Cultural Diversity impact on public project success & Innovation role in UAE public sector

تأثير التنوع الثقافي على نجاح المشاريع العامة
ودور الابتكار في القطاع العام في دولة الإمارات العربية المتحدة

by

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Abstract

This research paper investigates the impact of cultural diversity on public project success as well as innovation ideas it can help generate in the UAE public sector. Furthermore, this research aims to find the relation between cultural diversity and its impact on project success. In this research, different criteria's have been found that will have an impact on project success which will reduce the effectiveness of teamwork which will reduce the chances of the project being a success. Some of the challenges that have been found are leadership, project management, open communication, top management support, rewards etc. By not providing the proper climate needed for innovation as well as managing the group of people from different cultures, teams can become inefficient.

This paper identified 8 factors that will influence project success rate; leadership, knowledge management, rewards, innovation, top management support, empowerment and cultural diversity. Questionnaire was handed to a public transport organization and its employees had to compulsory fill in their answers. 70 questionnaires were handed to the employees and the percentage was found using pie chart. Furthermore, the bar chart also has been provided which shows the frequency of the people in terms of the answers that they gave.

<u>ملخص</u>

تتناول هذه الورقة البحثية تأثير التنوع الثقافي على نجاح المشاريع العامة، بالإضافة إلى الأفكار الإبداعية التي يمكن أن تساعد في تعزيز القطاع العام في دولة الإمارات العربية المتحدة، كما يهدف هذا البحث إلى إيجاد العلاقة بين التنوع الثقافي وأثره على نجاح المشروع.

تم تسليط الضوء في هذا البحث على معايير مختلفة سيكون لها تأثير على نجاح المشروع مما سيقلل من فعالية العمل الجماعي والذي من شأنه أن يقلل من فرص نجاح المشروع. تتضمن بعض التحديات التي إثارتها في هذا البحث القيادة وإدارة المشاريع والاتصالات المفتوحة ودعم الإدارة العليا والمكافآت وما إلى ذلك. إن عدم توفير المناخ المناسب والضروري للابتكار، فضلاً عن إدارة مجموعة من الناس من ثقافات مختلفة، قد يؤثر سلباً على فرق العمل التي ستفقد فعاليتها وقدراتها.

حددت هذه الورقة 8 عوامل تؤثر على معدل نجاح المشروع وهي القيادة، إدارة المعرفة، المكافآت، الابتكار، دعم الإدارة العليا، التمكين والتنوع الثقافي. تم تسليم الاستبيان إلى مؤسسة نقل عامة وكان على الموظفين فيها الإجابة على أسئلة ذل الاستبيان. في الواقع تم تسليم 70 استبانة إلى الموظفين وتم تحديد النسبة المئوية باستخدام رسم بياني دائري. علاوة على ذلك، تم توفير رسم بياني شريطي أيضاً مما يدل على اختلاف خلفية الناس من خلال الإجابات التي قدموها.

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1. Introduction

Cultural diversity has become very common in today's business due to globalization. The term cultural diversity refers to difference in ethnicity, religion, race, language, gender as well as nationality that exists in a community (Amadeo, 2013). There are numerous ways in which cultural diversity can affect an organization. Some of the negative effects include team members not understanding each other, barriers created due to people from different countries and employees unable to adapt to each other's behaviors. However, cultural diversity also has positive impact in an organization. Some of these positive impacts are there are more rooms for innovation and creativity, costs will be reduced and the organization will be able to communicate with the customers in the language of the customer's choice. In this way, the organization can be friendlier when it comes to the interaction with their customers.

Furthermore, the impact of cultural diversity on innovation will also be discussed in this section. Based on a recent migration literature, it has been found that in terms of statistically, there is a positive relationship between innovation and the presence of multicultural employees in an organization (Ozgen et al, 2001). It has been argued in this literature that the new immigrants who are employed in the organization not only bring increase the chances of innovation that can happen in an organization, but they also contribute to different ideas and perspective in an organization.

This research paper will also focus on the positive as well as negative impacts of cultural diversity on team performance as well as the impact of it on innovation.

1.1 Background:

In recent years, cultural diversity has been on the rise in the United Arab Emirates. In fact, cultural diversity is best seen in Dubai, which is one of the most developed cities in the United Arab Emirates. The reason behind this is that diversity is seen to be an opportunity to not only enhance a country's development, but it also seen as an opportunity for more

investment to take place and bring the nation close to the other more advanced economical nations. Furthermore, it is widely believed that cultural diversity can result in new ideas as well as innovations (Freek 2004 & Abdelkarim 2001a). Furthermore, based on contemporary data regarding people with different nationalities that live in Dubai, it is believed that around 2.4 million people from different nations live in Dubai. This is about 91% of the total population of the workforce in Dubai (Freek 2004 & Abdelkarim 2001a), these employees come from different cultures and work in different sectors which has an impact on the economy of the city. Based on this, it can be said that UAE not only allows multiculturalism, bit the nation also allows people from different countries to come and work in the country. This not only boosts the economy of the nation, but it also benefits the tourism sector of the country.

When it comes to the business world, cultural diversity is known to be people from different nations working together in order to achieve the demand of the organization and make the organization a success so that it runs continuously. This will also allow the employees to gain more experience by working with people from different nationalities. On the other hand, the organization will also benefit from this in the sense that the organization will have international employees who can come up with different solutions to a problem which is also a part of cultural diversity (Spiers, 2008). Rugman (1979) was one the first people to realize that cultural diversity has its own benefits in business. Rugman (1979) also realized that an organization that has a diversity in their workforce will decrease their risk profile when it comes to the organization's portfolio. Diversity in an organization does not only relate to different nationalities, it also relates to work experience, age, gender, as well as education level. All these factors have an impact when it comes to the performance of an organization. Based on a study of Spiers (2008), it has been found that most organizations in the business region focus on diversity to help deal with the cultural issues in the organization.

Furthermore, it has been found that culture is used to represent the attitudes as well as values in social groups or organizations so that people can share their experience as well as interact with multicultural people that they work with (Hofstedes, 1991). Cultural diversity has positive as well as negative impact not only on the performance of an

employee but also when it comes to innovation. This also includes the management skills because management skills is very important when it comes to ensuring better performance as well as innovation.

In this way, much of the research is focused on cultural diversity and the impact it has on the performance of a group. This proves that the nature of organization in terms of culture not only affects the outcome of an organization, but it will also affect the creativity of the employees, how satisfied the employees and overall turnover. Furthermore, organizations should pay more attention towards their multicultural context and also understand how important it is to an organization (Frances and Milliken, 2001). Furthermore, it has also been found that the performance of multicultural employees will affect the value-creating activities in the organization (Pothukuchi, 2002). In this way, cultural diversity has been found to have an impact on the practices as well as the performances of an organization (Hofstede, 1990).

As it known that the performance of an employees will play a role in the success of an organization, it can also be found that there is a connection between the performance and the innovation of an organization, and the goal that the management is looking to achieve. Peter (2003) believes that innovation is something that employees can not only practice but they can also learn from. On the other hand, Drucker (2005) believes that for an innovation to be successful, it is very important that the culture of the organization is driven by discussion, discipline as well as diversity. In this way, it becomes very clear culture has an impact on innovation which is one of the main requirements when it comes to organizations.

1.2 Aim:

The aim of this research is to establish the Cultural Diversity impact on public project success & Innovation role in UAE public sector.

1.3 Research and Objectives:

The impact of cultural diversity on the public sector will be discussed in this section along with some of the best ways that the public sector can use in order to reduce some of the negative effects that cultural diversity will have.

The following are the list of research questions:

Research Question 1: What is the relation between cultural diversity and team performance and innovation?

Research Question 2: What is the relation between Leadership and team performance and innovation?

Research Question 3: What is the relation between open communication and team performance and innovation?

Research Question 4: What is the relation between top management and team performance and innovation?

Research Question 5: What is the relation between empowerment and team performance and innovation?

Research Question 6: What is the relation between rewards and team performance and innovation?

1.4 Implications of the Research:

The outcomes of this research will provide information for the higher management about the ways in which cultural diversity will have an impact on innovation, performance of the team as well as what is required of the management in order to make the organization a success. Furthermore, through this research, strategic strengths as well as limitations in terms of an organization culture will also be identified. This study will also help in providing the public sector organization with recommendations based on certain actions, initiatives

as well as systems which can help enhance the performance level. One example of such as enhancement would be a training program that the organization can use in order to increase the effectiveness.

Furthermore, the research structure will first consist of the literature review where the influences of cultural diversity by different researchers will be discussed. Furthermore, it will also contain the process of the research that will be taken. The third part of the research will be based on the research methodology in which the research methodology will be discussed in detail. The fourth section will consist of discussion regarding the research as well as an analysis will be done based on the results that will be obtained. In the fifth section, recommendations for the research as well as the conclusion will be done.

1.5 Work system in UAE government organizations

The Prime Minister uses a three thousand performance indicator in order to evaluate the work that is done by different government entities. Through this automation, only four analysts are needed in order to review the data instead of numerous employees working on it. In this way, the federal government is in charge of the ministries while the state authorities have control over the private companies.

Key performance indicators are compared to the standards that have already been established. Some of the categories that are evaluated are the customer as well as the finance revenue. Based on the annual revenues and the recommendations, both the ministries and the authorities update their operational as well as their strategic plans. In this way, the automated system helps to evaluate the performance of each user and compare it with the scorecard.

According To Clinton and Inkson (2004), one of the most important factor in management is how to manage the cultural diversity in the UAE. They believe that the leadership style that the leader has should be able to match different situations. In order to be a good leader in the UAE, the leader should possess cultural intelligence. They believe that religion and culture influence the leadership style that the leader possesses. Ali et al

(1997) believes that culture and Islam influence a lot when it comes to leadership traits in the UAE.

Chapter 2: Literature Review

2.1 Culture diversity and Teamwork

In order to understand more about the organizational culture and teamwork, it is very important to first have a review of the related literature. In this section, the concept of cultural diversity will be discussed in detail. This section will also contain research that has been done on the impact of cultural diversity when it comes to team performance and the appropriate climate that is required for innovation. This section will mainly contain how cultural diversity has an impact in the public sector in the UAE. Ditomaso (2010) has defined cultural diversity as different characteristics of people based on what background they come from, and the different culture which when put together, helps to create not only a dynamic team but it will also help to enhance the overall performance of the organization.

Hofstede (2001) has also discussed that cultural dimension plays an important part in work related attitudes of the team. Hofstede (2001) has also stated that it is very important to understand cultural diversity as well as the different values that people have in order to create a healthy environment in the workplace. By understanding the different cultures that exist in the team, students will be aware of how to interact with the different cultures in the team and this will have a positive impact on everyone. Edgar (1985) believes that one of the main tasks of leaders is to create and manage culture within an organization. However, Edgar (1985) also believes that if culture is not managed, it will manage you and one will not have any idea of what is happening. Sharon and Mario (1985) conducted a research based on service-related organizations which is very similar to that as the function of the government organization. While conducting their research, they found that organizational culture is based on the knowledge that is gained by the employees who work in the firm as well as by their anticipation of what needs to be done based on their experience which results in their social behavior.

Organizational culture has been researched by researchers all around the world and have been linked with various aspects of an organization. For instance, Myerson and Hamilton (1986) have investigated the relationship between organizational culture and business

strategy. Alan (2001) and Rohit and Frederick (1989) have conducted research based on organizational culture and implications of corporate marketing. Ashburner (1990) and Shivraj (1988) conducted research in order to find the relation between cultural factors and technology applications. Based on this, Sankar (1988) observed that the ability of the culture is responsible for the easy adoption of new technology in an organization.

A lot of terminologies have been used when it comes to the term organiizational culture and business strategy. Alan (2001) and Rohit and Frederick (1989) have use they believe that all the terminologies for organizational culture have the same meaning. Some of the terminologies hat researchers have used to refer to organizational culture are: working situation, learning culture, work climate, cultural traits and organizational climate.

2.1.1 Effects of cultural diversity on teams performance:

The more cultural diversity and organization has, the greater will be the impact of it on the organizationlan (2001) and Rohit and Frederick (1989) have use they believe t as well as negative impact on the performance of an organization. It is the job of the organizations to choose the best strategic method in order to cope with cultural diversity. Majority of the organizations deal with cultural diversity by using rules and regulations that depends on the style and the method of the management. The management of the team is more concerned when it comes to the performance of the team as well as the individual who is impacted by cultural diversity.

Furthermore, it was found that cultural diversity will not only have an impact on the performance of the team but it will also have an impact on the performance of the organization. Researchers have different views when it comes to cultural diversity. Some researchers found that the impact of cultural diversity will be a positive one while others found out that the impact will be a negative one. In this research, both the positive as well as the negative impacts of cultural diversity will be looked upon.

2.1.2 Positive impact of cultural diversity on an organization:

The following were found to the positive impact of cultural diversity on an organization:

- By having a cultural diversity workforce, the public sector will have better ways to communicate with the people using the service. Since 91% of the total Dubai workforce are people from different nationalities cultural diversity will be of great advantage. This will allow the employees to talk to the users in any language that the people using the service are comfortable with. Shaked (1986) also believes that by using a cultural diversity workforce, the organization will have better marketing experience.

- The organization will be at lower risk because of the cultural diversity that exists in the workforce. The public organization will be able to look into different opinions that exist in the diverse workforce and hence choose the one that seems to be more reliable. In this way, the public sector will also be able to have different market experience which can help boost the performance of the organization (Caves and Rugman, 1982) as well as play a significant part in boosting the economy of the nation.

- Cultural diversity also helps in reducing the cost. The reason behind this is that the organization will be investing less in the expansion of the firm because of different abilities as well as backgrounds of the employees (Buhner and Hirsch, 1987).

- The performance of the organization will also be increased since they have multicultural interactions. However, this will only work if the employees interact positively with each other.

2.1.3 Negative impact of cultural diversity on an organization:

On the other hand, other researchers have found that cultural diversity will have a negative impact on an organizationill oich will not only slow down the performance but will also lead the team to contradictory directions.

- Diversity can also lead to employees communicating less with each other and in the way reduces the cohesion (Katz, 1982; Lott & Lott, 1961; Oslow down thewell, & Barnett, 1989). Cultural diversity will also to conflicts in the group or also unwanted political activity in the group (Eisenhart & Schoonhoven, 1990). This will

lead to a decrease in the performance of not only the team members, but it will also affect the performance of the organization.

- The organization must make sure that that all the employees are able to communicate with each other. If they are cant then the organization should provide training or lectures so that they understand each other and are able to communicate. Failing to do so will have a negative impact on team's performance as they will have no idea what one team member wants from the other.

- The organization should keep in mind that if the management does not do a good job in understanding and having a good knowledge when it comes to the cultural elements in the team, then cultural diversity will not bring out the benefits that it should. Instead, the organization will be facing negative relationships with its employees. These elements include profession, experience, language etc (Michel & Shaked 1986).

2.2 Overview of innovation projects in public sectors

2.2.1 Innovation in the public sector

Innovative project in the public sector is one which consists of complete awareness as well as deliberate activity (Van Gobel et al, 2015). This means that innovation is based on exploration, improvement, discovery, adoption of new public projects which can be used for the improvement of not only the products of the organization but also an improvement in their services (Dougherty, 1992). Based on research conducted by (Van Gobel et al, 2015) innovation in the public sector consists of activities that meets the demands of the goods and services that is used by the public in technological ways. Furthermore, Barras (1986) believes that when it comes to innovative projects in public organizations, organizations try to offer their services or goods to the public in an innovative way.

However, based on the definitions provided above, there is one question that comes in the mind and that is: why should the government, experts as well as public service directors be interested to finding and adopting new innovative ideas (Albury, 2015). The

main reason behind this is the emergence of technologies that come up every day drive majority of the organizations in the public world to develop and also to use innovation in the services that is used by the people (Stewart & Kastelle, 2015). Due to this, without the investment and adoption of new innovation, there will be more bulk of work that awaits the managers that work in the public sectors (Albury, 2005). It is well known that the main idea behind the persuasion of innovation in the public sector is to achieve a common development in service performance as well as governance that will be used in increasing the public value (Hartley, 2005). Morever, the whole idea behind using innovation in the public service are the people who use the service as well as ambitions of the managers who want to create new service or to simply update the previous service with the technology that are invented every day (Damanpour et al, 2009). It is due to this that the local government looks to use innovation that gives them a relative advantage in terms of sustainability, appropriateness, tradability, accuracy which makes it possible to use as well as observation which means makes it possible to observe the service (Van Gobel et al, 2015). However if an organization wants to implement innovation in the public services, it is very important that the organization as well as the public service directors to have abilities, inspiration as well as chances in order to innovate and provide the innovation service to the public user (Hartley, 2005). This proves that meeting the expectations of the user as well as creating innovative ideas are some of the worthy tools that can be used in order to keep the public satisfied with what they want (Stewart & Kastelle, 2015).

Overall, innovation helps to motivate the organization in order to develop their organizations that comes parallel with the technology that is being used in the same generation. This means using an easy developed service with the best technology that exists which makes it easier to understand as well as be more efficient when the user wants to make use of it (Stewart & Kastelle, 2015).

There is a positive relationship when it comes to innovation and cultural diversity. If for instance, an organization has cultural barriers, then the organization will not benefit from innovation ideas that other cultures will provide. These innovation ideas that come from different cultures can provide beneficial to not only the organization but also when it comes to the public. Most of the times, the organization also makes use of two or more

ideas and combines them together to form one innovation. These will not only help solve many problems but it will also help meet the demands of the public.

2.2.2 Innovation impacts

The term innovation impact refers to a broad and multidimensional concept. Therefore, it is very important to define what is meant by the term innovative impact especially when it comes to R&D projects. In the present, the concept of innovation can be described as consisting of two dimensions which are:

- Commercial exploitation outputs, which refers to concrete or commercialized results. Example of these include a new product, service or technology which represents the final product of the project.
- Technical knowledge creation, this refers to the immediate outcome of the innovation and the other variables of interest in the study. This is mostly concerned by participating in the research activities of the project.

The knowledge of the project can be obtained through the outcomes of the project which can help in the development or the improvement of the project by making use of tools and techniques, through simulations and models as well as applying the concepts of R&D. If for instance the innovation idea did not meet the requirement of the project, it does not mean the project has failed. The value of the innovation lies in the organization developing its capacity for the advancement of its knowledge base, followed by experience and additional skills that were obtained in order to do the innovation. Technical knowledge can be considered as the most rampant knowledge when it comes to R&D projects. Overall, process or product innovation along with technical knowledge together constitute what is referred to as project success (Costas Constantopoulos, Yiannis Spanos, Gregory Prastacos, Nicholas S. Vonortas).

2.2.3 Characteristics of the Successful Innovation Projects in the Public Services

The usage of innovation in the public services usually consists of two stages as well as a way in which the features of a successful innovative project can be measured (Walker, 2003). The first stage is to motivate the organization in order to make an action by using

the resources that are made available to them with the assurance that innovation can be implemented in the public services. The next stage is the development of the innovation in which the organization aims to create the innovative idea into something that is tangible. However, there has been cases in which a success initiative of an innovation project helped an organization to be more successful in other types of innovative service projects. Hartley (2005) argues that innovation is not always considered to be a new idea but it is a practice used by organizations in order to a successful innovation service which can be used by the public users.

Furthermore when it comes to success innovative projects, there are various features as well as concepts that needed to be done in order to achieve success in the public sector. Success innovation adoption refers to the use of new technology in order to achieve the satisfaction of the public. One way to this is by changing the system already exists or by developing the system that already exists by using the latest technology that is available right now. A success innovation adoption is achieved when the organization is able to meet the demands of the public users in terms of better services as well as higher quality services (Damanpour at el, 2009). Overall, a successful innovation is one in which an innovation idea is considered by an organization and is then used to either improve or develop a service which can be used by individual users as well as community or groups (Tether, 2003). Majority if the successful innovative features come from adjusting the old system and developing it into a new system.

2.2.4 Measures for innovation:

By observing the performance of organizations based on innovations and the impact of innovation on the long term success of an organization, West and Anderson (1996), have come up with fundamental measures which can be used in order to measure the success of an organization:

- By focusing on determining the measurement based on managementions and the impact of innovation on the long term
- By enhancing a proper climate that is needed for innovation in order to encourage new ideas and techniques that will lead to higher performance in the organization.

- The amount of practical support which is provided to the team by the organization in order to implement new innovative ideas.
- Publishing feedback in which the organization will be able adhere to changes, be productive as well as efficient based on the feedback provided to them by the employees as well as by the customers.
- How quickly the organization is learning as well as developing – these will include innovative accounting which is a Lean Startup concept that is used to evaluate how fast the employees are learning as a measure of progress which will lean towards organization valuable result.

By following these procedures, an organization will be able to monitor how well it is performing in terms of innovation implementation as well as how efficient the project is going. This will not only provide fewer project lapses, but it will also have fewer project lapses along with positive impact once the innovation has been implemented.

Denison (1996) researched about the climate of innovation and the impact that it had on the creativeness of the employees in a cultural diversity organization. An assessment was taken from the people and in this assessment, the employees were questioned based on the attitudes of their other employees, characteristics as well as their behaviors. The main reason behind such an assessment was to rate and aggregate the values which were done in measuring the climate of the innovation based on practices, history and many other factors related to cultural diversity. By doing this, the organization will be able to give more focus on the employee in order to increase the innovation (Denison 1996).

The measures of innovation that will be looked into and analyzed based on the response of the interviewees are:

- Different innovational ways are considered in the work that is performed?
- Innovation knowledge has been updated along with different ways to implement it in the work?
- Old methods are still considered or not?
- Different methods of problem solving are used?

- Are the employees encouraged to use new methods and conduct researched for better performance?
- Does the organization give rewards for innovation ideas?
- Are the employees supported by the higher management?
- Are the innovation ideas implemented?

2.3 Introduction to project success factors:

Examination that was conducted on various studies aims at finding those levers in which an organization can make use of in order to complete the outcomes of a project and make it a success (Westerveld, 2003). Project success factors represent the variables that affect the abilities of an organization as well as of a management in order to achieve a project successfully. These variables represent the highest possible effects in terms of not only success but also of failure when it comes to innovative projects (Van der Panne et al., 2003). However, there are different researches that determine critical success and failure factors and focus more on different methods that have been implemented in order to achieve a successful project. Some of these factors are: leadership, knowledge management, open communication, top management support, empowerment and rewards.

2.3.1 Leadership:

Leadership plays a very crucial role when it comes to business as well as society. Leadership can be defined in different ways. There have been different scholars and individuals who have defined leadership based on the concept that they understood what role leaders play in an organization. Leadership has been defined in different ways by authors (Stogdill, 1974). Based on Chemers (1997), leadership is the process in which an individual influences a group of people to achieve a certain task. Furthermore, the role of the followers also play a significant role when it comes to defining leadership.

Inkson and Clinton (2004) believe that when it comes to management in the UAE, the first factor is how to manage diversity. They suggested that the style of the leadership should

be able to adjust to different situations. Furthermore, they have even said that cultural diversity is one of the main factors when it comes to leadership factors in the UAE. In order to manage a cultural diversity team in the public sector, it is very important to have a good cultural intelligence. Based on their saying, it is believed that the leadership style in the United Arab Emirates is highly based on culture as well as religion. They believe that Islam has played a significant role when it comes to team work in the United Arab Emirates.

When it comes to working as a team, leaders can use various leadership styles in order to get the work done. In some cases, a leader can also use more than one leadership styles based on the situation that he/she encounters. According to Burns (1978), the most applicable styles of leadership in the modern management is the transactional and the transformational styles. He has also developed different theories in order to provide an explanation about the two different leadership styles. When it comes to translational theory of leadership, he believes that bot the leader as well as the followers use an invisible contract in order to not face any problems in the relationship while they are working as a team. Furthermore, the leader also aims at exchanging something of value with the followers. This something of value can be a reward in order to motivate the employees. According to Burns (1978), some of the factors which can motivate the employees are rewards, promises and praises. On the other hand, if the work is not done by the subordinates properly, then they will be facing consequences which can be disciplinary actions or some sort of punishment.

2.3.2 Knowledge Management:

Gray (2001) mentions that there is a knowledge management when it comes to organization environment referred to as collective programming of the mind. This is used to generate not only more knowledge but also more experience when a group of people are involved in different projects. This means that knowledge management variables play a vital role when it comes to enhancing the learning mechanism of the project team. Furthermore, this increases the probability chances of a successful innovative project.

The adoption of innovation especially in the public sector help to by using a culture diversity group of people help to add more valuable innovation project to the organization.

The organization should also provide the team with capabilities as well as knowledge in order to outperform the other organizations who are aiming at developing innovative projects for the public (Damanpour et al, 2009). Cohen and Levinthal (1990) also argue that organizations play an important role when they provide the team with more knowledge. In this way, the team members can enhance their previous project knowledge skills. Furthermore, by sharing previous project knowledge between the teams help the team to tackle previous issues in a different way rather than finding other issues with the previous issues and collecting knowledge of it (Fong and Kwok, 2009).

On the other hand, organization resistance may cause the project team to suffer (Van der Panne et al, 2003). This means that in certain cases, the organization does not involve the project team experts to take part in the innovative projects. This effects the innovative project because the project team will not be able to gain more experience than they have in the project they are doing. An example of such a case is for instance if the IT project team are involved in an innovative project, the project might fail or might not meet the expectations of the public. The reason for this is that the previous innovative knowledge that the innovation team would have does not exist with the IT team, hence the project might fail or might not fulfill the expectations of the public. On the other hand, when the experts are handling the project, they share their previous knowledge of the project with the team and in this way, the organization is able to fulfill the demands of the end users without any difficulties.

Overall, having a cultural diverse team is a leverage to the organization. This is because the cultural diverse team add valuable innovation project to the portfolio of the organization (Detert et al, 2000). Furthermore, for the organization to ensure that their projects are done within the submission dates, they need to motivate their team to obtain more knowledge as well as more understanding about the project that they are involved in. furthermore, in order to develop knowledge management in projects, it is very important that there is open communication within the project environment because the sharing of knowledge between the team members is done through communication (Lee et al, 2016).

2.3.3 Open Communication:

Open communication is considered to be one of the most important information system in every successful project. The reason behind this is that every project has theoretical underpinnings for project managers who not only learn but they also play a part in improving the communication skills through the environment of the organization project (Gillard & Johansen, 2004). Open communication can motivate as well as deter the team members involved in the project to participate in the project and thus, increasing the success rate of the project (Gillard & Johansen, 2004). In the research that was done by Pinto & Pinto (1990), it was found that high cooperation team differed from low cooperation team in the sense that high cooperation team used different communication skills to communicate with each other. Some of these are phone calls, electronic mails, conversations and text messages etc. in this way, cooperation is considered to be high when team members use more informal approaches in order to communicate with each other.

However, there will only be a successful open communication only when the organization provides a theoretical structure to the project managers. These project managers then spend a large percentage of his/her time in communication activities. The reason for this communication activities is to provide a communication channel in which team members can communicate with each other and the other parties (Gillard & Johansen, 2004). Information Resource Manager (IRPM) plays an important role in the success of a project. The reason for this is that it is his/her job to communicate with several parties who are in charge of the project (Gillard & Johansen, 2004). Furthermore, IRPM also communicate with the end users in order to get a clear knowledge of the demands of the end users. IRPM also interacts with the functional manager in order to understand the objective of the project. Apart from this, it is also the job of the IRPM to interact with the program department manager as well as the senior level management. After all, it is the IRPM who is fully responsible for the project success. Apart from these, the IRPM also communicates with vendors, contractors and other agencies who are involved in different aspects of the project. Furthermore, open communication ensures that all the parties involved in the project are doing their job as per the demand of the public (Gillard &

Johansen, 2004). Open communication between the different parties also increases the quality of the project (Abetti, 2000).

However, there are cases where some project partners do not accept open communication with IRPM because they do not have self-confidence as well as prefer to hide behind defensive barriers. Some of these cases include managers who do not accept any criticism from the IRPM and hence do not share information. This will lead to personal critiques. It is these managers that contribute to the failing of a project (Buchholz, 2001).

2.3.4 Top Management Support:

Based on the study done by Page (1993), it was found that one quarter of all innovators are qualified top management. The innovators encourage innovative projects and find that it is very important to be done for the success of an organization. This means that the top management enable the project to meet the demand of the end user. The projects also serve as a driving force in which initiatives as well as efforts have been put in order to meet the demand of the people (Van der Painne et al, 2003). When it comes to the study that was conducted by West and Anderson (1996), it was observed that the top management plays an important role in the probability of success as well as the probability of failure of a project. The top management also play an important role in providing the project manager with information so that they understand the aims as well as the objectives of the project (Belassi & Turkel 1996). For instance, the top management supports the functional manager whose job is to to guide the team and to make sure that the innovative project objective is the same as the overall strategy of the organization (Belassi & Tukel 1996).

It is the job of the top management to provide theoretical motivation foundation related to innovation in the public sector and increase the probability of success rate when it comes to innovative projects. The function of the theoretical foundation is to assist the team members doing the project in understanding what effects innovation will have on the service of the organization as well as their activities (Fairbank at el, 2003). Furthermore, based on the Fairbank et al (2003) theory, it is the project team member who are responsible for contributing to the success of the project while the top management makes sure that the team members are successful in delivering the outcome.

However, there is an argument in previous research that there is a probable impact on innovative project that is done by the top management (West & Anderson, 1996). This means that the top management encourage the project team members to think of different skills as well as different approaches in order to promote the success of the project. Furthermore, top management support the idea of team satisfaction. They believe that if a team is satisfied, they will be further motivated in order to ensure that the project is a success.

2.3.5 Empowerment:

Throughout the last decade, the concept of empowerment has become a trend. Jay and Rabindra (1988) have defined empowerment as the "motivational concept of self-efficacy". On the other hand, Kenneth and Betty (1990) have also defined it as "increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: meaning, competence, self-determination and impact".

On the other hand, it is an extremely difficult task for empowerment to be described without involving human capacity in the organization. In this way, organizations have to invest in human power to achieve success at the end of the day. Furthermore, employees should not only have the right to fulfill their task but also to have enough opportunity to excel in what they do and also to master what they do.

Gretchen (1995) believes that employees in an organization should have access to information, visions, strategic priorities as well as materials in order to increase their own experience in not only deploying empowerment but also in applying proper empowerment program. Furthermore, empowerment can not only increase the productivity of the staff in terms of experience but it can also enable the other team members to gain knowledge from each other which can help them further develop both their skills and their knowledge. It can also improve the relationship that exists between the subordinates and the managers (Scott et al, 2004). However, by practicing empowerment organizations will be providing authority to the employees so that for instance if the leader is absent, they can carry on with their duties and are fully authorized to handle their job themselves and take immediate actions when spot on decisions are needed during their time of work (Mushin and Joon, 2001).

Many of the team leaders are hesitant to practice empowerment. The reason behind this is that they believe that by providing authority to the employees, they will be losing. As a matter of fact, this is wrong because by practicing empowerment, the power of the leader will be shared. However, what they don't realize is that by practicing empowerment their decision making skills be enhanced because instead on only one person deciding, a group of people will be deciding if the decision is right or wrong. This will enhance the decision making procedure as the best decision is picked out of the lot and will help the team member to perform out of their performance boundary (Bradley et al, 2004). Through this, the organization shows their trust and respect they have to their employees. By empowering employees, organization authorize their employees to take part in the decision making process and take the necessary action based on their assumption. Cengiz and Ercan (2008) believe that empowerment and employee's involvement in decision making have a positive relationship with the effectiveness of the culture.

Empowering followers is one of the main characteristics that distinguishes one leader from another. Based on Gilad (2003) observation, it was found that transactional leadership is positively related to the empowerment of the employees. Furthermore, transactional leadership often influence the behavior of their followers by improving the capacity of the employees, delegating their responsibilities as well as encouraging their followers to come up with creative ideas (Taly et al, 2002). In an organization, empowerment not only provides real benefits, but it can also include the satisfaction of the employee, the employee being more committed to the organization, better decision making as well as more room for innovation (Gary and Wendy, 2006). Furthermore, by involving both the employees and the management, this will enhance the organization and will help in the establishment of an empowered culture in the organization. Jeff and Kleiner (1995) also stated that one way to embed the concept of empowerment in an organization is by constructing self-managed teams. However, in order to use the concept of empowerment in an organization, it is of great importance that the employees have not only the appropriate information, but they should also have the appropriate abilities in order to make decisions that have been put forward by the organization in which they are employed in. the employees should priorities their activities depending based on the

strategy that would lead them to independently target the goals of the organization (Margaret, 1997).

2.3.6 Rewards:

One of the ways which has a positive effect on the cooperation between the team members is the compensation system (Wei et al, 2007). The employees who put extra effort in achieving their target as well as maintain their quality of the work are more likely to be appreciated for their performance by their organization.

By giving rewards, the employee is not the only one who benefits. The organization will also benefit by giving rewards. By giving rewards, the employee will not only be motivated, but he/she will also be encouraged to take part in the projects of the organization and be more interested in sharing his/her opinion in order to tackle problems. On the other hand, the organization can benefit from giving rewards by reducing turnover rate as well as making the employees turn more loyal towards the organization. Furthermore, the organization also benefits from the employees motivation because it will increase the productivity of the organization and will also further enhance the quality and services that the organization provides. However, Teresa (1998) believes that employees consider themselves to be controlled by the organization when the organization offers them cash rewards. Furthermore, this author also believes that by providing rewards to the employees, this can also have a negative impact on the organization because the rewards that the employees get might not be sufficient for the effort that he/she has put in.

On the other hand, Edward (1988) believes that by providing the employees with incentives encourages them to participate more individually. Ron (1998) believes that organization can also influence the behavior of the employees by praising them as well as providing rewards which can be more of a support system for the employees. Furthermore, Jeffrey and John (1987) state that the organization cultural values have an impact on not only the reward but also on human resources strategy as well as promotion. Susan and Ellen (2008) state that through innovating thinking and practices which is a result of reward system, the organization innovation can be highly increased. Based on the study provided by Philip et al (1990), it was found that rewards play a positive impact

on the satisfaction of the team members not only in terms of positive feedback, but also by complimenting them and special recognitions.

Based on John (1992), there are some organizations that value team work culture as well as respect the achievements of the individuals, due to which these organizations have a long term commitment when it comes to their employees. These include both the high performers as well as the weak performers. On the other hand, there are other organizations that provide rewards based on individuals accomplishing a task. By doing so, they do not provide the employee with a long-term commitment contract which will most probably lose the loyalty of the employee. Based on this, the author assumes that the organization will keep the high performance employee while the weaker performance employee would leave the organization.

Kathryn and Abhishek (2002) state that rewards could be anything in the form of bonuses, dinner gift certificates or as a matter of fact it could be a public recognition or a praise and it might have nothing to do with money. According to these authors, the reward system has been used by the organization so that the employees will share their knowledge with the other employees. In this way, sharing knowledge between the team members can be used as a criteria when the organization wants to evaluate them on their performances over a certain period of time. Furthermore, it is in the hands of the leader to evaluate how much each individual or a team has contributed in sharing their knowledge and based on that, recommend the reward that should be obtained by the team or each individual. Bianca et al (2003) argues that in order to maintain the cohesiveness, trust and support in the organization, it is very important that each team member receives equal rewards so that there will be no enmity between the team members. The summary of the underpinning theoretical background of the factors established for this study are is in table 1.

Table 1: Theoretical background of the factors

Factors	Research Reference										
	Burns (1978)	Davis (1984)	Taro et al. (2006)	Javier et al. (2005)	Huw et al (2000)	Delo et al. (2010)	Crawford (2000)	Belassi & Tukel (1996)	Lee-Kelly et al. (2003)	Annick and Marc (2009)	Philip et al (1990)
Leadership											
• Project manager needs to be of a leadership style.	Y	Y									Y
• Leadership style creates the climate that is needed for innovation.		Y									
• Needs to encourage team members towards achieving project success.					Y					Y	
• Proper knowledge as well as skills and personal attributes are required for the project to be successful.	Y	Y									
• Proper management of time and budget in order to complete the project successfully.					Y					Y	
Knowledge Management											
• Using all the resources in the organization such as employees and organizing meetings with them to know their opinion.	Y		Y		Y						
• Encouraging the employees to learn and improvise their work.						Y	Y	Y	Y		
• Be familiar with the knowledge as well as the expertise that is there in the team.								Y	Y		
• Providing an ideal climate for innovation to take place.	Y	Y									

Open Communication											
• It is important to communicate with the public to know their demands.				Y			Y				Y
• Communication with outside contractors				Y			Y				
• Communication with the project parties to ensure that the project is heading towards the plan.			Y				Y				Y
Top Management Support											
• The support from the top management influences not only the team members but also the project success rate.								Y			
• It is important to measure and evaluate the innovation.								Y			
• Providing a climate for the employees to give suggestions and provide feedback.					Y	Y					
• Provide motivation to the team in order to push them towards more innovation.		Y								Y	
Empowerment											
• It is very important that high attention is given to physical empowerment										Y	Y
• Provide supportive culture in order to increase the contribution					Y		Y				
• Employees should have access to information of the organization.			Y			Y	Y				
Rewards											
• Motivates team members											Y
• Provides feedback									Y		Y
• More commitment to the organization						Y					Y
Cultural Diversity											

|	1	2	3	4	5	6	7	8	9	10	11	12	13
A) Leader:													
• The group (organization, employees, teams) share the same goals.						Y				Y			
• The task get done effectively and productively						Y		Y					
• More innovative ideas are made					Y	Y							
B) Employees :													
• All employees are treated the same no matter from which culture they come from			Y								Y		
• Employees help each other when a problem arises	Y												Y
• Employees are friends with each other	Y							Y					
• Employees adapt to other cultures	Y									Y			

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Chapter 3: Conceptual Framework
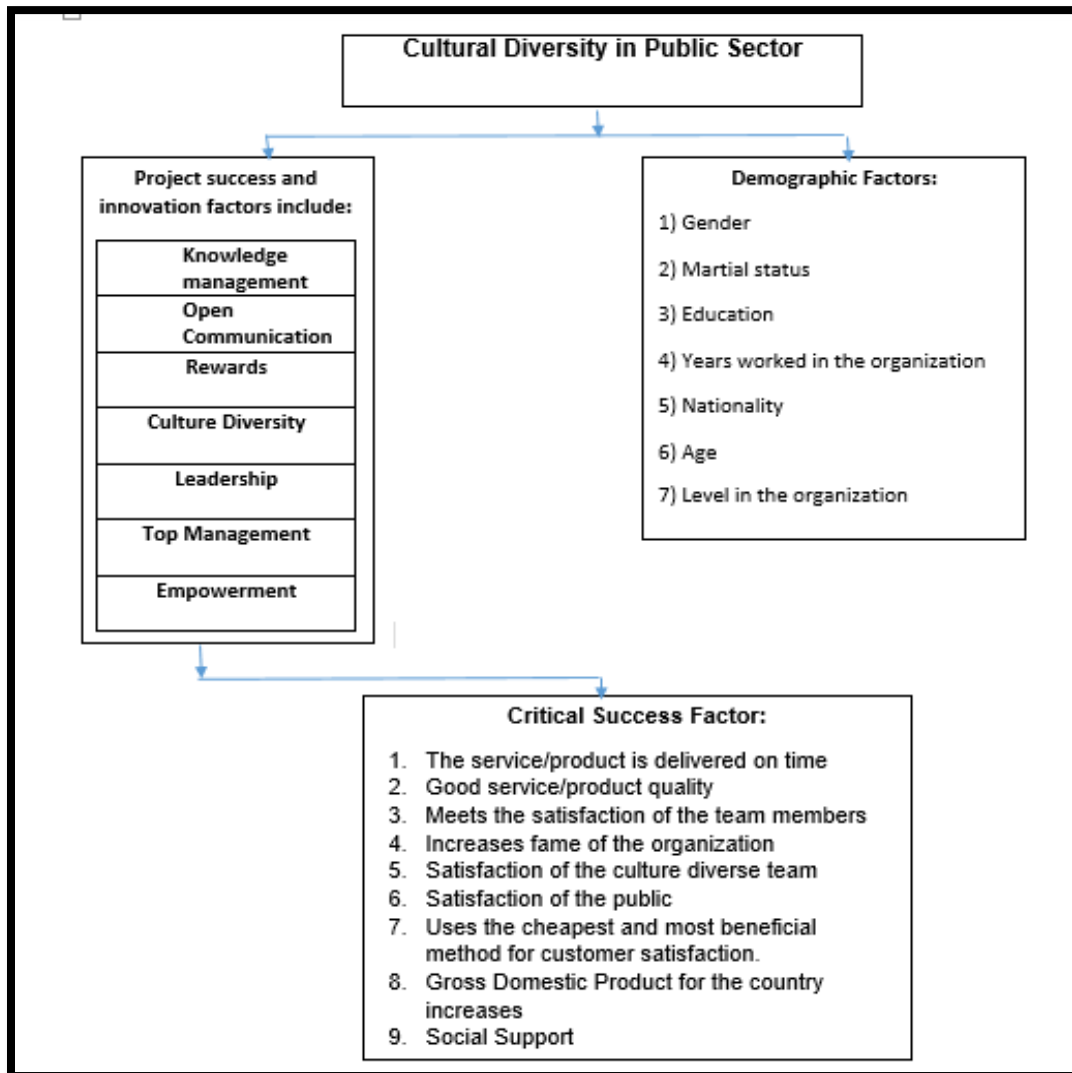
Figure 1: The conceptual framework of the factors will have a positive impact on team performance as well as innovation

In this chapter, the research that is done on the impact of cultural diversity in the United Arab Emirates public sector will be explained. This research will be based on the team and their performance, innovation as well as management with regard to the Public Transport in Dubai (UAE). The relationship between cultural diversity impacts on team performance as well the impact of cultural diversity on innovation was discussed in the literature review section. Many of the studies that were conducted had different views

when it came to cultural diversity and relationships and what was the best way in order to have control over the impact it has on teams, managements as well as innovation. Through this report, a research will be done based on the impact of cultural diversity in the Public Transport.

In order to conduct this research, qualitative research method is considered to be the most appropriate instead of quantitative method of approach. Quantitative tool will provide facts based on data that is generated by making use of questionnaires or surveys. Quantitative method of approach can grasp the behavior of the people regarding a certain topic with greater number of samples. On the hand, qualitative method of approach is based on the perception and views of the people that are obtained through interviews. When it comes to qualitative type of research, the key is to understand what the meaning of the list is which is used to determine how it has been organized, managed and used by the people (Pope and Mays, 1993).

The impact of culture diversity on performance can be measured by considering the team input, how effective the team was as well as the value-added. By using these values, one can know the how well the team has performed which can lead to the success of the organization.

Furthermore, the impact of culture diversity on innovation can be assessed by factors which involve finance, values and market share. However, innovation can also be assessed based on not just the amount of service sales but also based on the feedback of the customer.

The main goal behind the conceptual framework is to find the missing gap that exists on how cultural diversity has an impact on performance and innovation in the public sector in Dubai. Therefore, a research methodology will be used which will answer the research questions.

Accordingly, it has been found that each of these factors will have a positive impact on team performance as well as innovation. Therefore, a conceptual framework has been developed as shown in figure 1. However, the main research hypothesis will be as shown below:

Ha1: There is a relation between Leadership and team performance and innovation

Ha2: There is a relation between open communication and team performance and innovation

Ha3: There is a relation between management and team performance and innovation

Ha4: There is a relation between empowerment and team performance and innovation

Ha5: There is a relation between rewards and team performance and innovation

Ha6: There is a relation between cultural diversity and team performance and innovation

Chapter 4: Research Methods

The purpose of this study is to find how cultural diversity has an effect on project success as well as innovation in the Public sector. For this type of research, a quantitative method of approach was chosen for the systematic evaluation of project success based on the factors that have been provided in the literature review. The interpretative nature of the quantitative method was able to describe as well as to verify the effect of each factor that has on project success. Furthermore, quantitative method of approach also supports as well as highlights some of the practices as well as the viewpoints of using innovation in the public sector.

By adopting the quantitative method of approach, the data generated is from surveys and questionnaires that have been provided to the employees. Quantitative method of approach will be based on the views of the people and the perceptions which is generated based on the questionnaires. Furthermore, quantitative technique will be much more reliable as compared to qualitative because it will be based on hypothesis as well as the total response that is received from the employees.

4.1 Research Procedure and Process:

The participants of the questionnaire will be based on employees that are working for a Public Transport Organization. The Public Transport commenced operations in November 2003.From the start, the public transport provided high quality in terms of services for its users and made sure that they had a good experience. The organization is responsible for traffic projects as well as executing projects of the ways in which people can travel in the country.

From the very beginning, the organization aimed to have a good relationship with the people using their services. This helped the organization to become the leader in the transport industry. In order to achieve this, it is very important that the organization recruited employees based on their qualities. The reason behind this was to ensure that they kept up to the standard level. The current number of employees is considered to be 70.

4.2 Question Design:

The questionnaire will contain a total of 32 questions that are based on the following variables:

- Demographic: The first 7 questions will be related to the demographic data; the employee's gender, marital status, age, education, duration in the organization as well as the nationality. This is represented in Part A of the questionnaire as shown in the Appendix. The response of the employees will be analyzed based on the bar graph as well as pie chart.

- Leadership: The leadership table will consist of 5 questions. In this table, information regarding the styles of the leader, the climate that is created by the leader in order to practice innovation, is the leader encouraging the employees etc will be gained. This is shown in Part B of the question as shown in the Appendix.

- Knowledge Management: This section will contain 4 questions. In this section, questions relating to the whether all the resources of the organization is being used, employees are encouraged to learn as well as improve their work, do the employees have the knowledge of the task they are doing as well as is there the necessary climate for innovation provided to the employees in order to their job. Furthermore, this section will also contain ratings 1 to 4 with 1 being strongly disagree and 4 being the strongly agree.

- Open Communication: This section will contain 3 questions in which information regarding communication between the employees will be assessed. Furthermore, information regarding interaction of the employees with their group leaders will also be assed.

- Top Management Support: This section will contain five questions. Questions will be based on how the participants are supported by the top management, is it important to measure and evaluate the innovation, does the climate of innovation provided by the top management influence the employment in giving suggestions and feedback as well as does the top management motivate the employees.

- Empowerment: This section of the questionnaire will contain 3 questions. These questions will be regarding the importance of physical empowerment as well as

whether supportive culture is important in order to increase the efficiency of the organization and whether the employees should have access to information of the organization.

- Rewards: This section will be based on one of the ways in which the employees can be motivated. It will test whether by giving rewards the employees will be motivated more or whether they give more feedback as well as if they become more committed to the organization if they receive rewards.

- Cultural Diversity: This section will consist of two parts. The first part will be for the leaders and the second part will be based on the response of the employees. Under the leader section, questions such as whether the group under the leader share the same goal as the organization as well as if the task is done effectively and productively or whether if they think cultural diversity innovates more ideas. On the other hand, in the employees section, they will be questioned whether they are treated the same way no matter from which culture they come, whether they help each other etc.

4.3 Sampling:

The questionnaire was distributed electronically and it was made mandatory that all the employees working in the organization to take part in it. The questionnaire aimed to collect 70 respondents views on the questionnaire and all 70 were collected in the end. Based on the answers of the questionnaire, the following information were obtained based on Part A of the questionnaire. In the next section, the findings of the research will be explained in detail.

Chapter 5: Findings and Discussion

5.1 Demographic

5.1.1 Marital Status

Figure 2 shows the percentage of the sample distribution based on the demographic factor. By looking at the pie chart i.e Figure 2, it could be found that 43% of the total employees who took part in the questionnaire were single which is denoted by the orange color in the pie. On the other hand, the blue color part of the pie which represents 57% of the total employees that answered the questionnaire were "married"a Furthermore, the frequency of the people based on their marital status is shown in Figure 3. It was found that 40 of the total employees were at answered the questionnaire were noted by the orange color in the pie.
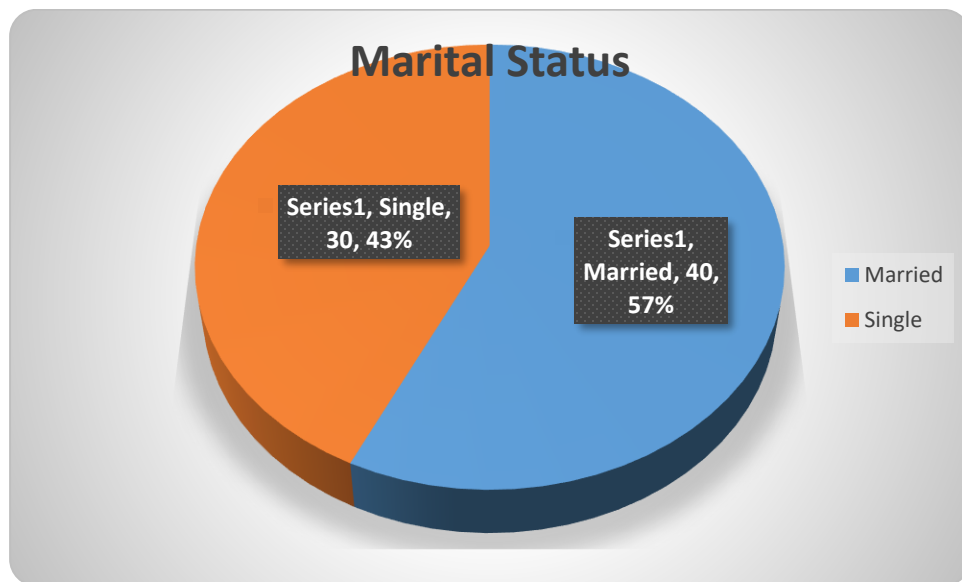

Marital Status

Series1, Single, 30, 43%

Series1, Married, 40, 57%

■ Married
■ Single

Figure 2: Pie Chart representing the employees who answered the questionnaire
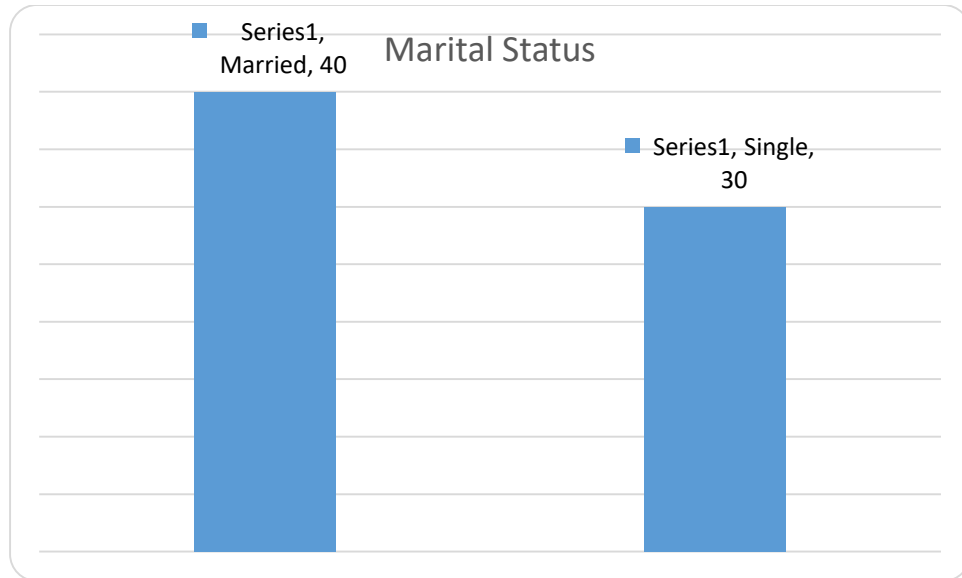
Figure 3: The marital status frequency of the employees who answered the questionnaire

5.1.2 Gender

Figure 4 shows the percentage distribution of the gender between the employees who have answered the questionnaire. Based on the pie chart, it was found that the percentage ratio of men is 53% while that of women is equal to 47%. On the other hand, the bar chart in Figure 5 show the frequency.
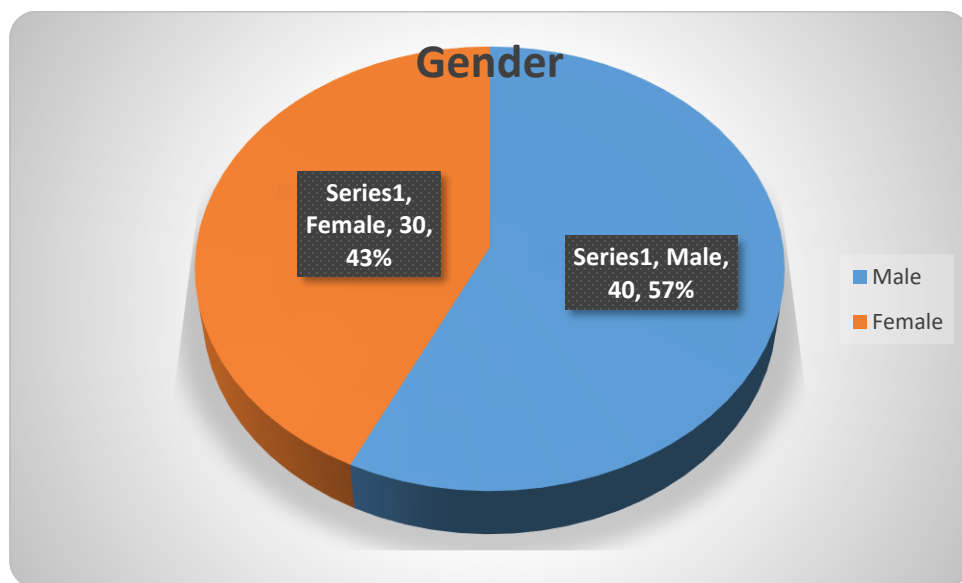

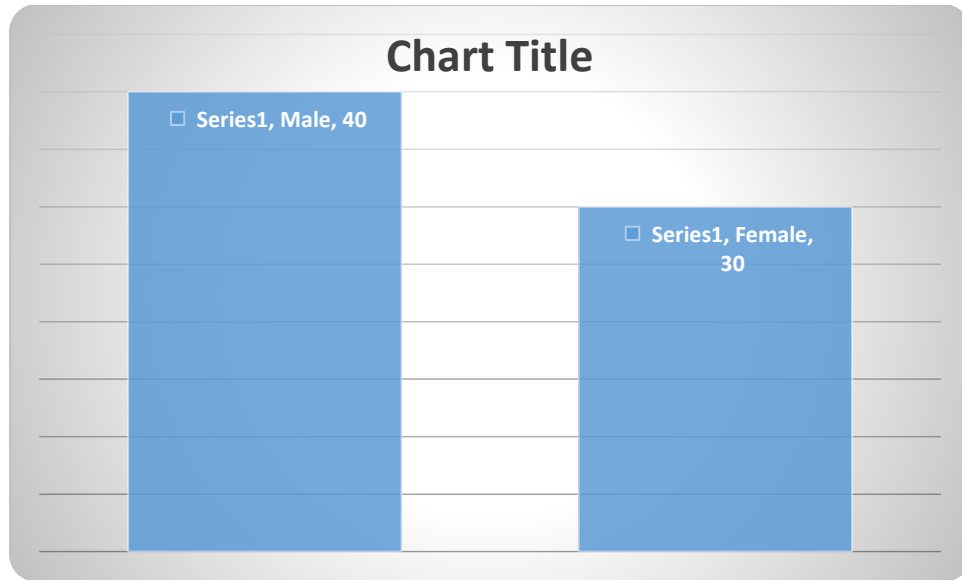**Fig 4: The gender distribution of the employees who have answered the questionnaire**

Chart Title

☐ Series1, Male, 40

☐ Series1, Female, 30

Fig 5: The frequency of the Male and Female distribution

5.1.3 Education

Figure 6 shows the education level of the employees that took part in the survey. Based on the information obtained from pie chart, it was found that the majority of the employees who took part in the questionnaire were" High School". 29% of the people had "Graduation Diploma" while "Masters and above" and "High Diploma" made 14% each of the total employees who took part in the questionnaire. Furthermore, the bar graph in Figure 7, shows the bar graph of each of the Education Level frequency in the organization. 30 people working in the organization are of "High School" Level, 10 people who have taken the questionnaire are of "High Diploma" level, 20 people who have answered the questionnaire belong to the "Graduate" level, while the remaining 10 people belong to the "Masters or above" level.
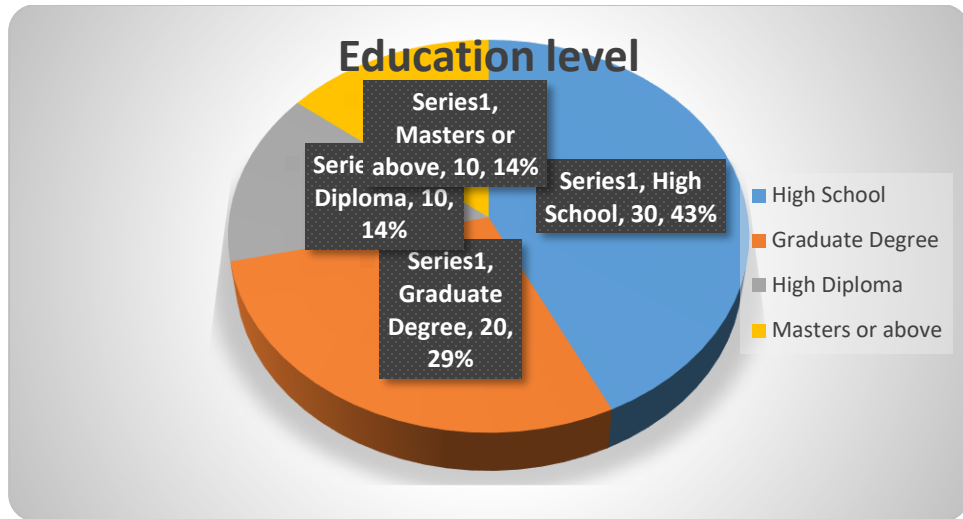
Figure 6: Pie Chart representing the percentage of the education level in the organization
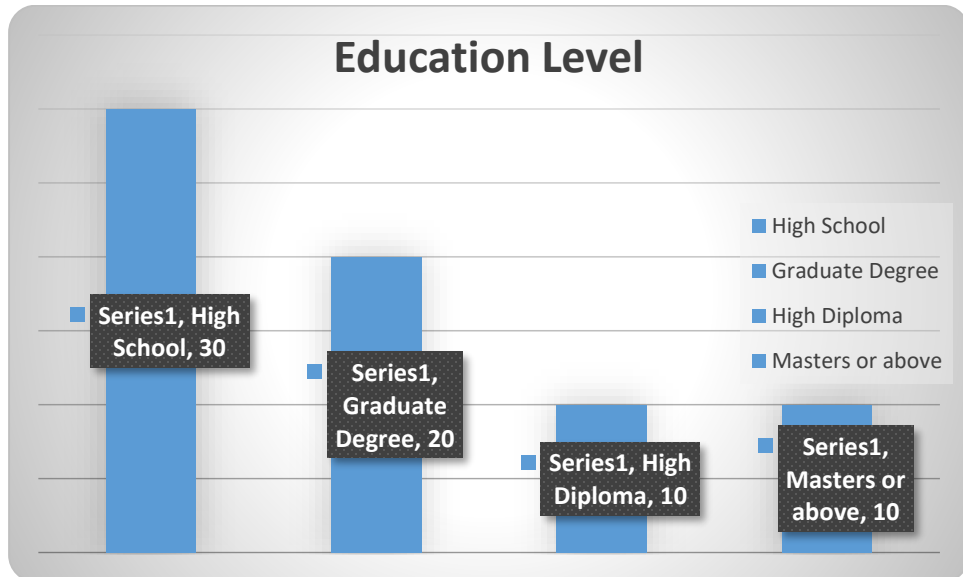

Figure 7: Bar graph represents the frequency of the Education Level in the organization

5.1.4 Age

Furthermore, the pie chart shown in Figure 8 displays the percentage of the employeeor age who have taken part in the questionnaire. Based on the data that can be obtained in the pie chart, it was found that 36% of the people who took the questionnaire were between 36-46 years old, 29% of them were less than 25 years old, 14% belonged to both between the ages of 25-35 as well as between the ages of 47-57 years of age. The

least age group of people who were involved in answering the questionnaire were "age group of people who were involved in answering the questio
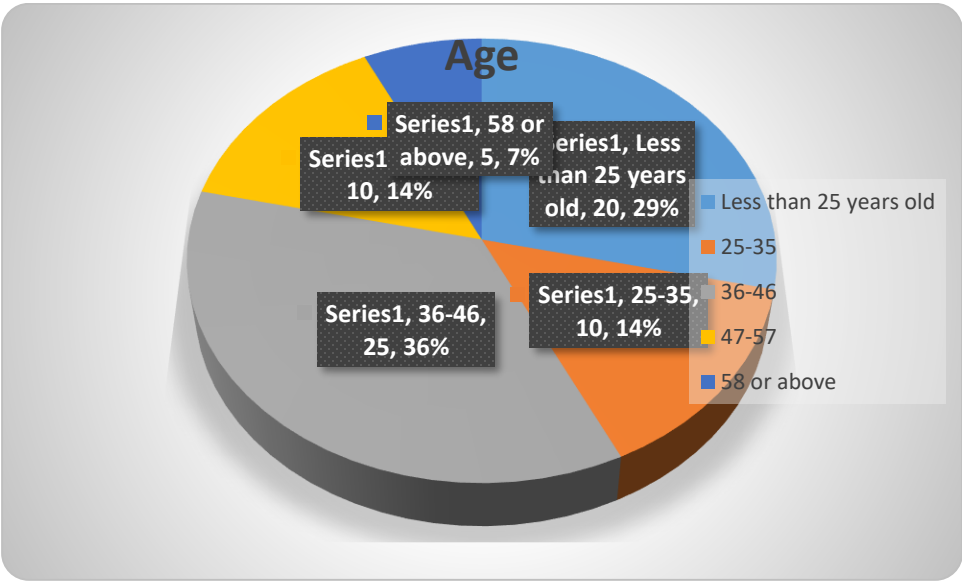

Fig 8: The percentage of the age group of the people who took part in the questionnaire
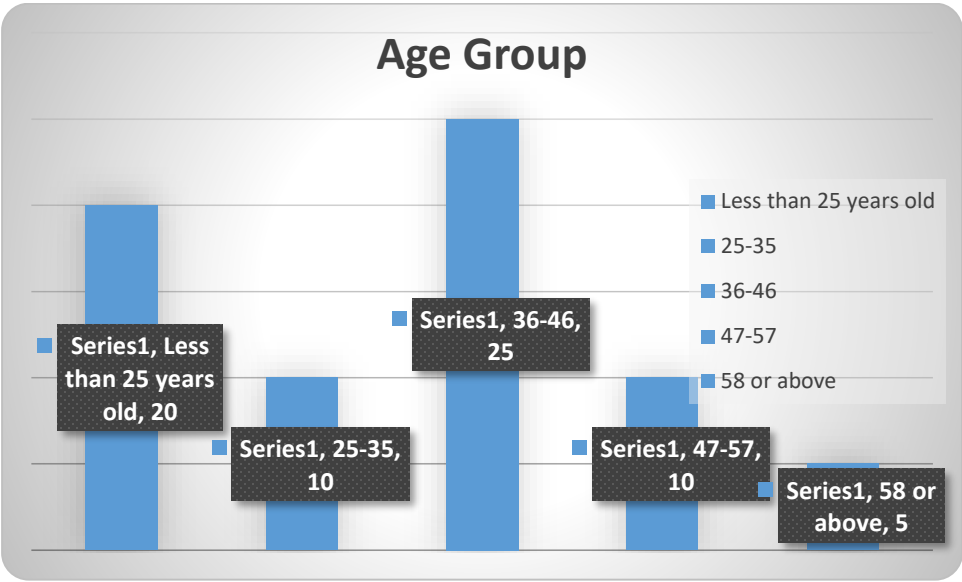

Figure 9: The frequency of the age group of the people

5.1.5 No of years worked in the organization

Figure 10 shows the pie chart that displays the number of years the employees have spent working in the organization. Based on information provided in the pie chart, it can be observed that 29% of the total employees who took the test worked in have been

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working in the organization for 21 years or above. The other 29% of the employees worked in the organization for 15-20 years. On the other, the number of employees who have been employed in the organization for "9-14 years", "2-8 years" and "One year or less" were all 14% each. On the other hand, the frequency of the number of people who have worked in the organization for different number of years have been displayed in the bar chart. Based on the information displayed in the bar chart, it can be found that the number of people who have worked in the organization for "21 years or above" as well as for "15-20 years" is equal to 20 each. The frequency of Employees who have worked in the organization for "9-14 years" is equal to 10. 10 people have also worked in the organization for "2-8 years" and the number of people who are working in the organization for "One year or less" is also equal to 10.
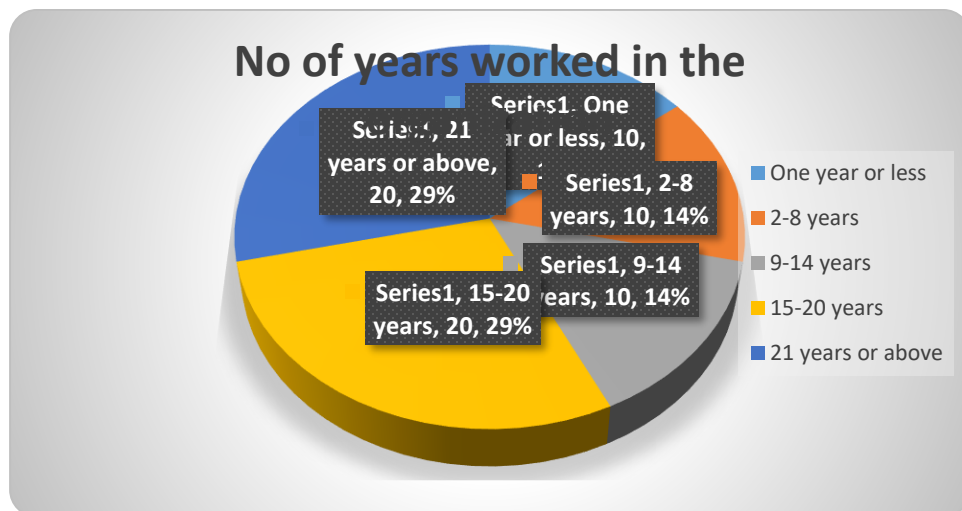

Fig 10: The percentage of duration of employees working in the organization
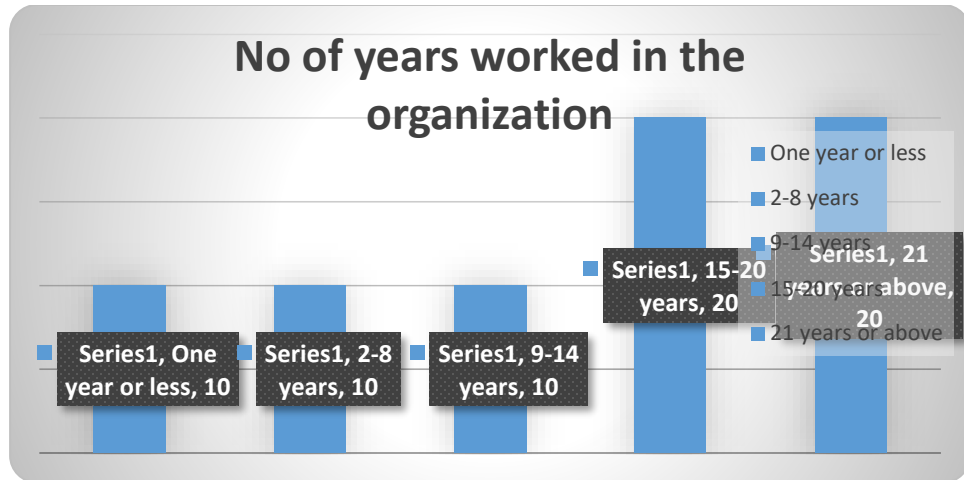
No of years worked in the organization

Legend:
- One year or less
- 2-8 years
- 9-14 years
- 15-20 years
- 21 years or above

Series1, One year or less, 10
Series1, 2-8 years, 10
Series1, 9-14 years, 10
Series1, 15-20 years, 20
Series1, 21 years or above, 20

Fig 11: The frequency of the employees who have worked in the organization for number of years

5.1.6 Job Status

Figure 12 shows the job status of the employees who answered the questionnaire. The job status is divided into three sections: Level one, Level two and Level three. Based on the pie chart, it was found that 29% of the employees were employed in Level 3. 28% of the employees who answered the questionnaire belong to Level one while the majority of the employees are employed in Level two and they make 43% of the total. Furthermore, based on the bar graph shown in Figure 12, there were 20 people belonging to Level one as well as 20 people belonging to level two of the total people who answered the questionnaire. The majority number of people which is 30 belong to level two of the job status.
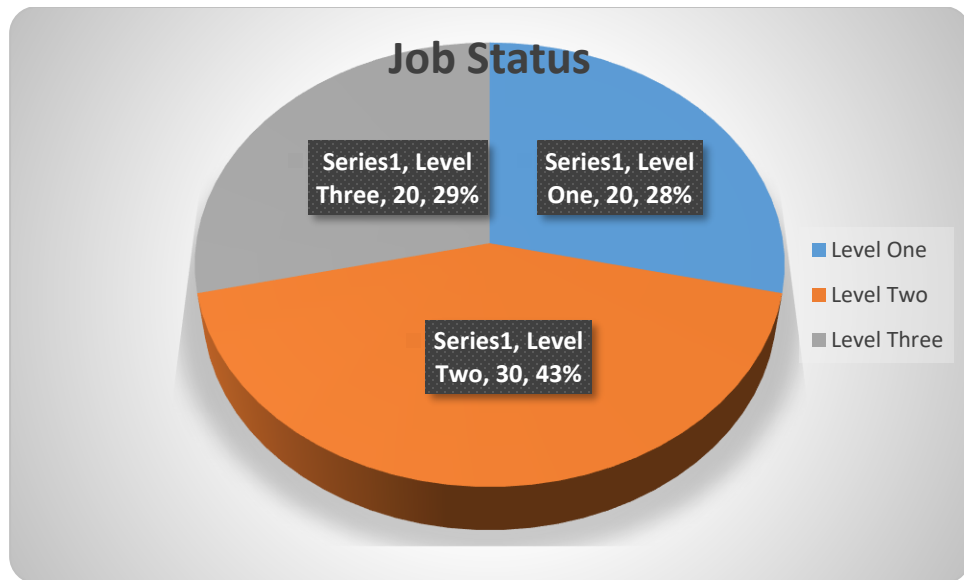
Figure 12: Job status percentage of the employees
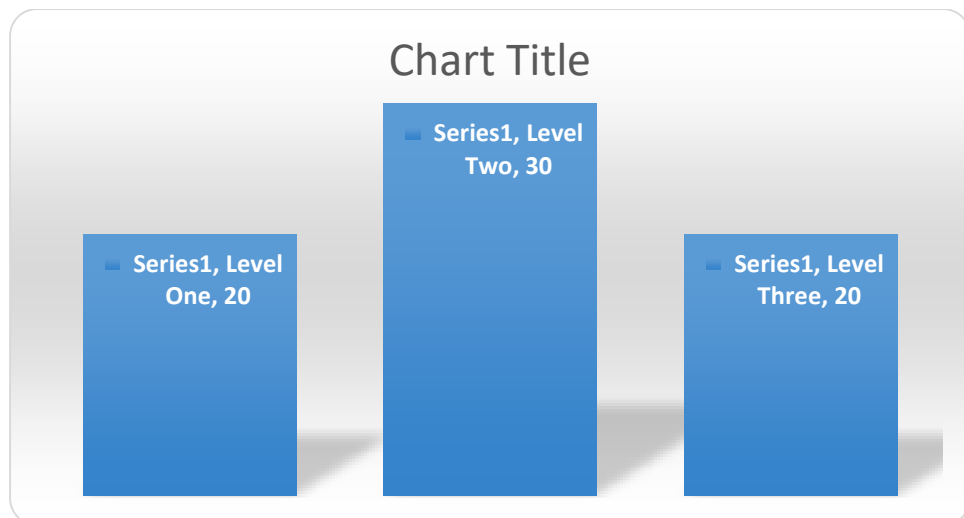
Figure 13: The Number of people working in each section of the organization

5.1.7 Nationality

Figure 14 shows the percentage of distribution in the nationality of the organization. Based on the pie chart, it can be found that 57% of the total employees who took part in the questionnaire were UAE Nationals while the rest 43% belong to Non UAE Nationals. Furthermore, by using the bar graph, the frequency of the UAE Nationality employees was found to be 40 while that of Non UAE Nationals is 30.
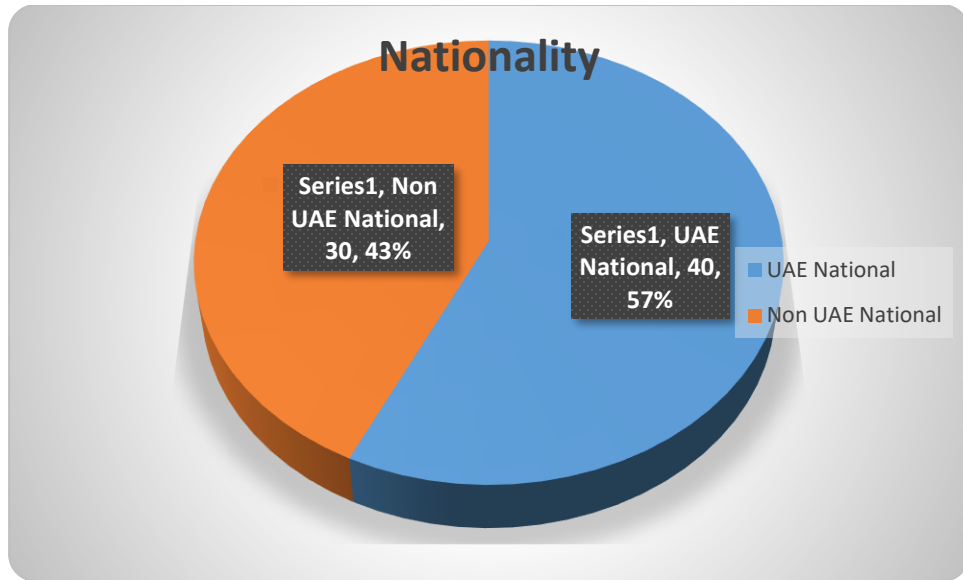
Figure 14: The pie chart shows the percentage of UAE and Non UAE Nationals
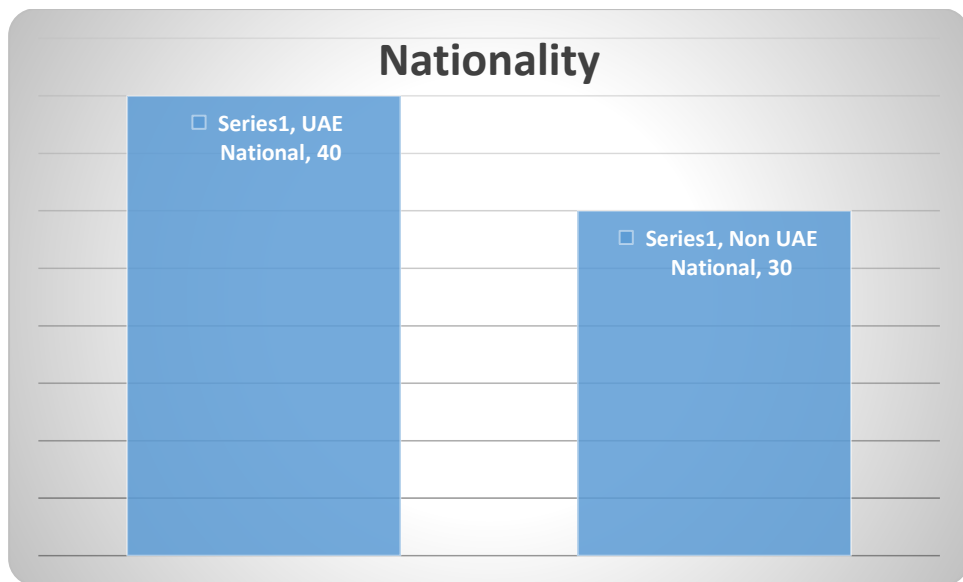
Figure 15: The bar graph shows

5.2 Leadership

Innovation thrives in an environment where the leadership believes strongly in empowering the workforce when it comes to research and is ready to adapt to the changed in order to achieve it. For innovation ideas to be implemented, it is of great importance that the leadership transforms his leadership skills from traditional ones to more of an empowerment one. By doing this, the leadership as well as the employees will

be able to communicate as if they are on the same level because both of them are of the same importance to the organization. This will greatly enhance the decision that the leader will take after participating and sharing it with the team. In some cases, the leader makes a decision which is the ideal solution to a problem but it is not the best solution to a problem. In this way, the team performance can play an important role in choosing the best solution to a problem and not just the ideal decision.

Furthermore, the leadership also plays an important role in managing the cultural diverse team he/she is working with. This is a very important task. The reason that this is an important task is because if there is any conflicts between his/her cultural diverse team, then the team won't function properly. If the team does not function properly then the whole project will be at a risk of failing. If the basic foundations are not strong, no matter how hard the upper level foundations are, the building is very likely to crumble. Same goes in the case of team work. It was also found that the leader respects all the employees the same and does not consider one culture to be above the other.

5.2.1 Project manager needs to be of a leadership style

The response of the employees who answered the question what style should the project manager adopt is displayed in a pie chart as shown in Figure 16. Based on the rating with 1 being strongly disagree, 3 being disagree, 2 being agree and 1 being strongly Agree, it can be concluded that in order to have a successful project, it is very necessary that the project manager be of a leadership style. By the project manager being of a leadership style, he can guide his team and be authoritative when problem arises in which his/her employees will be more calm cause they know that he/she has their back no matter what culture they come from.
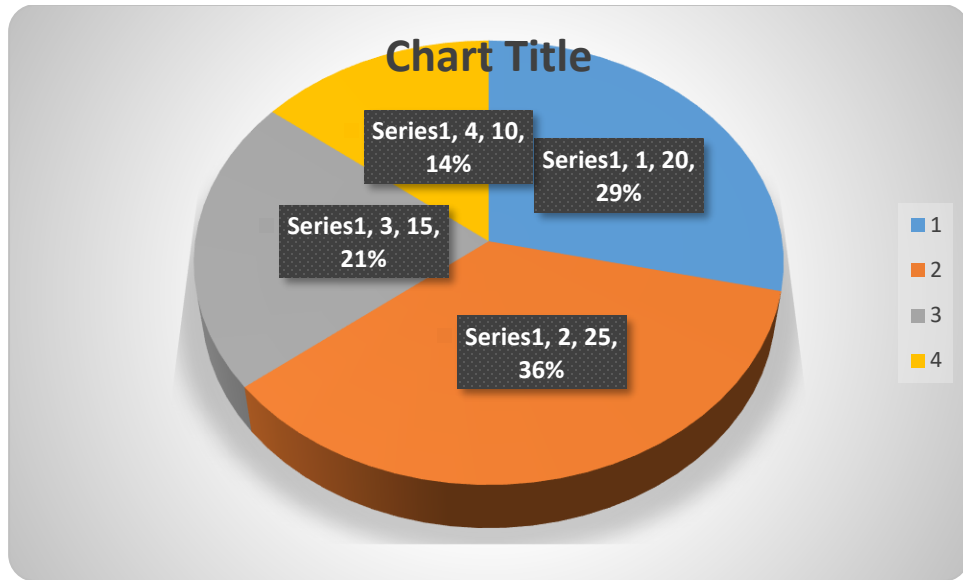
Figure 16: The response of the employees based on what style the project manager should be
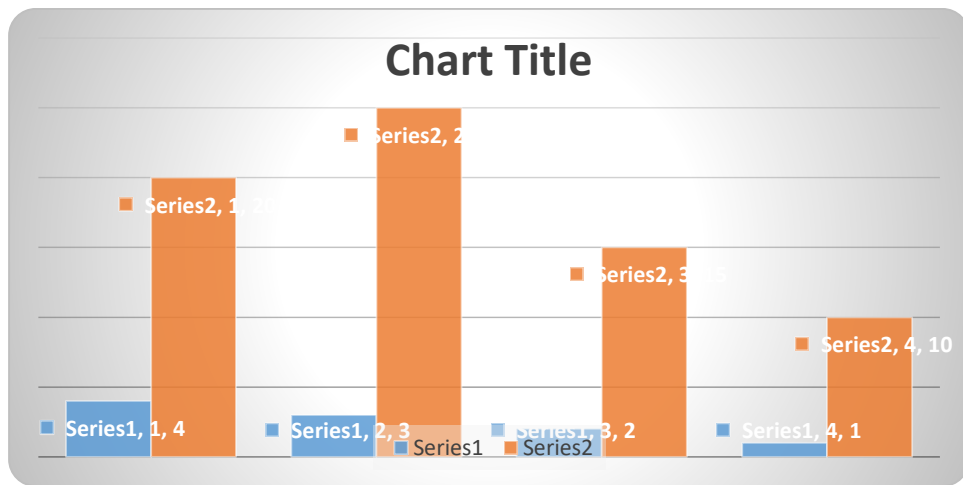
Fig 17: The bar graph represent the frequency of the people based on their rating

5.2.2 <u>Leadership style creates the climate that is needed for innovation.</u>

Fig 18 represents the percentage of the people who believe that the leadership style adopted by the organization is good for innovation. Furthermore, the bar graph in Figure 19 displays the frequency of people based on their rating.
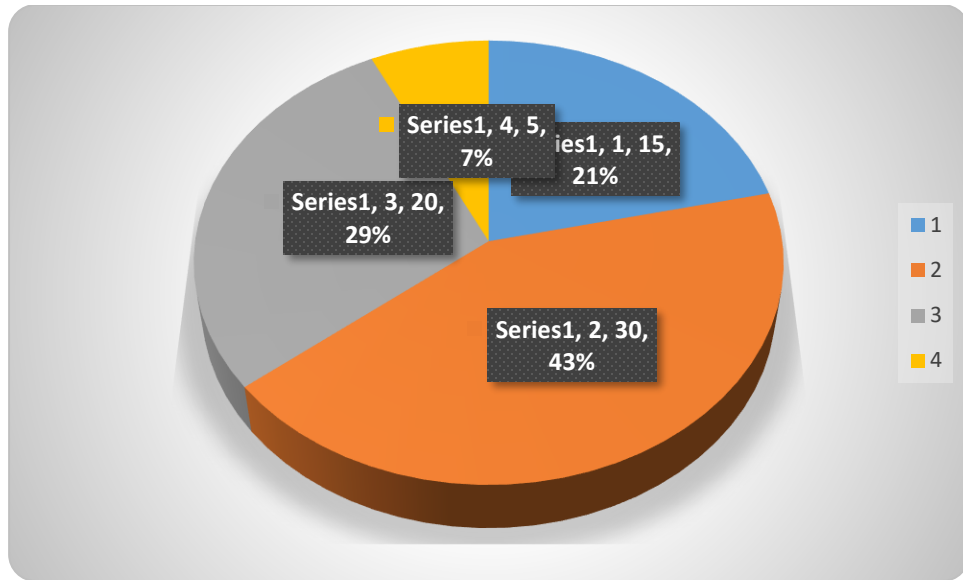
Fig 18: Pie chart representing whether the leadership style adopted is good for innovation
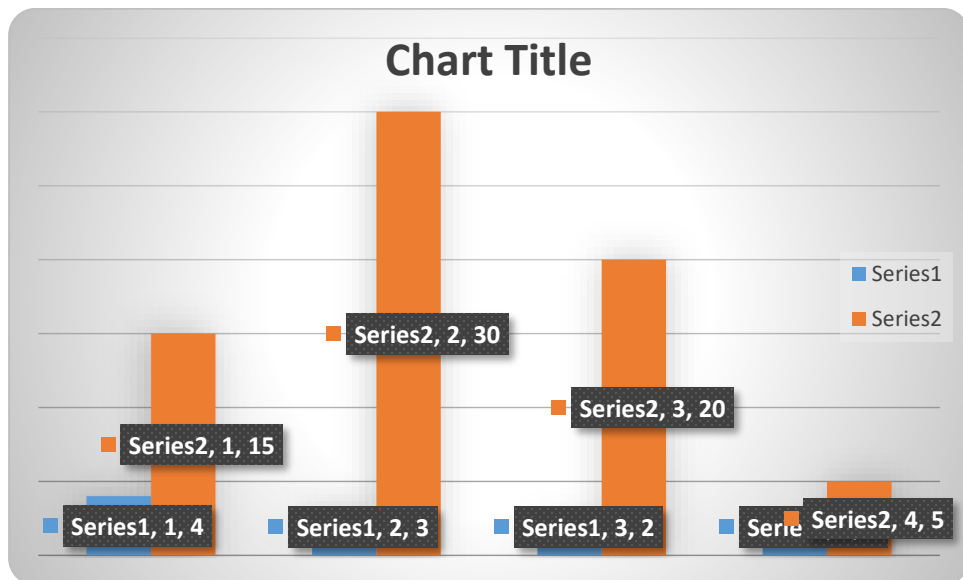
Fig 19: The bar graph representing the frequency of people rating that leadership style plays a role in the climate for innovation.

5.2.3 Needs to encourage team members towards achieving project success

Based on figure 20, the pie chart represents percentage of employees who believe that in order to achieve project success, it is of great importance that the leader encourages the employees in order to obtain success in the project.

5.2.4 Proper knowledge as well as skills and personal attributes are required for the project to be successful.

The pie chart in figure 22 represents the percentage of employees who believe that the leader should possess proper skills and personal attributes in order to achieve success in the project. Based on the answers collected from the questionnaire, the below pie chart (Figure 22) displays the answers of the employees. Furthermore, figure 23 shows the bar graph that represents the frequency of people who have answered the question.

5.2.5 Proper management of time and budget in order to complete the project successfully.

Figure 24 shows the pie chart of the answer of the employees based on whether proper management that is done by the leader will lead to project success or not. Based on the response of the employees. The bar graph in Figure 25 shows the frequency of the people who have rated the answers.

5.3 Knowledge Management

In order to manage a culture diverse team, it is important to use different styles of management in order to get the best outcome. It is important that the organization builds a dynamic team which will deliver the requirement that is need by the strategies of the organization. Furthermore, the team manager usually focuses on software skills and the core competencies that are needed from each member of the team. The team manager assess the soft skills of the team through the interview process and as well as through the referees that have been nominated by the candidates. One of the main soft skills that the team manager relies on is the ability to have cultural tolerance, the ability to be able to work as a team, gender tolerance and the team member being able to provide a positive attitude.

Furthermore, the team manager also access his/her team performance based on key performance indictor that have been assigned to each member of the team. One example of this is that the team members are monitored for timeliness. Furthermore, the manager also checks the final output quality as well as the quality of service that is provided by the team.

5.3.1 Using all the resources in the organization such as employees and organizing meetings with them to know their opinion.

The response of the employees to this section of the questionnaire is displayed in Figure 26 and Figure 27. Figure 26 shows a pie chart which displays the percentage of the employees who have rated the answers from 1-4.

Figure 27 shows the bar graph that is used to display the frequency of the employees who rated the answers 1-4.

5.3.2 Encouraging the employees to learn and improvise their work

The pie chart in figure 28 displays the response of the employees in percentage to whether the function of knowledge management to encourage the employees to learn more and improvise the work they do as important to leading to project success. Based on the response of the employees, the pie chart shows the result. Furthermore, the frequency of these people based on their rating was done by using a bar chart as shown in Fig 29.

5.3.3 Be familiar with the knowledge as well as the expertise that is there in the team

The pie chart in Figure 30 displays the percentage of the response of the employees based on how important it is for the knowledge management in order to know the composition of his/her team based on their knowledge as well as expertise.

5.3.4 Providing an ideal climate for innovation to take place

The response of the employees regarding whether it is important by the knowledge management to provide a good climate for innovation is displayed below. The pie chart in Figure 32 displays the percentage of the rating of the employees.

5.4 Open Communication

Communication plays an important role in achieving the goals of the organization. The sooner the team is able to communicate and convey the message, the sooner they can analyze the situation and develop a strategy for it. Furthermore, communication also plays a role in the project being successful as well as improves the engagement of the employees as well as the teams with each other in terms of innovation. If there is misunderstanding and conflicts there will be lesser or no communication that will take place in the team. This will have a negative impact on the performance of not only the employees but will also affect the organization in the long run. Conflicts that happen in a time can be solved and taken care of can be minimized only through communication between the team members. Team performance is based on the effort of each team member and how much they contribute to the team. This can be more successfully done if there is effective communication between each member. Through this, the team members are able to convey the message properly to each other as well as achieve goals of the team. In this way, communication is positively related to team work as well as innovation.

5.4.1 It is important to communicate with the end users to know their demands

The pie chart in Figure 33 displays the rating of the employees whether it is important for the organization to communicate with the end user to receive more information about their needs or not. The bar graph in Figure 34 shows the frequency of the employees who have rated this question based on a scale 1-4.

5.4.2 Communication with outside contractors

The pie chart in Figure 35 displays the response of the employees of how important it is to communicate with outside contractors in order to get a work done. By doing so, a friendly atmosphere will be created between the organization and the contractors in which support as well as trust will be obtained. The bar graph in Figure 36 displays the rating of the employees in term of frequency.

5.4.3 Provide motivation to the team in order to push them towards more innovation

The pie chart in Figure 37 displays the ratings of the employees whether open communication between the team members will lead to project success or not.

Furthermore, the bar graph in Figure 38 displays the frequency which is the number of people who have opted for different rating. Based on the information that was collected, the following bar graph was made.

5.5 Empowerment

By empowering the team members, it will not only improve their individual performance but it will also give them the ownership to make their own decisions. By providing this ownership, this will motivate the employees to increase their productivity as well as to improve the cohesion of the team. By providing empowerment, the employees will have more responsibility in order to do their work right and in the best way possible. By providing empowerment, the team members will have more responsibility on their shoulder which will make them want to achieve the best out of the solutions. Through this, they will also have a sense of loyalty and know that the organization needs them. So they will have less pressure on their head which will give them a sense of comfort and they can do their job with ease. So in this way, there is a positive relation between empowerment and team performance and innovation.

5.5.1 It is very important that high attention is given to physical empowerment

In the pie chart displayed in Figure 39, the response of the employees to whether physical empowerment is important for project success is determined. In figure 40, the bar graph represents the frequency of the employees based on which the percentage of the rating was gained.

5.5.2 Provide supportive culture in order to increase the contribution

In figure 41, the pie chart represents the percentage of rating that the employees have selected whether by providing supportive culture will enhance the chances of achieving project success or not.

The bar graph shown in Figure 42 displays the frequency of the people who have rated each section from 1-4

5.5.3 Employees should have access to information of the organization

Figure 43 shows the pie chart that represents the ratings of the employees for this part of the questionnaire. The bar graph shown in Figure 44 displays the frequency of employees who have selected the rating from 1-4.

5.6 Rewards

By giving rewards to team members, it will not only increase the performances of team members, but it will also encourage them to innovate more. Rewards will play a very important motivational role in the team. By providing rewards, the employees will not only be looking for other jobs but they will aim at giving their best shot in order to get rewards. In other words, they will be more committed to the organization. By feeling more secured and having no stress, the team performance will also be high.

Moreover, through rewards, the organization will also receive feedback from the team members. By getting feedbacks, the organization can also encourage team members to think of more innovative. By providing them rewards if they come up with new ideas, the organization can also make use of the culture diverse employees in order to get different opinions from team members. In the end, the organization can make use of these ideas in order to come up with the cheapest and best solution. In this way, both the public as well as the team employees will be satisfied.

5.6.1 Motivates team members

The pie chart in Figure 45 represents the percentage of the employees that have rated the questionnaire based on a scale from 1-4.

5.6.2 More commitment to the organization

The pie chart in figure 49 shows the percentage of the response of the employees based on scale of 1-4. Furthermore, the bar graph shown in Figure 50 represents the frequency of the employees who have selected the scale 1-4.

5.7.1 Cultural Diversity (Leader)

Since there are people from different cultures that work in the Public Transport Sector, there is a chance that conflicts between the team members can happen. The experience as well as the professional background of each team member help them to make communication and interaction with each other much easier. The manager of the unit also sets education as well as experience criteria for each team member as well as the task that each member has to achieve within a certain time frame and criteria. The team members put all their focus in achieving the requirement of the job which is shared background as well as clarity and experiences.

Furthermore, it is very important to measure the performance of the team and the management should check them to ensure that they meet the previous standards. In this way, the manager of the team can check the performance of the team. In this way, the manager of a team considers the input of the team followed by the effectiveness as well as the value added to not only enhance the contribution of the department but it will also push the organization towards success as well as keep the public satisfied.

It is the job of the team to share their knowledge and information of the technology industry and the strategy they see as to be the best fit. The reason why this happens is that in spite of the team being a cultural diverse team, they share one thing in common which is the experience. This encourages more development within the team.

In spite of acceptance of cultural diversity tends to be high in a team, in some cases it has been found that communication can fail due to different styles of the team mates and this can result in problems which can affect the organization. It has been found that in order to have innovation in a working place, it is very important that there is a healthy environment within the organization. By doing this, the managers make sure that they remove the barriers by giving their culture diverse teams the same respect they show the others when it comes to the teams expertise and skills. By implying this process with the team, the manager is able to create trust and confidence which can be used to overcomes cultural barriers. One example of such a case is the implementation of innovation by the management in the unit.

5.7.1.1 The group (organization, employees, teams) share the same goals.

The percentage of the scale based on the response of the employees to whether if a project will be a success if the employees as well as the organization share the same goal as the employees. The response of the employees is shown in the pie chart in Fig 51. In Figure 52, the bar graph represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.1.2 The task get done effectively and productively

In this part of the questionnaire, the pie chart as shown in Figure 53 represents the percentage of the employees based on a scale of 1-4 regarding whether the task gets done properly and effectively in the organization. Furthermore, the bar graph in Figure 54 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.1.3 More innovative ideas are made

In this part of the questionnaire, the pie chart as shown in Figure 55 represents the percentage of the employees based on a scale of 1-4 regarding whether more innovative ideas result in more chance of project success. Furthermore, the bar graph in Figure 56 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.2 Cultural Diversity (Employees)

5.7.2.1 All employees are treated the same no matter from which culture they come from

In this part of the questionnaire, the pie chart as shown in Figure 57 represents the percentage of the employees based on a scale of 1-4 regarding whether all employees are treated the same and if this increases the chances of project success. Furthermore, the bar graph in Figure 57 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.2.2 Employees help each other when a problem arises

The pie chart as shown in Figure 59 represents the percentage of the employees based on a scale of 1-4 regarding whether employees assist each other when a problem arises

and if this increases the chances of project success. Furthermore, the bar graph in Figure 60 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.2.3 Employees are friends with each other

In this part of the questionnaire, the pie chart as shown in Figure 61 represents the percentage of the employees based on a scale of 1-4 regarding whether all employees are friends and if this increases the chances of project success. Furthermore, the bar graph in Figure 62 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.7.2.4 Employees adapt to other cultures

In this part of the questionnaire, the pie chart as shown in Figure 62 represents the percentage of the employees based on a scale of 1-4 regarding whether all employees are friends and if this increases the chances of project success. Furthermore, the bar graph in Figure 63 represents the represents the frequency which is the number of employees who have chosen the same scaling in order to scale this part of the questionnaire.

5.8 Reliability Test

5.8.1 Cronbach's Test

Cronbach's Alpha test is considered to be one of the most possible tests in terms of reliability of variables when it comes to quantitative approach and questions. If the value of the test comes to be above 0.7, then the test is considered to be reliable which means that the test that has been conducted is acceptable in the research (Hair J.F. et al 2006). In this way, Cronbach's Alpha tests is considered to be statistically used in order to

describe the consistency reliability of the items. The value of Cronbach's test can be calculated by using 1-(Error/Rows)

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Rows	277.8542857	69	4.026874	36.88564	7.4E-106	1.346703
Columns	18.66857143	4	4.667143	42.75043	6.82E-28	2.404351
Error	30.13142857	276	0.109172			
Total	326.6542857	349				
Cronbach's Alpha=	0.972889					

Table 1: Cronbach's Alpha test for Leadership

As shown in table 1, the value of Cronbach's Alpha test is found to be 0.97 which indicates that there is a high consistency that exists between the applied scale and that of the study. Therefore, there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Varia	SS	df	MS	F	P-value	F crit
Rows	303.6607143	69	4.40088	50.26108	7.2E-99	1.363253
Columns	8.125	3	2.708333	30.93103	1.46E-16	2.64822
Error	18.125	207	0.08756			
Total	329.9107143	279				
Cronbach's Alpha=	0.980104					

Table 2: Cronbach's Alpha test on Knowledge Management

Table 2 shows the Cronbach's Alpha test that was done on Knowledge Management factor. Based on the test, it was determined that there is a high consistency that exists

between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Rows	175.8333	69	2.548309	18.6962	3.73E-45	1.395767
Columns	24.52381	2	12.2619	89.96203	9.8E-26	3.061716
Error	18.80952	138	0.136301			
Total	219.1667	209				
Cronbach's Alpha=	0.946513					

Table 3: Cronbach's Alpha test on Open Communication

Table 3 shows the Cronbach's Alpha test that was done on Open Communication factor and the value was found to be 0.94. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Rows	131.2464	69	1.902122	14.07828	1.09E-49	1.363253
Columns	13.78214	3	4.594048	34.00217	6.55E-18	2.64822
Error	27.96786	207	0.13511			
Total	172.9964	279				
Cronbach's Alpha =	0.928969					

Table 4: Cronbach's Alpha test on Top Management Support

Table 4 shows the Cronbach's Alpha test that was done on Top Management Support factor and the value was found to be 0.92. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Rows	198.5952	69	2.878192	28.1031	6.52E-56	1.395767
Columns	3.2	2	1.6	15.62264	7.66E-07	3.061716
Error	14.13333	138	0.102415			
Total	215.9286	209				
Cronbach's Alpha =	0.964417					

Table 5: Cronbach's Alpha test on Empowerment

Table 5 shows the Cronbach's Alpha test that was done on Empowerment factor and the value was found to be 0.96. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Rows	165.8143	69	2.403106	19.57336	2.45E-46	1.395767
Columns	5.72381	2	2.861905	23.31029	1.9E-09	3.061716
Error	16.94286	138	0.122774			
Total	188.481	209				
Cronbach's Alpha =	0.94891					

Table 6: Cronbach's Alpha test on Rewards

Table 6 shows the Cronbach's Alpha test that was done on Rewards factor and the value was found to be 0.94. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Rows	208.9571	69	3.028364	27.9675	8.81E-56	1.395767
Columns	11.05714	2	5.528571	51.05736	2.53E-17	3.061716
Error	14.94286	138	0.108282			
Total	234.9571	209				
Cronbach's Alpha =	0.964244					

Table 7: Cronbach's Alpha test on Cultural Diversity for Leaders

Table 7 shows the Cronbach's Alpha test that was done on Cultural diversity for leader's factor and the value was found to be 0.96. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Rows	256.3179	69	3.714752	22.36491	1.68E-66	1.363253
Columns	6.867857	3	2.289286	13.7828	3.14E-08	2.64822
Error	34.38214	207	0.166097			
Total	297.5679	279				
Cronbach's Alpha =	0.955287					

Table 8: Cronbach's Alpha test on Cultural Diversity for Leaders

Table 8 shows the Cronbach's Alpha test that was done on Cultural diversity for employee's factor and the value was found to be 0.95. Based on the test, it was determined that there is a high consistency that exists between the applied scale and that of the study which means that there is no need to delete and factor in order to improve the Cronbach's Alpha.

5.8.2 Mean and Correlation Test

	A	B	C	D	E	F	G	H	I	J
1										
2										
3	Mean	2.785714286	Mean	2.785714	Mean	3	Mean	3.357143	Mean	3.228571
4	Standard Error	0.121911717	Standard Error	0.103546	Standard Error	0.128698	Standard Error	0.107745	Standard Error	0.100044
5	Median	3	Median	3	Median	3	Median	4	Median	3
6	Mode	3	Mode	3	Mode	4	Mode	4	Mode	4
7	Standard Deviation	1.019986603	Standard Deviation	0.866324	Standard Deviation	1.076764	Standard Deviation	0.90146	Standard Deviation	0.837031
8	Sample Variance	1.040372671	Sample Variance	0.750518	Sample Variance	1.15942	Sample Variance	0.812629	Sample Variance	0.700621
9	Kurtosis	-0.93036045	Kurtosis	-0.57696	Kurtosis	-0.7828	Kurtosis	1.137755	Kurtosis	0.827873
10	Skewness	-0.395949355	Skewness	-0.25287	Skewness	-0.71702	Skewness	-1.39028	Skewness	-1.0681
11	Range	3	Range	3	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4	Maximum	4	Maximum	4
14	Sum	195	Sum	195	Sum	210	Sum	235	Sum	226
15	Count	70	Count	70	Count	70	Count	70	Count	70

Table 9: This table contains the Descriptive Statistics of the Leadership variables.

1					
2	Project manager needs to be of a leadership style.	1			
3	Leadership style creates the climate that is needed for innovation.	0.931354666	1		
4	Needs to encourage team members towards achieving project success.	0.923706572	0.854501266	1	
5	Proper knowledge as well as skills and personal attributes are required for the	0.872536982	0.841724355	0.895850306	1
6	Proper management of time and budget in order to complete the project succ	0.873010145	0.827997099	0.932646024	0.90822	1
7					

Table 10: The table shows the correlation that exists between each factor in the Leadership factor

5.9 Discussion:

Based on the tests that was conducted on this study, there is a positive relation between cultural diversity and its impact on project success as well as innovation. This means that the more the organization increases the quality of its working empowerment in terms of Leadership, Knowledge Management, Rewards, and Empowerment etc. the more successful it is going to be. Furthermore, by making the environment of the working place more professional, the organization can be more successful in its project as well as in terms of innovation. The results that were obtained from the Cronbach's Alpha test as well as from the mean and correlation test shows that there is a significant relationship that exists between the factors that were mentioned in the literature section as well as in the conceptual framework.

On conducting the correlation test, it was found that the correlation test showed that each factor is very much related to each other based on the responses of the employees. This means that with the proper leadership skills' the cultural diverse employees can work together. This is also proves what was mentioned in the literature review based on some of the references that have been provided by authors for instance, Inkson and Clinton (2004) believe that when it comes to management in the UAE, the first factor is how to manage diversity. Furthermore, they have even said that cultural diversity is one of the main factors when it comes to leadership factors in the UAE.This section is also justified based on the literature review which states that according to Gray (2001) this increases the probability chances of a successful innovative project which indicates that proper Knowledge Management is very crucial in order to achieve project success. Furthermore, in order to ensure that this test gives us accurate test result, a correlation test was also done in which case the responses was also determined to have the number 1 which means that they are all correlated to each other.

The correlation test also showed the number 1 between each member which means that each factor have a high relation when it comes to project success and innovation. This also matches what was explained in the literature review section. Open communication

can motivate as well as deter the team members involved in the project to participate in the project and thus, increasing the success rate of the project (Gillard & Johansen, 2004).

The next factor was Top Management. Based on the result that was obtained, it was found that there is a close relation that Top Management has with project success and innovation. Furthermore, the correlation test shows the number 1 between each factor which means that in this section also, the employees also believe that Top Management also plays a crucial role when it comes its relation with project success and innovation. This justifies the literature review in Top management through, Fairbank et al (2003) theory, it is the project team member who are responsible for contributing to the success of the project while the top management makes sure that the team members are successful in delivering the outcome. However, there is an argument in previous research that there is a probable impact on innovative project that is done by the top management (West & Anderson, 1996). This means that the top management encourage the project team members to think of different skills as well as different approaches in order to promote the success of the project.

the next factor was Empowerment Factor. The correlation finding suggests that there is a close relationship between empowerment by making the employee realize they mean a lot to the firm which would motivate them and give them a responsibility in order to do his/her job properly. The correlation test also showed the same pattern 1 as the previous test on the other factors. This means that there is a close relationship between Empowerment and project success and innovation. This is further justified in literature review which states in an organization, empowerment not only provides real benefits, but it can also include the satisfaction of the employee, the employee being more committed to the organization, better decision making as well as more room for innovation (Gary and Wendy, 2006).

Reward factor also have a huge impact on the performance of the employee. The correlation test shows there is a strong relationship when it comes to rewards and the performance of the employee towards project success and as the pattern between each factor showed the number 1 which signifies that there is a relation between Rewards and project success and innovation. This justifies the explanation that is done in literature

review which Susan and Ellen (2008) state that through innovating thinking and practices which is a result of reward system, the organization innovation can be highly increased. Based on the study provided by Philip et al (1990), it was found that rewards play a positive impact on the satisfaction of the team members not only in terms of positive feedback, but also by complimenting them and special recognitions.

When it comes to cultural diversity the response of the leaders was taken and based on the response of the employees, it was found that is a strong relation between cultural diversity and how it is handled by the leaders in terms of whether the project is going towards project success or not. The correlation test also displayed similar relation between the factor which suggests that this factor also has a strong relation when it comes to project success and innovation. Furthermore, based on the test results, the literature review is also justified when it comes Shaked (1986) also believes that by using a cultural diversity workforce, the organization will have better marketing experience.

Chapter 6: Conclusion:

Based on the research that was conducted, it has been found that culture diversity has advantages as well as disadvantages when it comes to project success. However, the challenge lies in how it has to be developed with proper skills in order to achieve the maximum benefit. Some of the advantages of project success has been seen as having a culture diverse teams will not only enhance the level of the organization in terms of innovative ideas but it will also allow the employees to develop newer strategy in order to tackle the old ones. Furthermore, the organization can also put together the thoughts of different culture in order to choose the best situation developed out of the many ideas that evolve within a culture diverse team.

Furthermore, in this research the different factors that will play a role in the private sector due to culture diversity have been looked into as well as analyzed. By using a questionnaire and making it mandatory by the public sector, the employees were asked to answer the question honestly. Through this, different opinions were found based on their answers which was between a scale of 1-4 with 1 being "Strongly Disagree" and 4 being "Strongly Agree".

Later on the answers of the questionnaires were collected and their response of that were made into a pie chart as well as a bar graph. The pie chart represented the response of the employees based on the scaling system in terms of percentage. On the other hand, the bar chart was used to determine how many employees had answered the scaling 1-4. Based on this, the number of employees for instance who had answered one questionnaire as scale number 4 was found.

In the end, based on the analysis that was done on the response of the employees in the private sector and the literature review, it was found to be very similar to each other and hence this proves that culture diversity and innovation do play a role in project success of a private sector.

Based on this dissertation, important factors such as leadership, knowledge management, rewards, empowerment etc. play an important role in project success and innovation. The findings in this dissertation proves that it is very important for an

organization to provide the appropriate climate for innovation as well as project success to take place. Furthermore, the knowledge management is also thought to be one of the most important factors when it comes to project success in an organization.

6.1 Recommendations:

- Each organizations in the UAE public sector needs to establish connected systems which will provide the government with innovators from different cultures which will increase the rate of innovation.
- Guidelines have to be provided by the Government when it comes to innovation as well as more research needs to be conducted on how other government agencies achieve innovations based on the guidelines that have been provided.
- There has to be proper academic research involving innovative projects within the organization's research and development center. Universities can also sign agreements to engage their students in training for contribution within the organization in which they work in.
- Proper awareness campaigns should be established so that the public will be well aware of the innovative projects that are happening in the country.
- Explanations needs to be provided regarding the enhanced technologies that have been achieved through innovation which will benefit the public user's time as well as efforts.

6.2 Limitations of the Research

The limitations of the research exist in distributing the questionnaires online instead of meeting the employees. Through questionnaire, time is saved but however it does not grant that the employees responding properly. Furthermore, there might be cases where the employees might find the questionnaire to be too long which is why they like to just tick in order to get over it. Further researches can be conducted which concentrate more on the user as well as communities in large in order to assess the criteria of innovation success which will prove to be more critical when it comes to evaluating the rate of project success.

Research should also be conducted on variables that will affect the quality of the project. This will further enable the organization to identify the quality of the innovative project that they have provided to the public.

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8. Appendix A

PART ONE: GENERAL INFORMATION
Please tick one box for each question:

A. Gender
1) Male   [   ]
2) Female   [   ]

B. Marital Status:
1) Married   [   ]
2) Unmarried   [   ]

C. Education:
1) High School   [   ]
2) Graduate degree   [   ]
3) High Diploma   [   ]
4) Masters or above   [   ]

D. Age:
1) Less than 25 years old   [   ]
2) 25 - 35   [   ]
3) 36 - 46   [   ]
4) 47 - 57   [   ]
5) 58 or above   [   ]

E. Duration in the organization:
1) 1 year or less   [   ]
2) 2 - 7   [   ]
3) 8 - 15   [   ]
4) 16 - 20   [   ]
5) 21 years and above   [   ]

F. Job Status:
1) Level One   [   ]
2) Level Two   [   ]
3) Level Three   [   ]

G. Nationality:
1) UAE National   [   ]
2) Non UAE National   [   ]
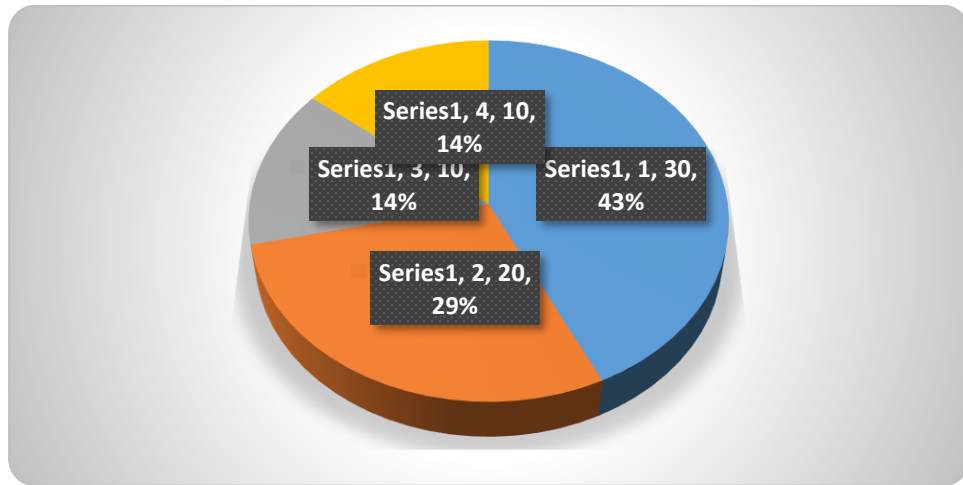
Figure 20: Pie chart representing the percentage of employees who believe that leaders need to encourage their employees in order to achieve project success
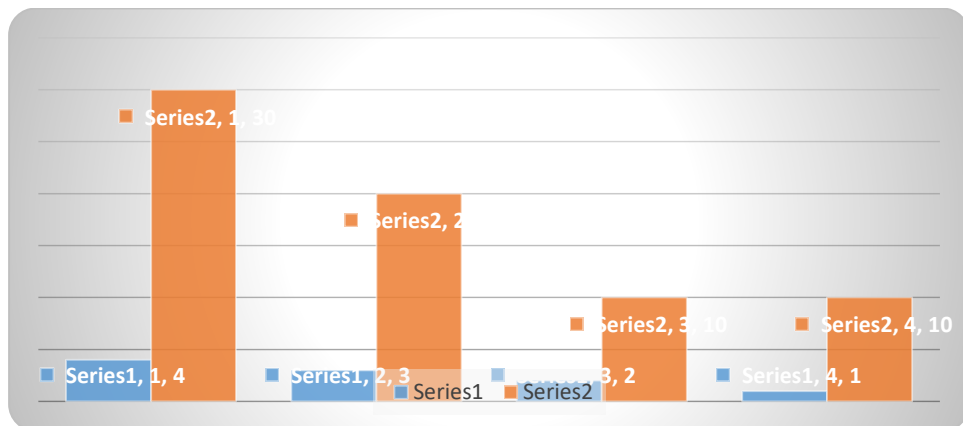
Figure 21: Bar graph representing the frequency of employees who believe that leaders need to encourage their employees in order to achieve project success
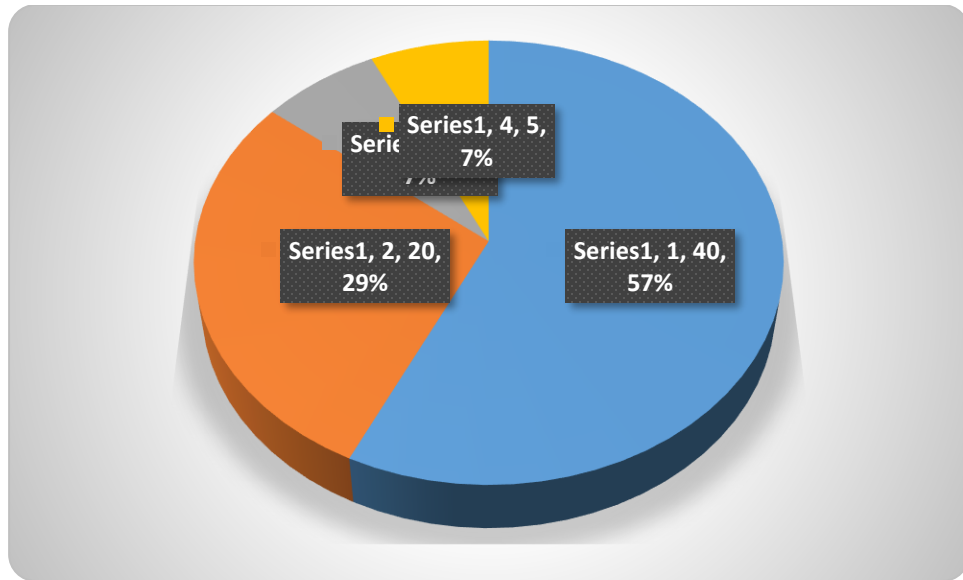
Figure 22: Pie chart representing proper knowledge as well as skills and personal attributes are required for the project to be successful
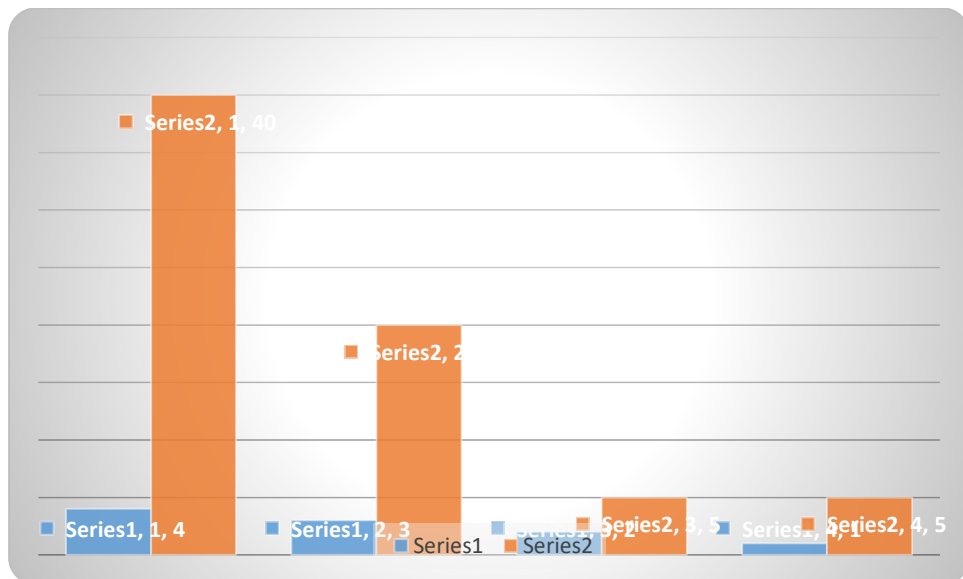
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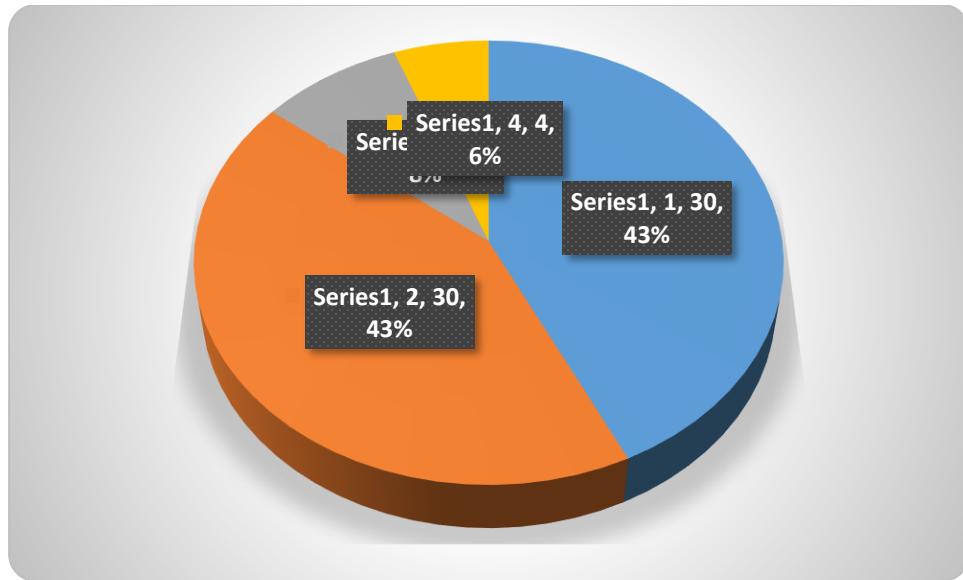
Figure 24: Pie chart representing the response of the employees to Proper management of time and budget in order to complete the project successfully.
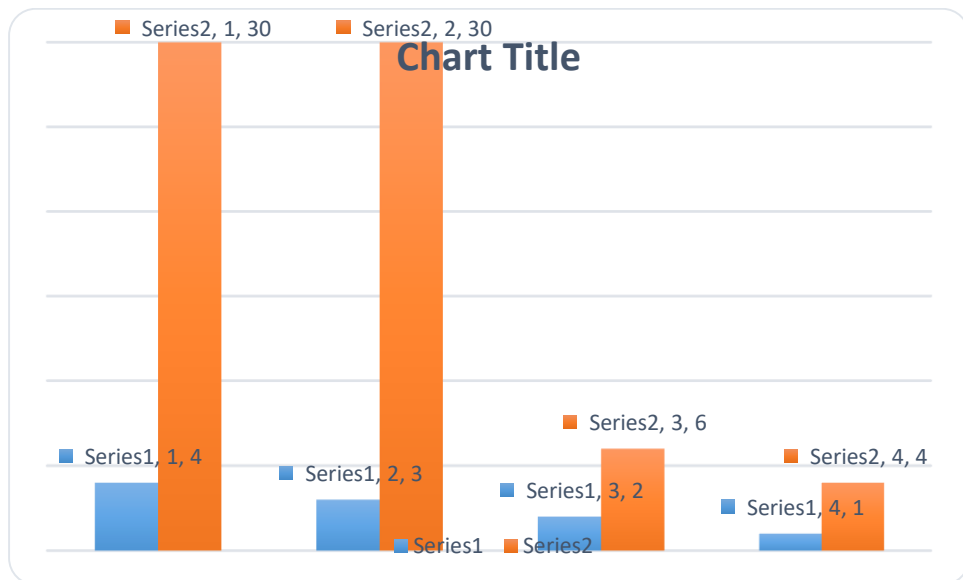
Figure 25: Bar graph representing the response of the employees to Proper management of time and budget in order to complete the project successfully.
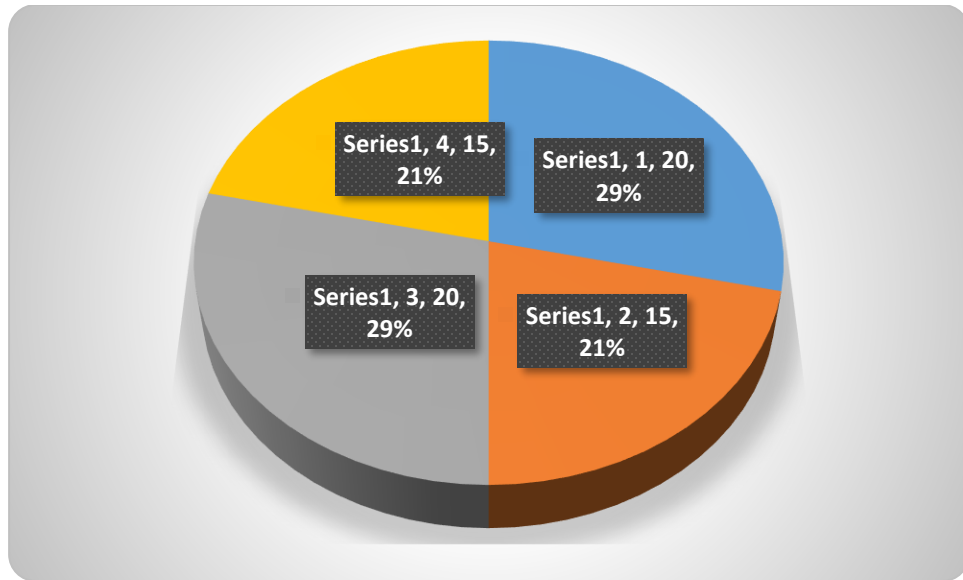
Fig 26: Pie chart representing the response in percentage of the employees to using all the resources in the organization such as employees and organizing meetings with them to know their opinion as a vital to project success.
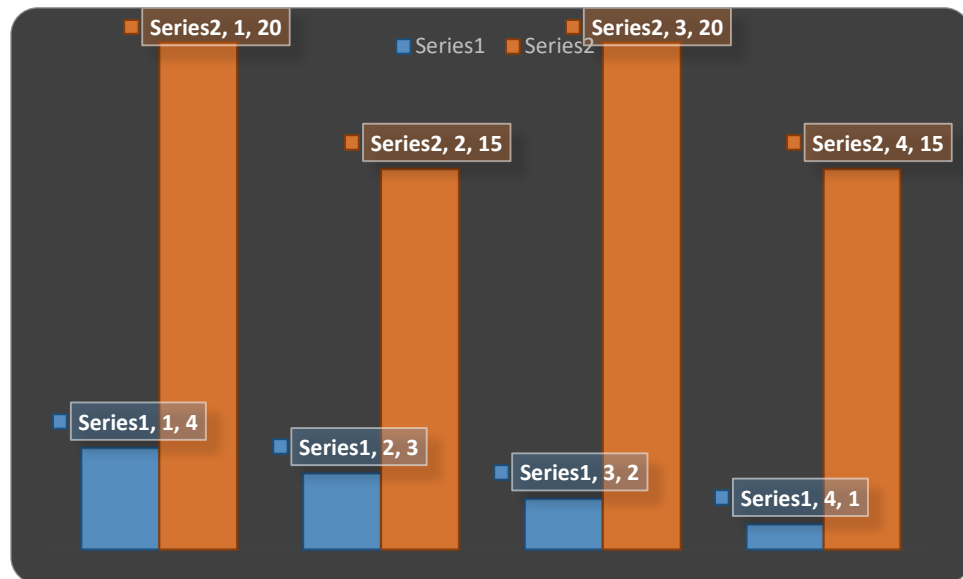
Fig 27: Bar graph representing the frequency response of the employees to using all the resources in the organization such as employees and organizing meetings with them to know their opinion as a vital to project success.
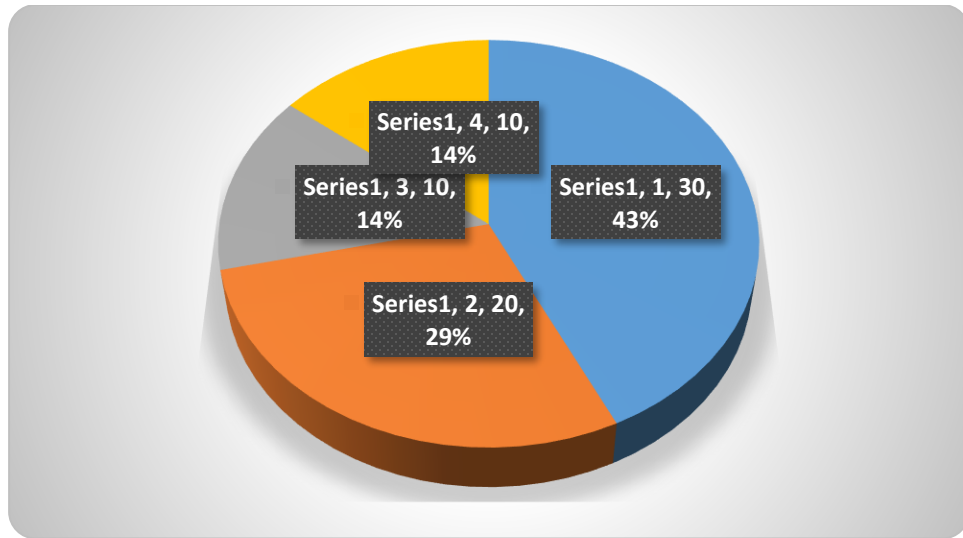
Figure 28: The pie chart represents the percentage of the employees with their rating between the scales of 1-4 based on whether they believe encouraging the employees will lead to project success
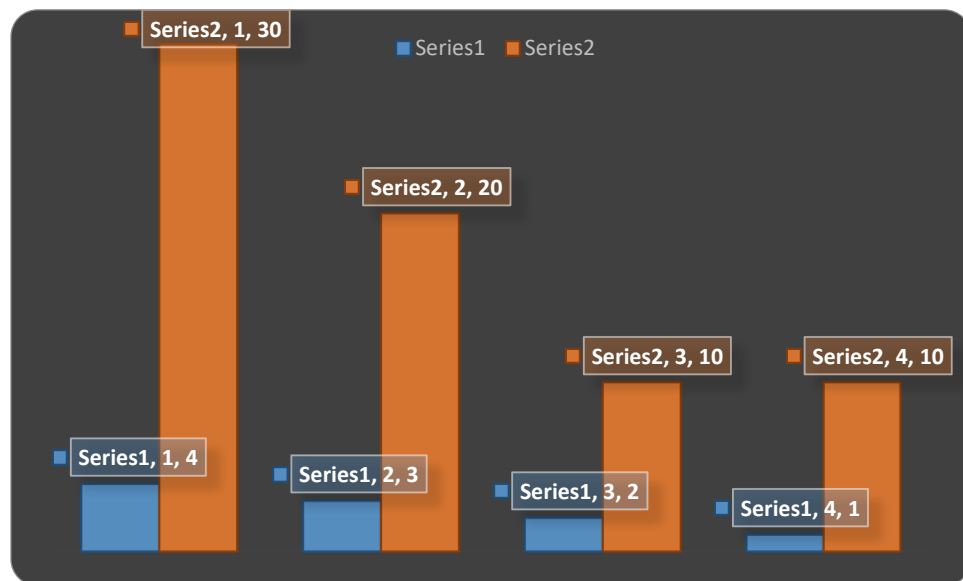
Figure 29: The bar graph represents the frequency of the employees with their rating between the scales of 1-4 based on whether they believe encouraging the employees will lead to project success
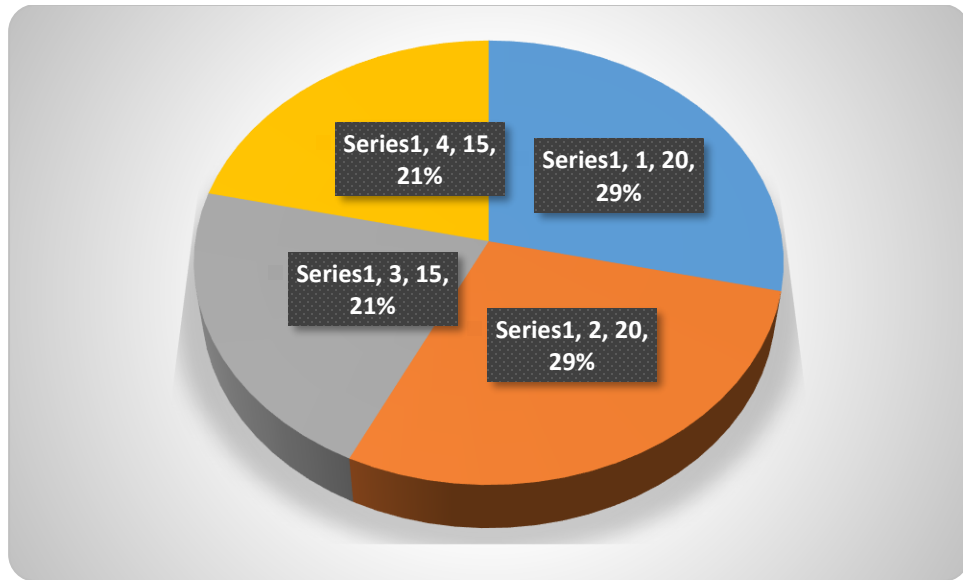
Figure 30: The pie chart represents the percentage of the employees with their rating between the scales of 1-4 based on whether they believe that knowledge management should be familiar with the knowledge as well as the expertise that is there in the team
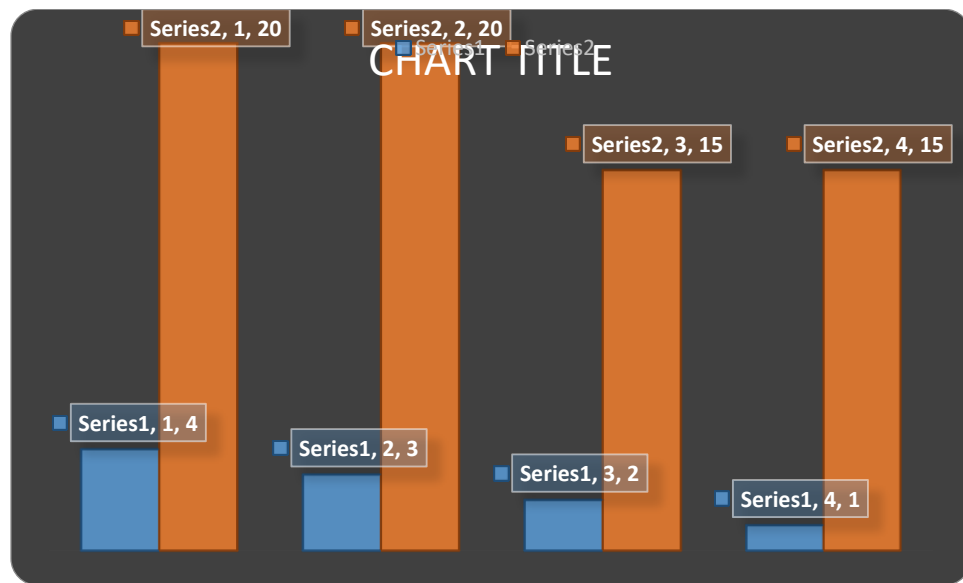
Figure 31: The bar graph represents the frequency of the employees with their rating between the scales of 1-4 based on whether they believe that knowledge management should be familiar with the knowledge as well as the expertise that is there in the team
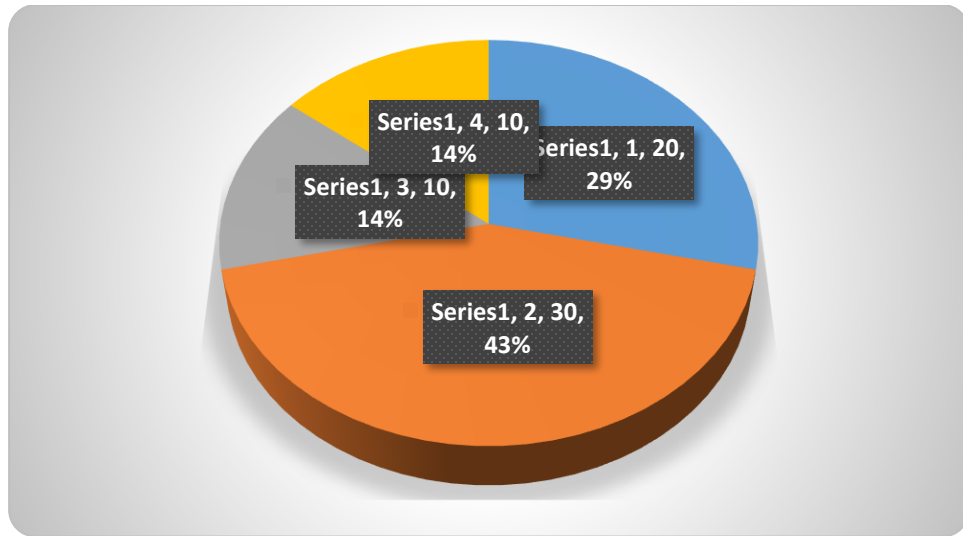
Figure 32: The pie chart displays the percentage of the rating of the employees for whether they think the knowledge management should provide an ideal climate for innovation to take place for project success.
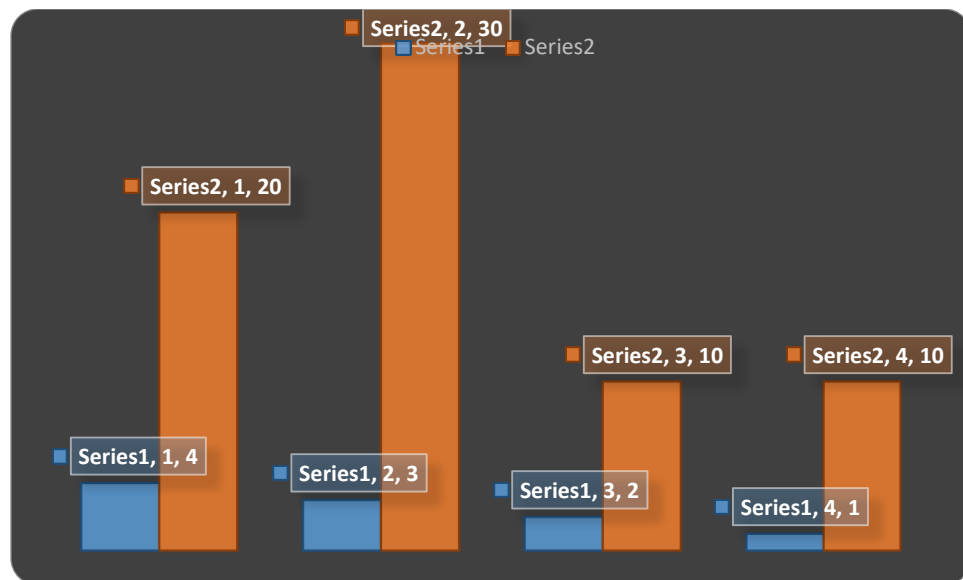
Figure 32: The bar graph displays the frequency of the rating of the employees for whether they think the knowledge management should provide an ideal climate for innovation to take place for project success.
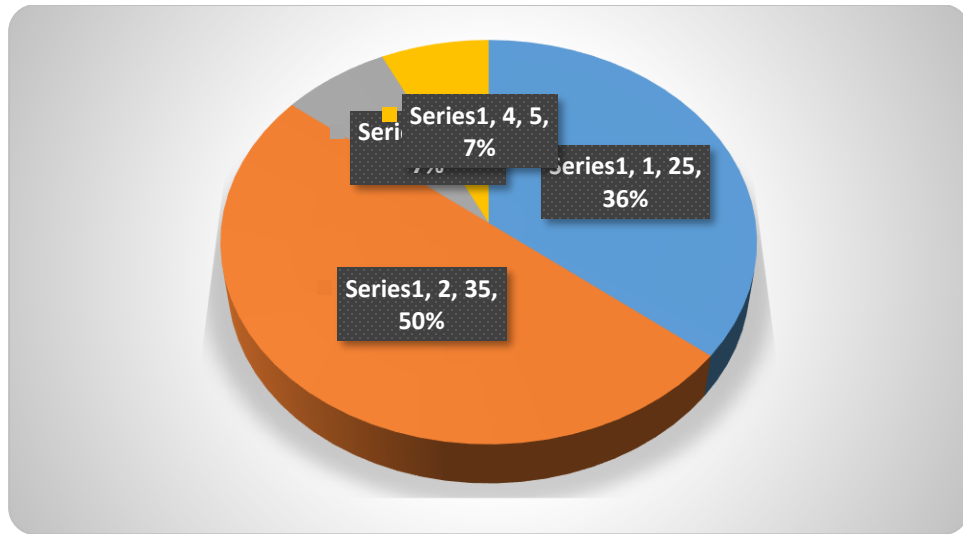
Figure 33: The pie chart displays the percentage of employees based on their rating regarding whether it is important to communicate with the end user to know their needs
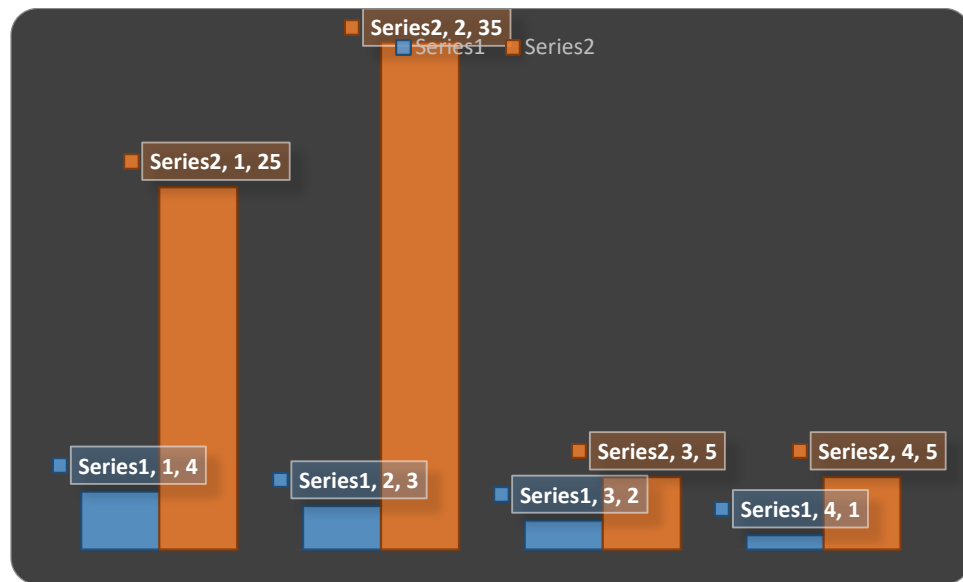
Figure 34: The bar graph displays the frequency of employees based on their rating regarding whether it is important to communicate with the end user to know their needs.
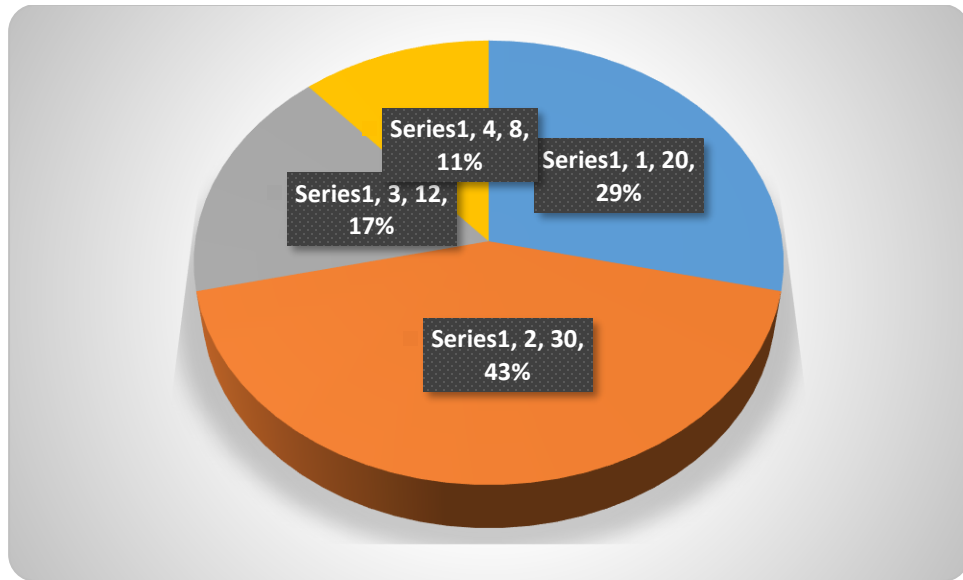
Figure 35: The pie chart displays the percentage of employees who have opted for different ratings regarding whether they believe that open communication with contractors will result in project success.
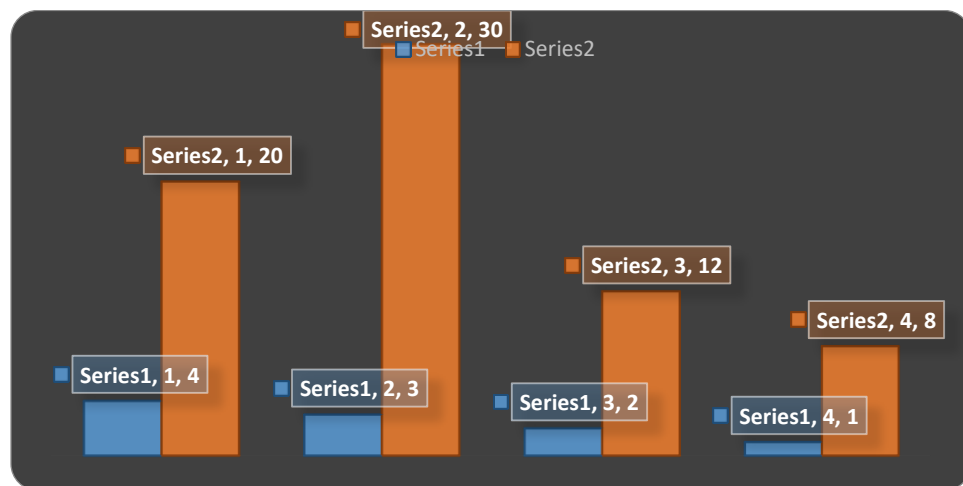
Figure 36: The bar graph displays the frequency of employees who have opted for different ratings regarding whether they believe that open communication with contractors will result in project success.
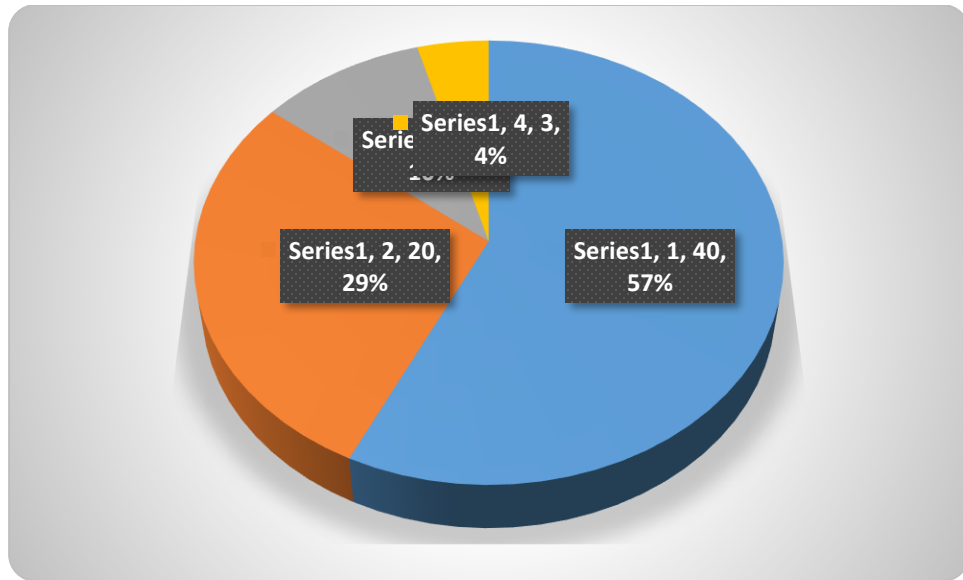
Figure 37: The pie chart represents the percentage of each rating done by the employee in terms of whether they believe that open communication between team members can lead to project success or not.
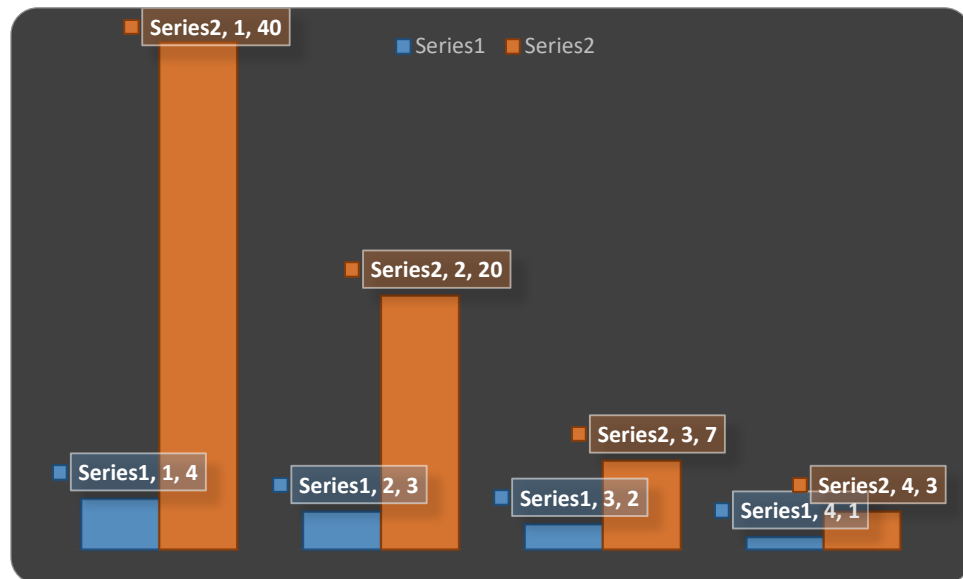
Figure 38: The bar graph represents the frequency of each rating done by the employee in terms of whether they believe that open communication between team members can lead to project success or not.
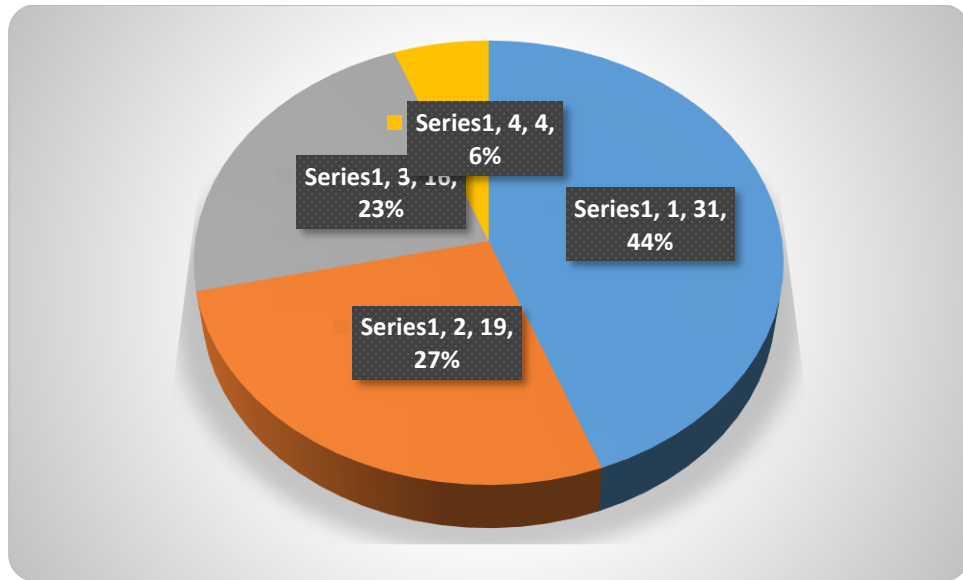
Figure 39: The pie chart displays the percentage of the rating that is done by the employees to whether attention should be given to physical empowerment or not.
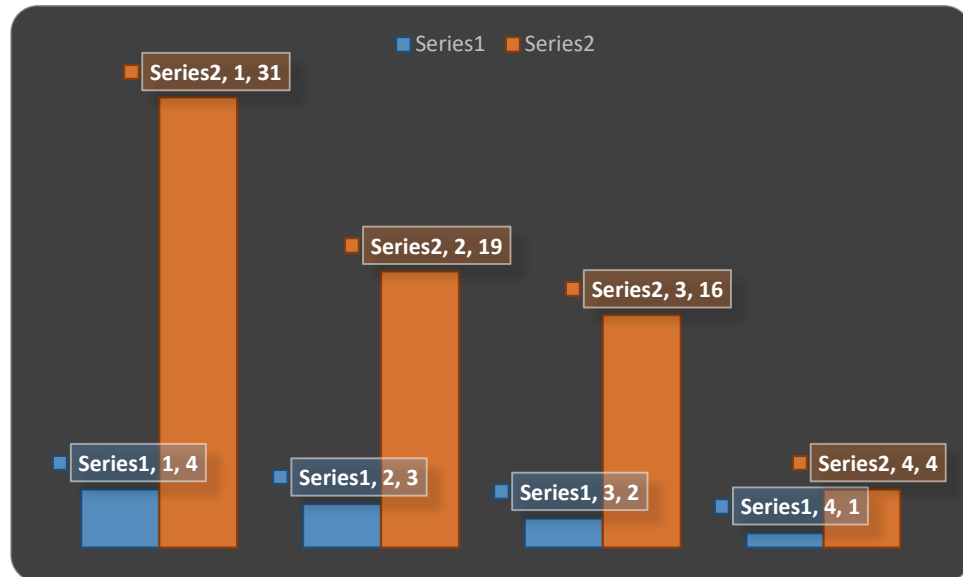
Figure 40: The bar graph displays the frequency of the rating that is done by the employees to whether attention should be given to physical empowerment or not.
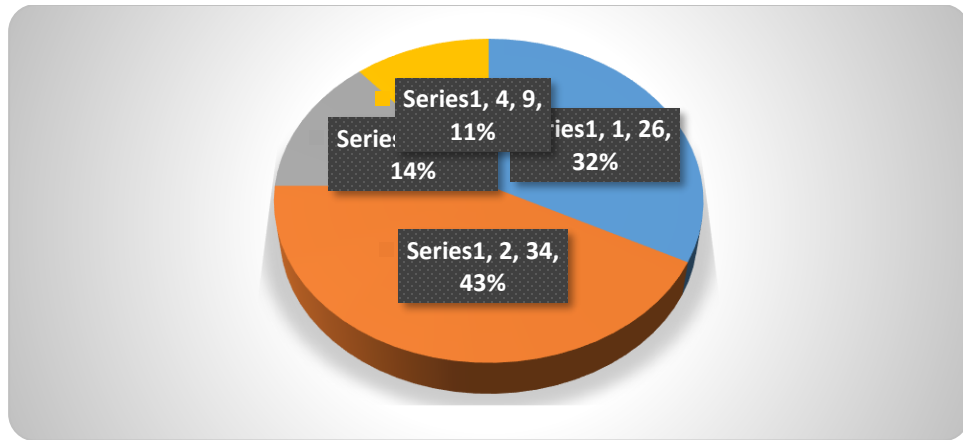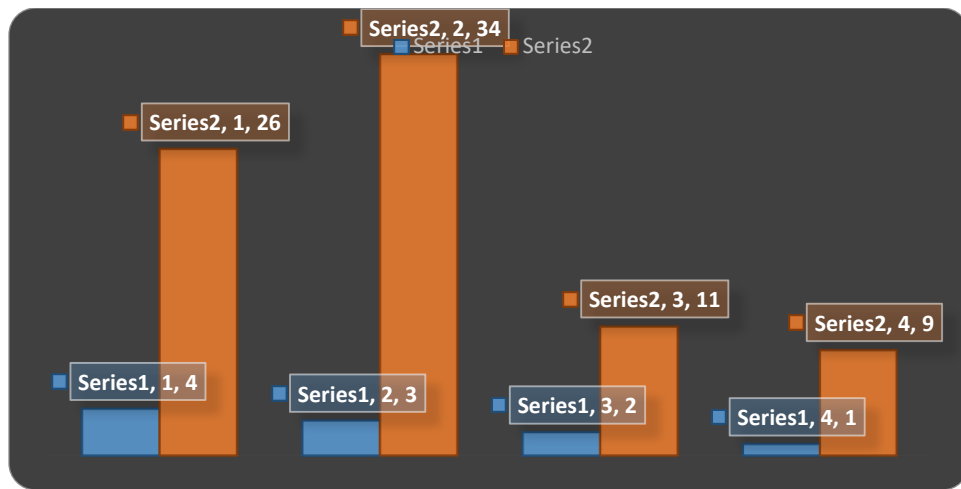
Fig 41: The pie chart displays the percentage of employees who have rated based on scale 1-4 on whether by providing supportive culture will it increases the chance of project success
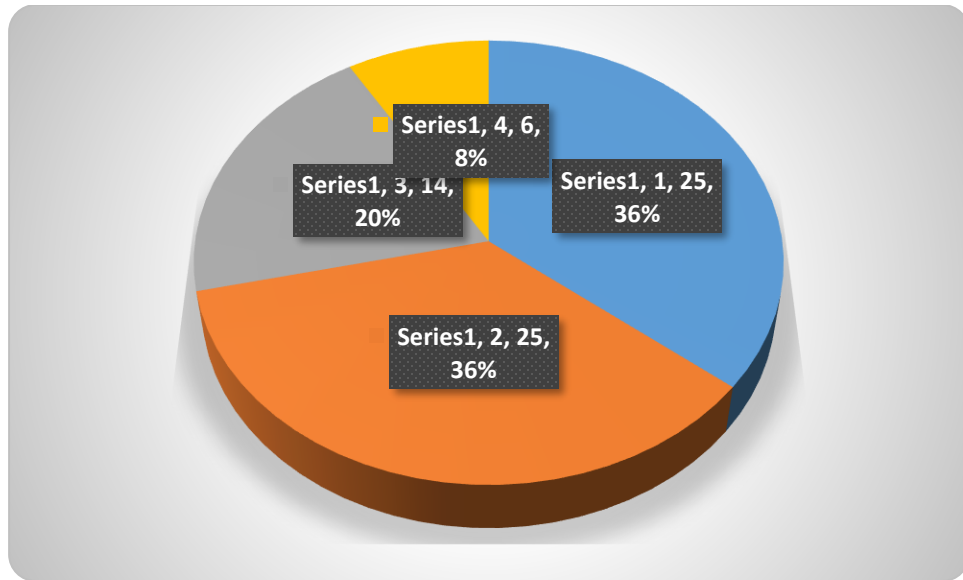

Fig 42: The pie chart displays the percentage of employees who have rated based on scale 1-4 on whether by providing supportive culture will it increases the chance of project success

Figure 43: The pie chart that represents the ratings of the employees on whether they should be provided with information related to the organization
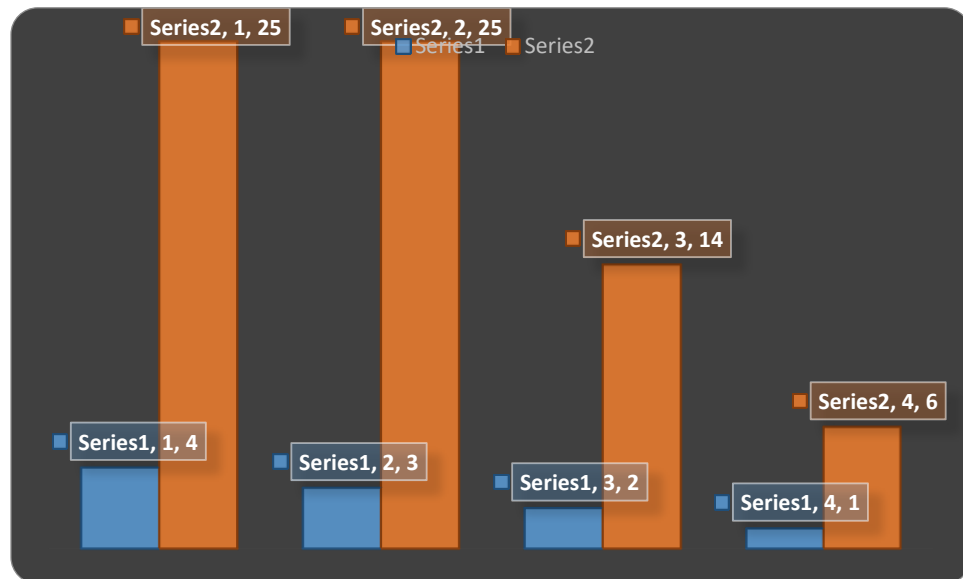

Figure 44: The bar graph represents the ratings of the employees on whether they should be provided with information related to the organization
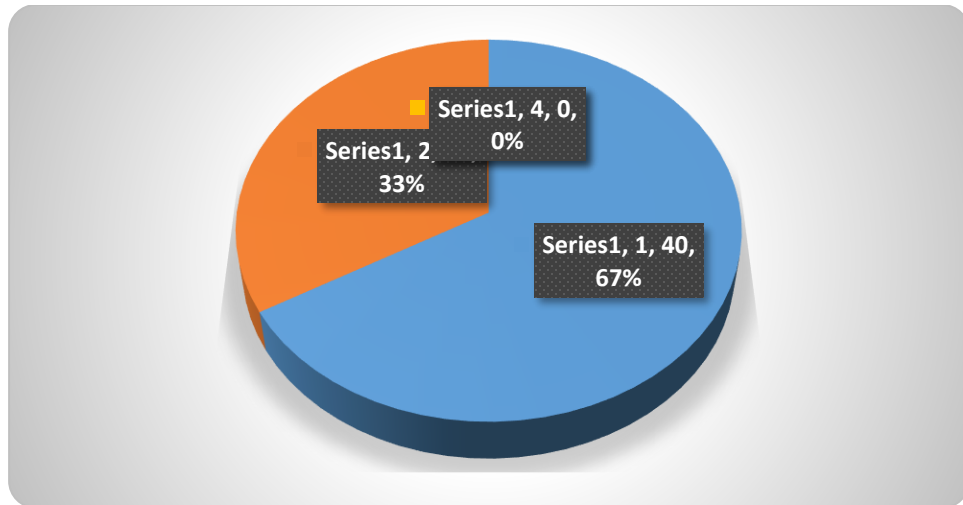
Fig 45: The pie chart represents the scale 1-4 of employees rating on whether rewards will motivate them to ensure that the project is a successful one
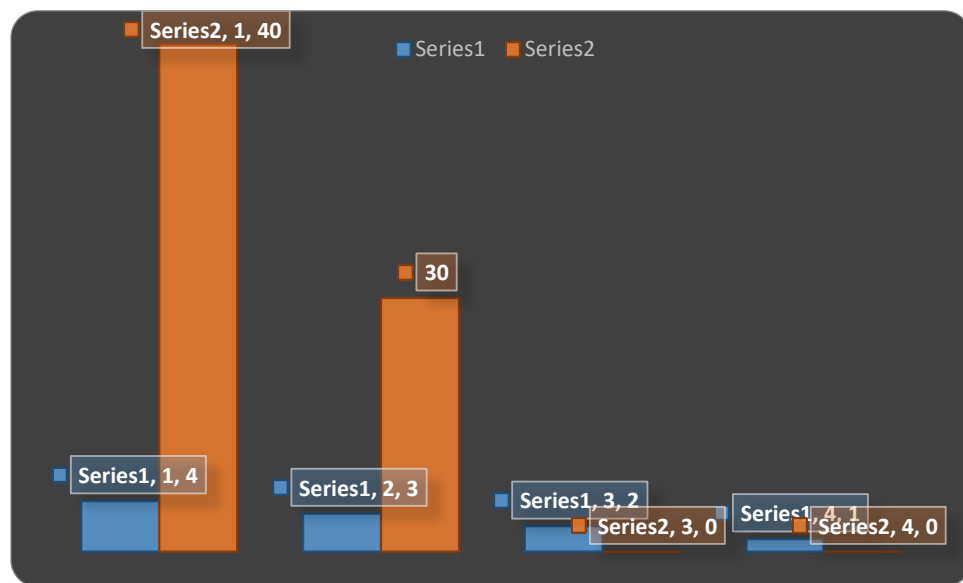

Fig 46: The bar graph represents the frequency of the scale 1-4 of employees rating on whether rewards will motivate them to ensure that the project is a successful one
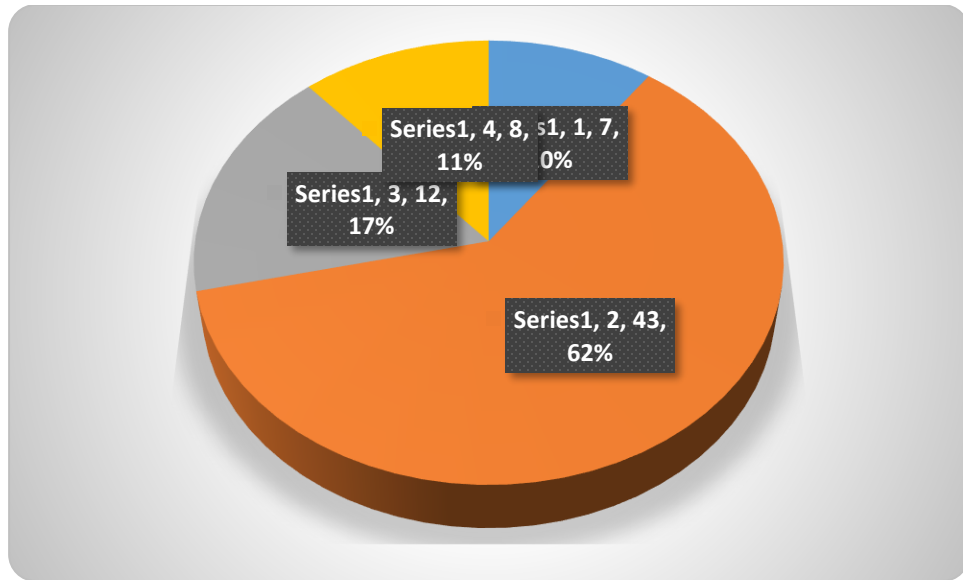
Fig 47: The pie chart represents the percentage of the employees answers based on a scale 1-4 of whether by providing rewards the organization will receive feedback.
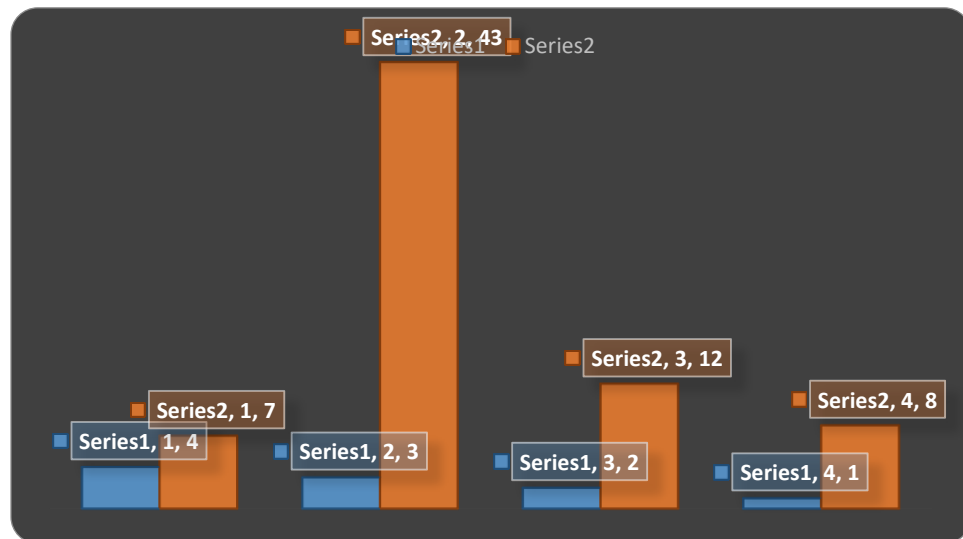

Fig 48: The bar graph represents the frequency of the employees answers based on a scale 1-4 of whether by providing rewards the organization will receive feedback.
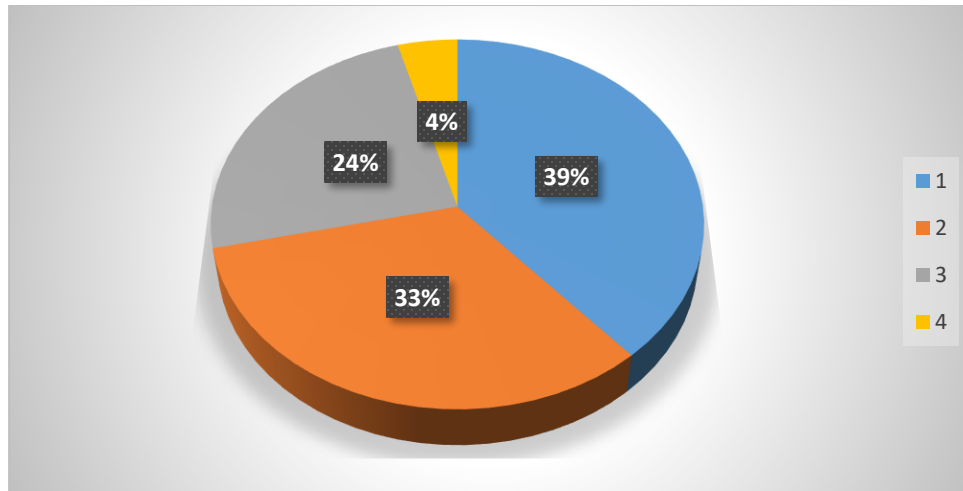
Fig 49: The pie chart shows the percentage of the employees with the ratings that they selected based on whether the chances of the project being a success will be more if they are committed
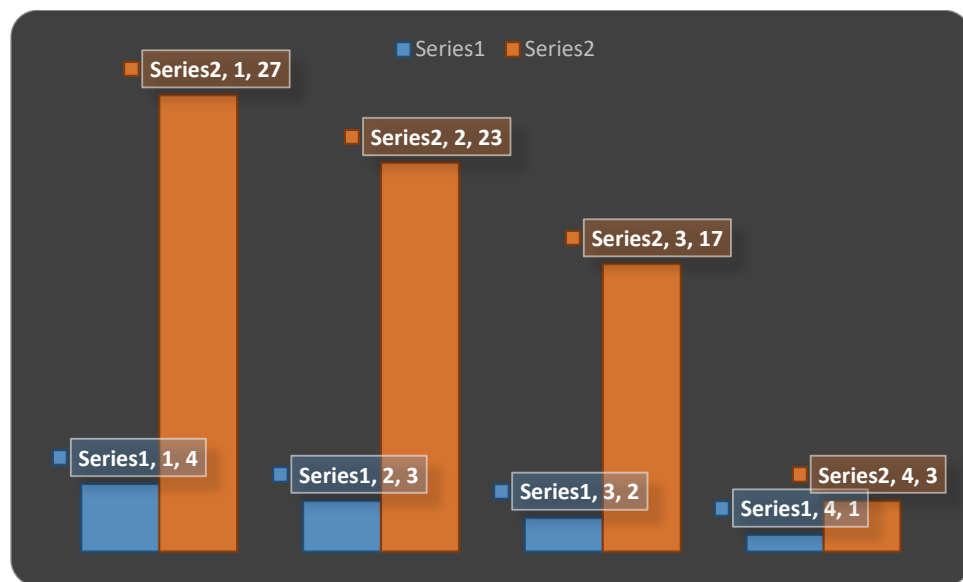

Fig 50: The bar graph shows the frequency of the employees with the ratings that they selected based on whether the chances of the project being a success will be more if they are committed

Fig 51: The pie chart represents the percentage of the response of the employees based on the scaling 1-4 to whether they think there are more chances for the project to be a success if they share the same goal as the organization
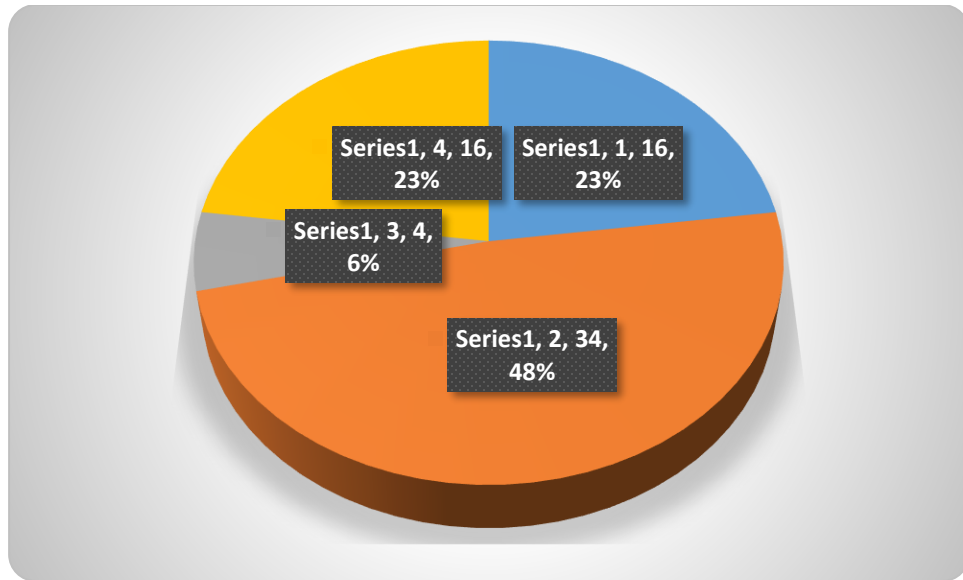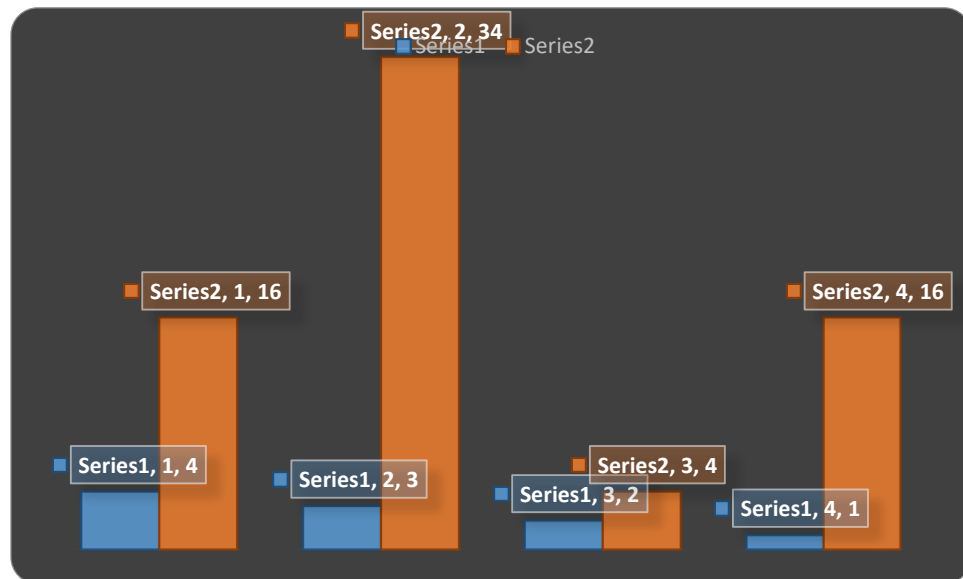

Fig 52: The bar graph represents the frequency of the response of the employees based on the scaling 1-4 to whether they think there are more chances for the project to be a success if they share the same goal as the organization

Figure 53: The pie chart represents the percentage of the employees based on a scale of 1-4 regarding whether the task gets done properly and effectively in the organization
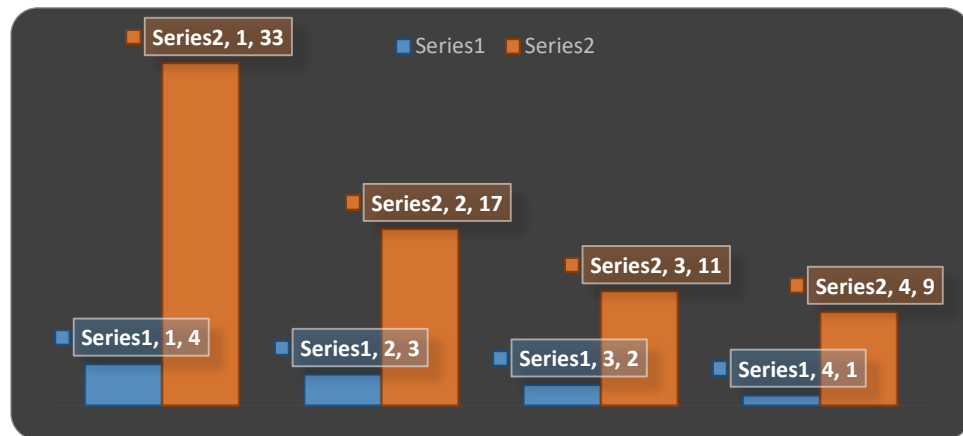
Figure 54: The bar graph represents the frequency of the employees based on a scale of 1-4 regarding whether the task gets done properly and effectively in the organization

Figure 55: The pie chart represents the percentage of the employees based on a scale of 1-4 regarding whether more innovative ideas result in project success

Figure 56: The bar graph represents the frequency of the employees based on a scale of 1-4 regarding whether more innovative ideas result in project success
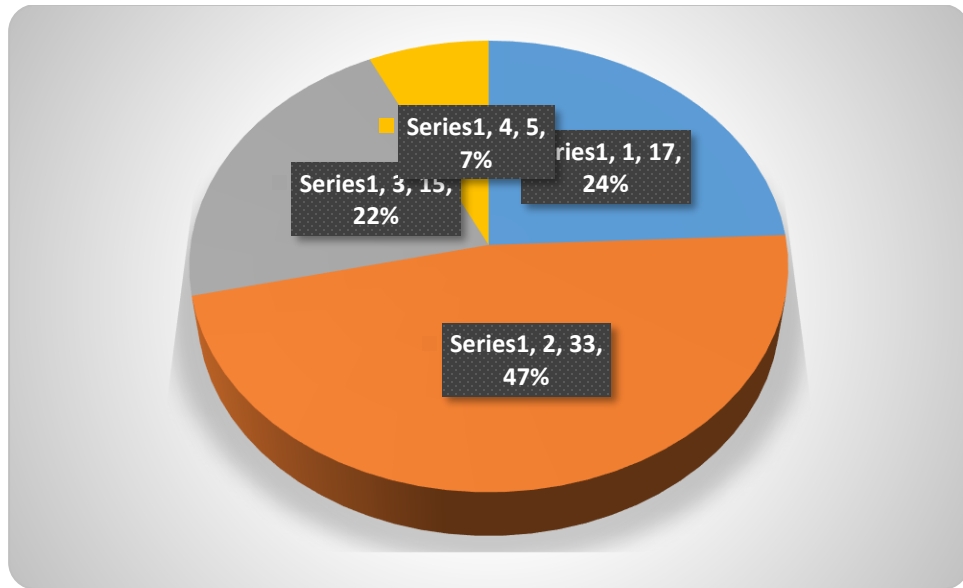
Figure 57: The pie chart represents the percentage of the employees based on a scale of 1-4 regarding whether all employees are treated the same and if this increases the chances of project success
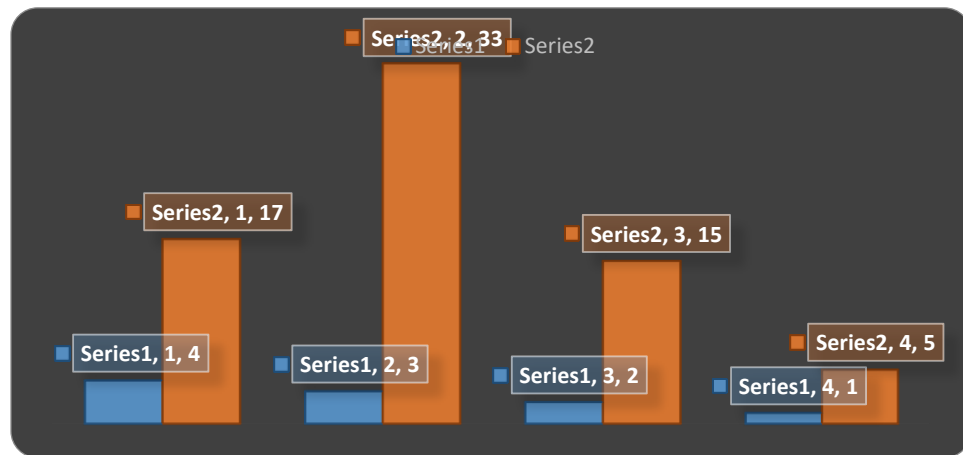
Figure 58: The bar graph represents the frequency of the employees based on a scale of 1-4 regarding whether all employees are treated the same and if this increases the chances of project success
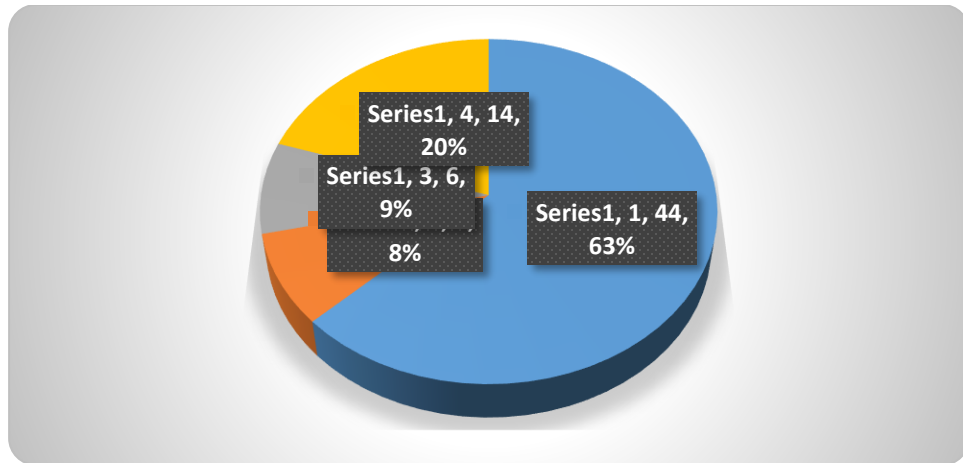
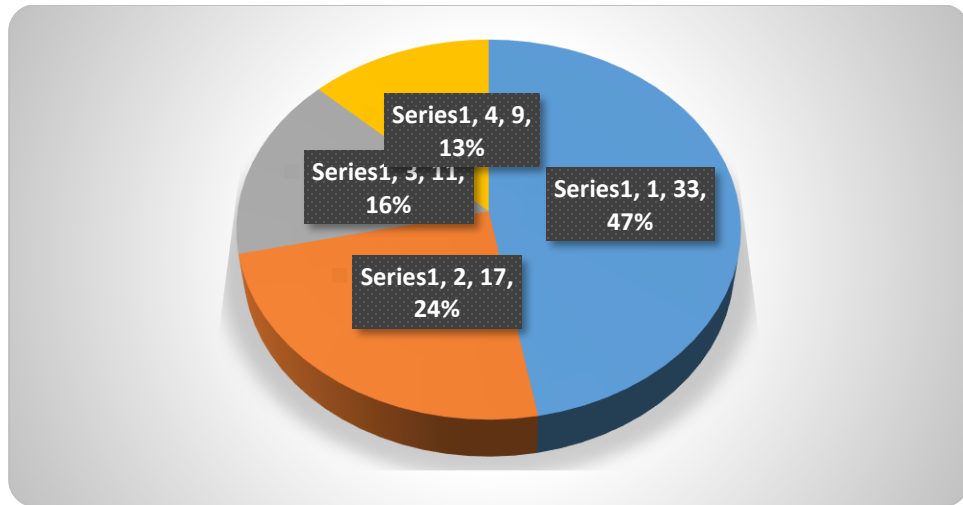**Figure 59: The pie chart represents the percentage of the employees based on a scale of 1-4 regarding whether employees assist each other when a problem arises and if this increases the chances of project success**
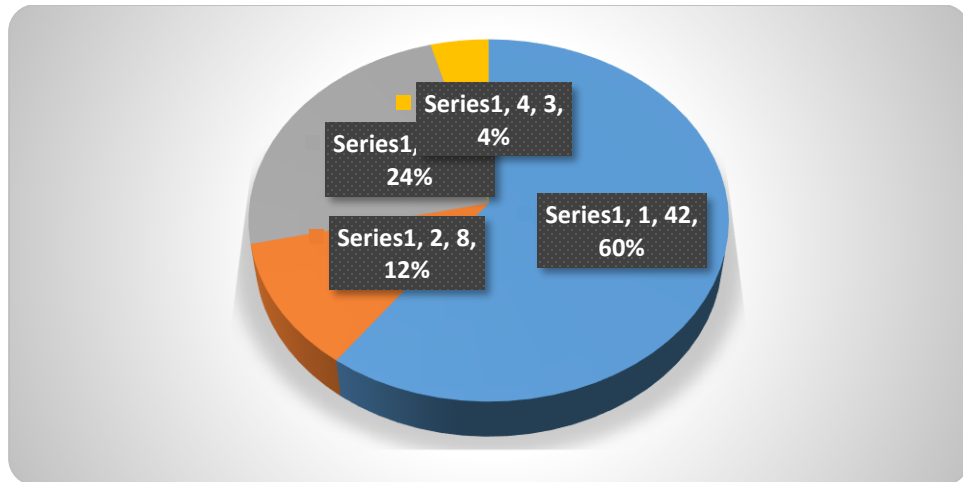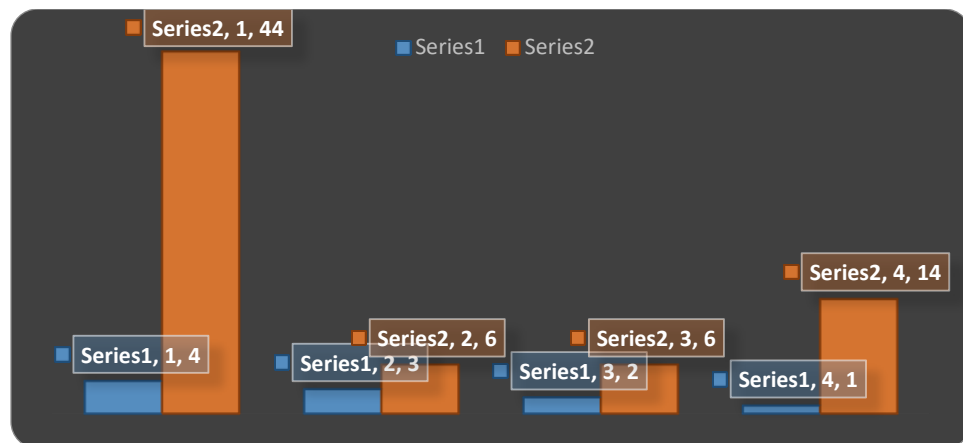

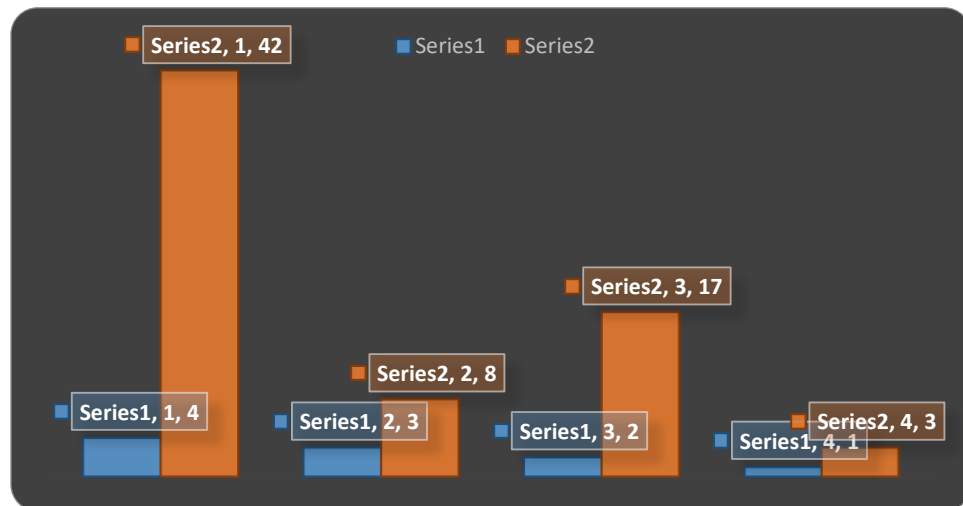**Figure 60: The bar graph represents the frequency of the employees based on a scale of 1-4 regarding whether employees assist each other when a problem arises and if this increases the chances of project success**
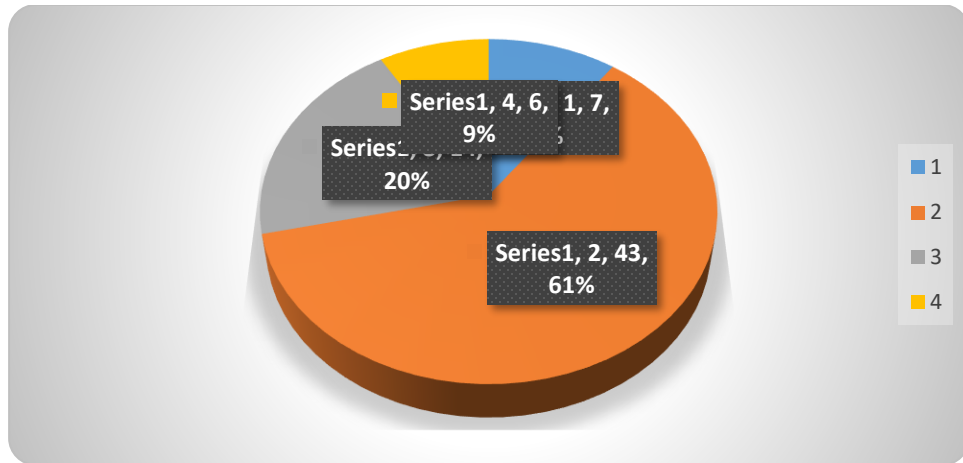
Fig 61: The pie chart as shown in represents the percentage of the employees based on a scale of 1-4 regarding whether all employees are friends and if this increases the chances of project success
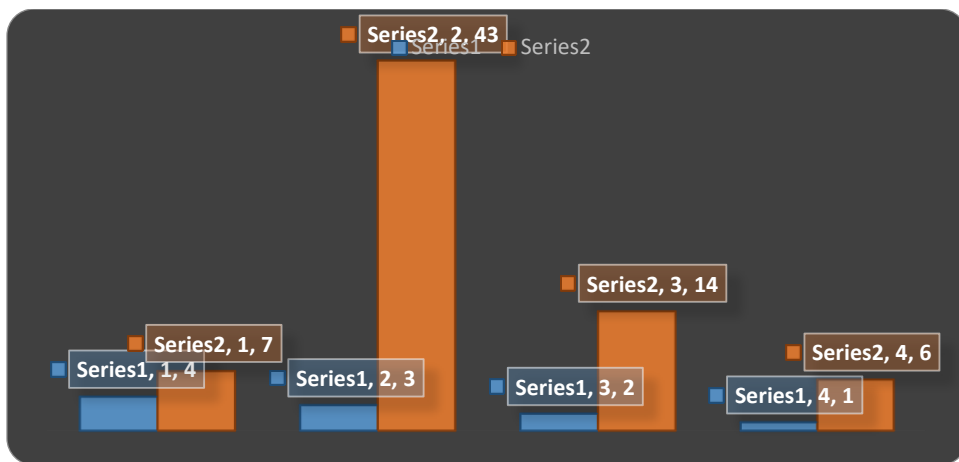
Fig 62: The bar graph as shown represents the frequency of the employees based on a scale of 1-4 regarding whether all employees are friends and if this increases the chances of project success
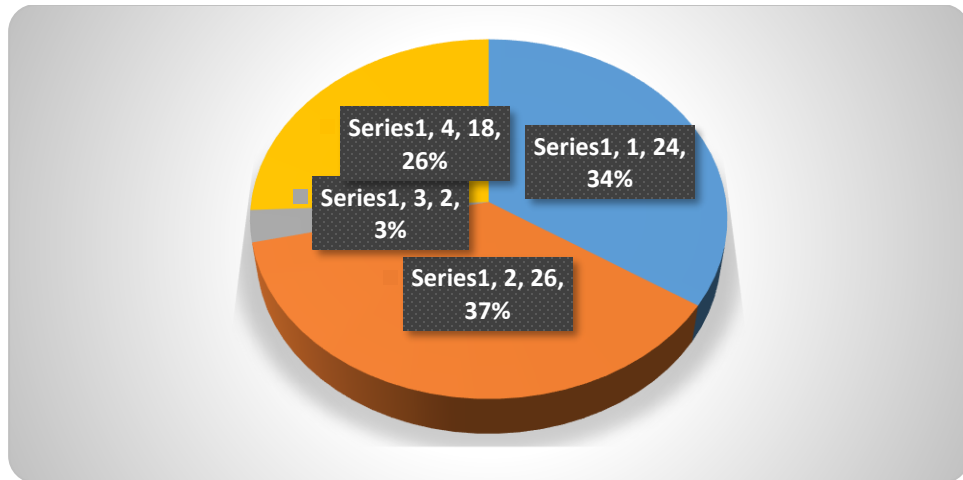
Fig 63: The pie chart as shown in represents the percentage of the employees based on a scale of 1-4 regarding whether employees try to adapt to each other's culture and if this increases the chances of project success
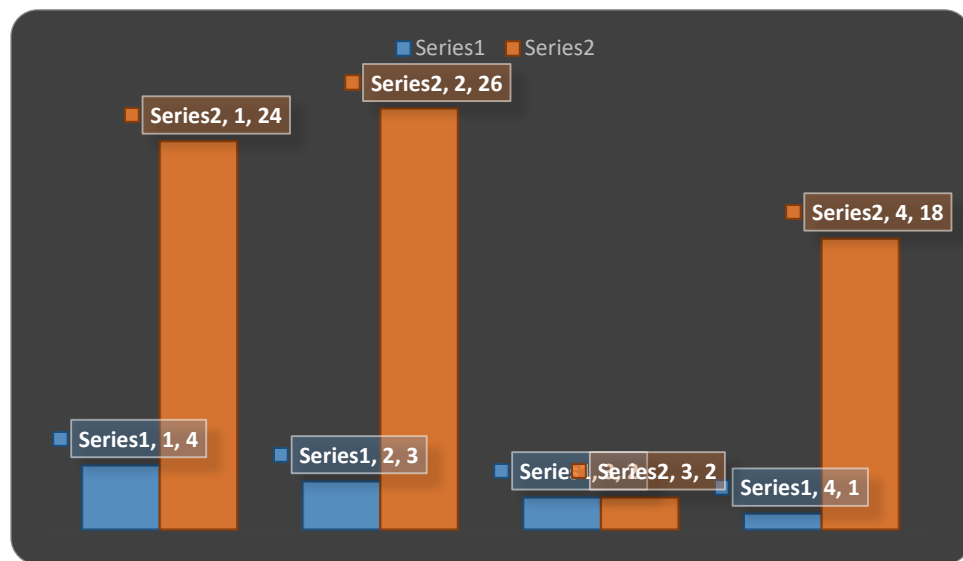
Fig 64: The bar graph as shown in represents the frequency of the employees based on a scale of 1-4 regarding whether employees try to adapt to each other's culture and if this increases the chances of project success

1							
2							
3	Mean	2.571428571	Mean	3	Mean	2.642857143	Mean	2.857143
4	Standard Error	0.13432051	Standard Error	0.12869789	Standard Error	0.133492215	Standard Error	0.119151
5	Median	2.5	Median	3	Median	3	Median	3
6	Mode	4	Mode	4	Mode	4	Mode	3
7	Standard Deviation	1.123806015	Standard Deviation	1.076763804	Standard Deviation	1.116876004	Standard Deviation	0.99689
8	Sample Variance	1.262939959	Sample Variance	1.15942029	Sample Variance	1.247412008	Sample Variance	0.993789
9	Kurtosis	-1.376558644	Kurtosis	-0.782800154	Kurtosis	-1.306126065	Kurtosis	-0.59799
10	Skewness	-0.025742525	Skewness	-0.717017809	Skewness	-0.2097975	Skewness	-0.60851
11	Range	3	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4	Maximum	4
14	Sum	180	Sum	210	Sum	185	Sum	200
15	Count	70	Count	70	Count	70	Count	70
16							

Table 11: This table shows the Descriptive Statistic of each variable in the Knowledge Management section

2	Using all the resources in the organization such as employees and organizing meetings with them to know their opinion.	1			
3	Encouraging the employees to learn and improvise their work.	0.898257	1		
4	Be familiar with the knowledge as well as the expertise that is there in the team.	0.973214	0.90383	1	
5	Providing an ideal climate for innovation to take place.	0.914786	0.945108	0.92976	1

Table 12: The table shows the Correlation Test of the variables under Knowledge Management

3	Mean	3.142857143	Mean	2.357142857	Mean	3
4	Standard Error	0.100280588	Standard Error	0.116958902	Standard Error	0.12869789
5	Median	3	Median	2	Median	3
6	Mode	3	Mode	2	Mode	4
7	Standard Deviation	0.839007597	Standard Deviation	0.978548382	Standard Deviation	1.076763804
8	Sample Variance	0.703933747	Sample Variance	0.957556936	Sample Variance	1.15942029
9	Kurtosis	0.931749759	Kurtosis	-0.935686642	Kurtosis	-0.782800154
10	Skewness	-1.036197009	Skewness	0.175465124	Skewness	-0.717017809
11	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4
14	Sum	220	Sum	165	Sum	210
15	Count	70	Count	70	Count	70

Table 13: The mean results of the variables in the Open Communication Factor

2	It is important to communicate with the public to know their demands.	1		
3	Communication with outside contractors	0.819573739	1	
4	Communication with the project parties to ensure that the project is heading towards the plan.	0.8823222303	0.894049397	1

Table 14: The Correlation results of the response of the questionnaire based on Open Communication Factor

2						
3	Mean	3.1	Mean	2.871428571	Mean	2.814285714
4	Standard Error	0.113571787	Standard Error	0.136385504	Standard Error	0.111998331
5	Median	3	Median	3	Median	3
6	Mode	4	Mode	4	Mode	3
7	Standard Deviation	0.95020974	Standard Deviation	1.141082991	Standard Deviation	0.937045266
8	Sample Variance	0.902898551	Sample Variance	1.302070393	Sample Variance	0.87805383
9	Kurtosis	-0.777589489	Kurtosis	-0.999029278	Kurtosis	-0.386854398
10	Skewness	-0.621840656	Skewness	-0.644624491	Skewness	-0.594687665
11	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4
14	Sum	217	Sum	201	Sum	197
15	Count	70	Count	70	Count	70

Table 15: The table shows the Descriptive Statistics of the Empowerment factor

2	It is very important that high attention is given to physical empowerment	1	
3	Provide supportive culture in order to increase the contribution	0.934310813	1
4	Employees should have access to information of the organization.	0.883833971	0.912583277	1

Table 16: The table shows the Correlation test of the Empowerment Factor

5.8.4 Mean and Correlation test results

2						
3	Mean	2.714285714	Mean	2.7	Mean	3.057142857
4	Standard Error	0.130523484	Standard Error	0.096201135	Standard Error	0.107456408
5	Median	3	Median	3	Median	3
6	Mode	3	Mode	3	Mode	4
7	Standard Deviation	1.092037812	Standard Deviation	0.804876442	Standard Deviation	0.899044812
8	Sample Variance	1.192546584	Sample Variance	0.647826087	Sample Variance	0.808281573
9	Kurtosis	-0.975315432	Kurtosis	0.256868971	Kurtosis	-0.804742126
10	Skewness	-0.570921748	Skewness	-0.769097948	Skewness	-0.483979585
11	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4
14	Sum	190	Sum	189	Sum	214
15	Count	70	Count	70	Count	70

Table 17: The table shows the Descriptive Statistic of the Reward Factor

2	Motivates team members	1		
3	Provides feedback	0.89038488	1	
4	More commitment to the organization	0.902563201	0.845186993	1

Table 18: The table shows the Correlation test of the Rewards section

3	Mean	2.714285714	Mean	3.057142857	Mean	3.271428571
4	Standard Error	0.127311517	Standard Error	0.128513905	Standard Error	0.11675642
5	Median	3	Median	3	Median	4
6	Mode	3	Mode	4	Mode	4
7	Standard Deviation	1.065164574	Standard Deviation	1.07522447	Standard Deviation	0.976854291
8	Sample Variance	1.134575569	Sample Variance	1.15610766	Sample Variance	0.954244306
9	Kurtosis	-0.88533224	Kurtosis	-0.757547598	Kurtosis	-0.770962746
10	Skewness	-0.583488593	Skewness	-0.764365968	Skewness	-0.864495207
11	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4
14	Sum	190	Sum	214	Sum	229
15	Count	70	Count	70	Count	70

Table 19: The table shows the Descriptive Statistics of the Cultural Diversity section of the questionnaire for the Leader

2	The group (organization, employees, teams) share the same goals.	1		
3	The task get done effectively and productively	0.900256693	1	
4	More innovative ideas are made	0.883464976	0.923295731	1

Table 20: The table shows the correlation results of the Cultural Diversity section for leaders

3	Mean	2.885714286	Mean	3.142857143	Mean	2.728571429	Mean	2.8
4	Standard Error	0.102843339	Standard Error	0.147140747	Standard Error	0.090824219	Standard Error	0.140392824
5	Median	3	Median	4	Median	3	Median	3
6	Mode	3	Mode	4	Mode	3	Mode	3
7	Standard Deviation	0.86044911	Standard Deviation	1.231067809	Standard Deviation	0.759889934	Standard Deviation	1.174610635
8	Sample Variance	0.740372671	Sample Variance	1.51552795	Sample Variance	0.577432712	Sample Variance	1.379710145
9	Kurtosis	-0.289225448	Kurtosis	-0.869162288	Kurtosis	0.470383542	Kurtosis	-1.145204002
10	Skewness	-0.477284516	Skewness	-0.951733917	Skewness	-0.71934396	Skewness	-0.592112577
11	Range	3	Range	3	Range	3	Range	3
12	Minimum	1	Minimum	1	Minimum	1	Minimum	1
13	Maximum	4	Maximum	4	Maximum	4	Maximum	4
14	Sum	202	Sum	220	Sum	191	Sum	196
15	Count	70	Count	70	Count	70	Count	70

Table 21: The table shows the Descriptive Statistic result of this section

2	All employees are treated the same no matter from which culture they come from	1			
3	Employees help each other when a problem arises	0.850227135	1		
4	Employees are friends with each other	0.904980481	0.863147087	1	
5	Employees adapt to other cultures	0.909119658	0.92206775	0.863809391	1