-Hill, New York.
- Dimock, H. G., & Devine, I. (1996). *Managing dynamic groups*: North York, Ont: Captus Press.
- Dulaimi, M., 2011. The impact of cultural diversity on the effectiveness of construction project teams. *Engineering Project Organization Journal*, 1(4), pp. pages 213-221.
- Duncombe, S. (2002). *Cultural resistance reader*. London [u.a.: Verso.
- Ely, R., 2001. Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. *Administrative Science Quarterly*, 46(2), pp. pg. 229-273.
- Eugene, F. (1999). *Undercover investigations in the workplace*. Boston: Butterworth-Heinemann.
- Fellows, R. and Liu, A. (2003), *Research Methods for Construction*, Blackwell Science, Oxford.
- Ferreira, E. J., Erasmus, A. W., & Groenewald, D. (2009). *Administrative management*. Lansdowne [South Africa: Juta Academic.
- Gill, J., and Johnson, P. (2010), *Research Methods for Managers*, Sage Publications, London.
- Green, K.A., Lopez M., Wysocki A., & Kepner K., (2002). *Diversity in the workplace: benefits, challenges, and the required managerial tools*. Florida: Univers Florida.
- Hebl, M., Ruggs, E. R., Martinez, L. R., Trump-Steele, R., & Nittrouer, C. (2015). Understanding and reducing interpersonal discrimination in the workplace. *Handbook of Prejudice, Stereotyping, and Discrimination*, 387.

Hewlett, S. A., 2013. *How Diversity Can Drive Innovation*. [Online]

Available at: <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

[Accessed 08 05 2016].

Hilmert CJ, Dominguez TP, Schetter CD, Srinivas SK, Glynn LM, Hobel CJ, & Sandman CA.

(2014). Lifetime racism and blood pressure changes during pregnancy: Implications for fetal growth. *Health Psychology*, Pp. 43–51.

Holliday, A. (2002), *Doing and Writing Qualitative Research*, Sage Publications, London.

Jackson, S. E, & Society for Industrial and Organizational Psychology (U.S.): (1992). *Diversity in the workplace: Human resources initiatives*. New York: Guilford Press.

Jha, A. S. (2014). *Social research methods*. New Delhi: McGraw-Hill Education (India).

John, I., 2015. *Dubai goes big on innovation*. [Online]

Available at: <http://www.khaleejtimes.com/business/local/dubai-goes-big-on-innovation>

[Accessed 13 05 2016].

Krizan, A. C. (2006). *Business communication*. Mason, OH: Thomson South-Western.

Martin, G. C., 2014. The Effects Of Cultural Diversity In The Workplace. *Journal of Diversity*

Management (JDM), 9(2).

Miller, T. (2012). *Ethics in qualitative research*. London: SAGE.

Murchison, J. (2013). *Ethnography essentials: Designing, conducting, and presenting your research*. San Francisco, Calif: Jossey-Bass.

Myers, M. (2009), *Qualitative Research in Business and Management*, Sage Publications, Thousand Oaks.

- Naoum, S. G. (2007), *Dissertation Research and Writing for Construction Students*, Butterworth and Heinemann, Oxford.
- Nathan, M., Et. Al, 2013. Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London. *Economic Geography*, 89(4), pp. pp. 367-390.
- National Geographic, 2014. *Why Dubai is Growing So Fast—And May Eventually Slow Down*.
[Online]
Available at: <http://onward.nationalgeographic.com/2014/09/10/why-dubai-is-growing-so-fast-and-may-eventually-slow-down/>
[Accessed 2016 05 28].
- O'Connell, T. S, & Cuthbertson, B. (2009): *Group dynamics in recreation and leisure: Creating conscious groups through an experiential approach*. Champaign, IL: Human Kinetics.
- Ozgen. C., Et. Al, 2014. Does Cultural Diversity of Migrant Employees Affect Innovation?. *International Migration Review*, 48(1), p. pages S377–S416.
- Parvis L., (2003). Diversity and effective leadership in multicultural workplaces, *Journal of environmental health*, 65(7) p 37, 65.
- Patrick, H. A., 2012. Managing Workplace Diversity; Issues and Challenges. *Sage Journal*, 1(1).
- Rozkwitalska, M., Sulkowski, L., & Magala, S. (2016). *Intercultural interactions in the multicultural workplace: Traditional and positive organizational scholarship*. Switzerland: Springer.'
- Rubin, A., & Babbie, E. R. (2010). *Essential research methods for social work*. Belmont, CA: Brooks/Cole, Cengage Learning.

- Saunders, M., Lewis, P. and Thornhill, A. (2007), *Research Methods for Business Students*, Prentice Hall, Harlow.
- Schmitt MS, Branscombe NR, Postmes T, &, Barcia A. (2014). The consequences of perceived discrimination for psychological well-being. *A meta-analytic review. Psychological Bulletin*, Pp. 921–948.
- Silverman, D. (2004), *Qualitative Research: Theory, Method, and Practice*, Sage Publications, Thousand Oaks.
- Stahl, G., Et. Al, 2010. Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, Volume 41, pp. Pp. 690-709.
- Syed, J, & Özbilgin, M. (2010): *Managing cultural diversity in Asia: A research companion*. Cheltenham, UK: Edward Elgar.
- Tchibozo, G. (2013). *Cultural and social diversity and the transition from education to work*. Dordrecht: Springer.
- Thomas, D., 1999. Cultural Diversity and Work Group Effectiveness; An Experimental Study. *Journal of Cross-Cultural Psychology*, 30(2), pp. pg. 242-263.
- Willig, C. (2013). *Introducing qualitative research in psychology*.
- Winkler, V., 2015. How Does Cultural Diversity in Global Innovation Teams Affect the Innovation Process?. *Engineering Management Journal*, 23(4), pp. pp. 24-25.
- writer, S., 2016. *Dubai private sector growth turns negative for first time in 6 years*. [Online] Available at: <http://www.arabianbusiness.com/dubai-private-sector-growth-turns->

[negative-for-first-time-in-6-years-624391.html](#)

[Accessed 12 05 2016].

Yin, R. K. (2009), *Case Study Research: Design and Methods*, Sage Publications, Thousand Oaks.

Appendices

Appendix I: Questionnaire

QUESTIONNAIRE	PART ONE: GENERAL INFORMATION <i>Please tick one box for each question:</i>
<p>Dear Sir/ Madam,</p> <p>The aim of this questionnaire is to give you the opportunity to give your opinion on various issues that are related to innovation and cultural diversity.</p> <p>The questionnaire would be used to collect primary data for this research and was developed from issues identified in the literature review section that was developed from past research.</p> <p>The respondents are assured of confidentiality. There is also assurance that respondents can opt to be removed from the research at any time. The results of the research will only be used for this research.</p> <p>The questionnaire consists of seven parts</p> <ol style="list-style-type: none"> 1. General Information 2. Elements of Successful Diversity 3. Effects of Diversity 4. Ways to Improve/ mitigating Effects of Diversity 5. Factors affecting cultural diversity 6. Factors that lead to innovation and creativity 7. Effects of Innovation 	<p>A. Age:</p> <p>(1) 20-24 ()</p> <p>(2) 25 - 35 ()</p> <p>(3) Above 35 ()</p> <hr/> <p>B. Sex</p> <p>(1) Male ()</p> <p>(2) Female ()</p> <hr/> <p>C. Nationality</p> <p>(1) UAE National ()</p> <p>(2) Non UAE National ()</p> <hr/> <p>D. Education:</p> <p style="text-align: right;">()</p> <p>(1) High school ()</p> <p>(2) College degree ()</p> <p>(3) Graduate degree ()</p> <p>(4) High Diploma ()</p> <p>(5) Masters or above ()</p> <hr/> <p>E. Organizational Position</p> <p style="text-align: right;">()</p> <p>(1) Top Management ()</p> <p>(2) Middle Management ()</p> <p>(3) Operations ()</p> <hr/> <p>F. No. of years worked in current organization:</p> <p>(1) One year or less ()</p> <p>(2) 2 - 9 ()</p> <p>(3) 10 - 19 ()</p> <p>(4) Above 20 years ()</p>

PART TWO: Elements of Successful Diversity

This section gives a representation of Elements of Successful Diversity. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	B. Agree	C. Undecided	D. Disagree	E. Strongly Disagree
1	My organization has employees from different religions.	()	()	()	()	()
2	The company strongly maintains gender balance.	()	()	()	()	()
3	Employees at my organization have different personal traits.	()	()	()	()	()
4	The company encourages employees from different backgrounds	()	()	()	()	()

PART THREE: Effects Diversity

This section gives a representation of Effects of Diversity. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	B. Agree	C. Undecided	D. Disagree	E. Strongly Disagree
5	Diversity increases the level of efficiency in my organization	()	()	()	()	()
6	Diversity increases the level of output in my organization	()	()	()	()	()
7	Diversity improves the level of productivity in my organization	()	()	()	()	()
8	Diversity increasing awareness of different cultures	()	()	()	()	()
9	Diversity encourages social integration	()	()	()	()	()
10	Sometimes diversity causes conflicts in my organization	()	()	()	()	()
11	Diversity ensures sustainable innovation performance	()	()	()	()	()
12	Diversity has a positive impact on the	()	()	()	()	()

	economy					
13	Diversity results in major economic improvement and increases social assets	()	()	()	()	()

PART FOUR: Ways to Improve/ mitigating Effects of Diversity

This section gives a representation of Ways to Improve/ mitigating Effects of Diversity. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	B. Agree	C. Undecided	D. Disagree	E. Strongly Disagree
14	Innovation often encourages team to be diverse.	()	()	()	()	()
15	Organizational effectiveness often encourages diversity	()	()	()	()	()
16	Creating awareness improves the level of acceptance among employees.	()	()	()	()	()
17	Developing knowledge improves diversity	()	()	()	()	()
18	Improved performance helps teams to appreciate the importance of diversity.	()	()	()	()	()

PART FIVE: Factors affecting cultural diversity

This section gives a representation of Factors affecting cultural diversity. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	B. Agree	C. Undecided	D. Disagree	E. Strongly Disagree
19	Diversity is negatively affected by Ethnocentrism	()	()	()	()	()
20	Diversity is negatively affected by Ethnocentrism,	()	()	()	()	()
21	Diversity is negatively affected by Discrimination	()	()	()	()	()
22	Diversity is negatively affected by Stereotyping	()	()	()	()	()
23	Diversity is negatively affected by Harassment	()	()	()	()	()
24	Diversity is negatively affected by Backlash	()	()	()	()	()
25	Diversity is negatively affected by Prejudice	()	()	()	()	()

PART SIX: Factors that lead to innovation and creativity

This section gives a representation of Factors that lead to innovation and creativity. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	D. Agree	E. Undecided	D. Disagree	E. Strongly Disagree
26	Individual autonomy encourages innovation	()	()	()	()	()
27	Team cohesion encourages innovation	()	()	()	()	()
28	Team supervisor encouragement is usually used to improve innovation in my organization	()	()	()	()	()
29	Programs that encourage innovation are often used in my firm to improve innovation	()	()	()	()	()
30	Organizational values like openness to innovation have been developed to improve innovation in my	()	()	()	()	()

	organization					
31	Organizational climate often determine the level of innovation in a company.	()	()	()	()	()
32	Positive leadership behaviours been developed to improve innovation in my organization	()	()	()	()	()
33	Support system like sufficient resources have been developed to improve innovation in my organization	()	()	()	()	()
34	Environmental complex challenges have encouraged innovation in my company.	()	()	()	()	()

PART SEVEN: Effects of innovation

This section gives a representation of Effects of innovation. Please answer All the Questions

NO	QUESTION	A. Strongly Agree	B. Agree	C. Undecided	D. Disagree	E. Strongly Disagree
35	Innovation results in improved product, service and process and team creativity.	()	()	()	()	()
36	Innovation results in improved services.	()	()	()	()	()
37	Innovation results in improved processes.	()	()	()	()	()
38	Innovation results in improved team creativity.	()	()	()	()	()
39	Innovation positively impacts the society	()	()	()	()	()

ONCE YOU COMPLETE THE QUESTIONNAIRE, PLEASE RETURN IT TO THE RESEARCHER.

THANK YOU!!

Appendix II: Timetable

Objective	Period
Proposal writing	1 week
Theoretical research and literature review	3 weeks
Feasibility studies and data collection	5 weeks
Data analysis and development of draft report	2 weeks
Submission of draft report	1 week
Editing and submission of the final report	1 week