

## Supporting Strategies for Organizational Innovation and Their Impact on the Achieving Competitive Advantage in Jordanian Islamic Bank

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Received 16 March 2016; accepted 10 May 2016  
Published online 26 June 2016

### Abstract

The purpose of this paper is to identify supporting strategies for organizational innovation and their impact on the achieving competitive advantage. The paper dealt with some supporting for organizational innovation through (leadership style, participation, organizational culture, organizational structure, incentives, training and development) as independent variables affect the competitive advantage as the dependent variable. The major findings of the paper were that no effect of independent variables on the dependent variable (competitive advantage) except the independent variable (training and development) have an impact on the competitive advantage.

**Key words:** Supporting strategy; Organizational innovation; Competitive advantage

Harahsheh, F., & Abu Qulah, M. (2016). Supporting Strategies for Organizational Innovation and Their Impact on the Achieving Competitive Advantage in Jordanian Islamic Bank. *Management Science and Engineering*, 10(2), 62-69. Available from: URL: <http://www.cscanada.net/index.php/mse/article/view/8466>  
DOI: <http://dx.doi.org/10.3968/8466>

### INTRODUCTION

The world witnessed at the end of the Twentieth century and the beginning of the Twenty First century significant changes in all economic, social, technological, cultural, political and security fields, including business organizations sector, and it increased global competition challenges that effects organizations. Today organizations

became more interested in innovation and competitive advantage than ever before, and at the time when the business environment is characterized by change and development, it became imperative for the organizations to keep up with evolution, innovation and creative thinking that leads to excellence, through increasing the attention and focusing on the qualified human element by stimulating, educating and training it and to enrich this element's knowledge, so that the organization assures the survival and sustainability in the market. Organizational innovations plays an important role in the life of communities and environments of private and public business, whether it was individual, collective, institutional or organizational, and innovation is not considered an optional case any longer for business organizations, it became a case of inevitability to these organizations in order to allow the organizations to adapt and keep abreast of development to achieve success and excellence (Jawad, 2000, p.178).

The purpose of the study to identify the supporting strategies for organizational Innovation (leadership style, participation, organizational culture, organizational structure, incentives, training and development) to achieve competitive advantage in the Jordanian Islamic Bank, as well as identifying the most important supporting strategies for Organizational Innovation.

### 1. STUDY PROBLEM AND QUESTIONS

The idea and the concept of organizational innovation and the requirements to achieve it is still immature among many organizations, such as Jordan Islamic Bank. Perhaps the most important factors that affect the achievement of competitive advantage in Jordan Islamic Bank organizational Innovation, and as a result of the lack of the knowledge about the supporting strategies for organizational innovation and the possibility of considering it as a strength factor which will help

achieving competitive advantage, the purpose of the study can be achieved by answering the following questions:

**Is there an effect by the supporting organizational strategies for innovation to achieve competitive advantage in the Jordanian Islamic Bank?**

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## 2. HYPOTHESES OF THE STUDY

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**Main hypotheses: There is no statistically effect for the strategies that support the organizational innovation to achieve competitive advantage in the Jordanian Islamic Bank.**

And the following sub-hypotheses are divided:

- No statistically significant effect of leadership style to achieve competitive advantage
- No statistically significant effect of participation to achieve competitive advantage.
- No statistically significant effect of organization culture to achieve competitive advantage.
- No statistically significant effect of the organizational structure to achieve competitive advantage.
- No statistically significant effect of incentives to achieve competitive advantage.
- There are no statistically significant effect of the training and development to achieve competitive advantage.

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## 3. PROCEDURAL DEFINITIONS OF THE STUDY'S VARIABLES

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**Supportive strategies for organizational innovation:** Means the methods or practices used or adopted by the administration to its employees in order to support and stimulate their Innovations activity, it will be measured by the following:

**Leadership style:** Is the method or self-orientation used by the director to lead the subordinates, and to get them perform their tasks (Cherrington et al., 2001, p.348). Measured by paragraphs (pp.1-4).

**Participation:** Which means the involvement of the president and subordinates and stakeholders who have a relationship with the organization, like consumers and beneficiaries of the services, in sharing opinions, debate and the various activities carried out by the organization (Rodrigues, 1994). It has been measured by paragraphs (pp.5-8).

**Organization culture:** Is a system of values and beliefs that the members of the organization involve in and interact with, such, values, customs, rituals, laws and regulations and instructions within the organization (Brown & Harvey, 2006, p.71). Measured by paragraphs (pp.9-12).

**Organizational structure:** Is the power system and relations between the organizational units which determine the shape and nature of the necessary work of the organization (Al-Omyan, 2002, p.80). Measured by paragraphs (pp.13-16).

**Incentives:** An activity or encouraging policy whether it was moral or physical used by departments and management with the staff to encourage them to achieve a certain thing, such as creativity, innovation (Qaryouti, 2003, p.36). Measured by paragraphs (pp.17-20).

**Training and development:** Is the regulated and planned effort to provide the human resources in the organization with certain knowledge, and improve their skills, capabilities, and to change their behavior in a positive way (Khasawneh et al., 2011 p.83). Measured by paragraphs (pp.21-25).

**Competitive advantage:** It means to provide services at a lower cost compared with competitors, by reducing variable costs and exercise a continuing control, and to use information technology effectively, and fully benefit from the efforts of the workers, and invest time and effort effectively (Porter, 1985). Measured by paragraphs (pp.26-36).

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## 4. LITERATURE REVIEW AND RELEVANT STUDIES

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### 4.1 Innovation

Innovation is a human phenomenon which existed since the presence of earth, the human being has the desire to search, change and renewal, and even during normal practice the human being practices it and has something of renewal behavior. The concept of Innovation was not reasonable or applicable for the specialists as an academic subject until 1950, where the big transformation was when (Guilford) studied and discussed it at the annual conference at the American Psychological Association, the results was that his research was considered as one of the serious scientific researches that dealt with the concept of Innovation

The modern era is characterized with the modern era of information and communication technology revolution, where some countries criticized the energies and methods that supported creators, recently a new science appeared which is called the science of Innovation.

Daft (2001, p.357) pointed that Innovation is to adopt an idea or a new behavior for the manufacture of the company or the market or public environment and it is the first company to introduce a new product as innovative. Trott (2012, p.15) defined innovation as all management activities that include the creation of a new idea, develop a new technology, new product manufacturing and developing a new service.

Hage (1999, p.599) defined organizational innovation as the practice or the process which ensue a creation of

an idea, behavior, product, service, technology or a new management practice.

#### 4.2 Strategies in Support of Organizational Innovation

**Participation:** is to give workers the opportunity to engage with a debate in their management to clarify the matters and circumstances regarding the nature of their business and career reality (Heller et al., 1998, p.15).

**Training and development:** Training is the process of obtaining knowledge, skills and capabilities required to accomplish functional tasks. Training and development terms are synonymous and complete each other, while training is part of the development and is involved in, preparation and development of the staff in the future (Khasawneh et al., 2011, p. 85).

**Organizational culture:** It is the set of values and beliefs, customs and traditions, practices and rituals that involve members of the organization (Buchanan, 2004, p.643).

**Organizational communication:** Is the process of sharing information that is related to the regulatory process of the activity, which includes sharing the information, analyzing, collecting and dissemination of information operations (Thomson & Carts-Baril, 2003, p.122).

**Incentives:** Is the combination of factors and methods used by the organization to influence the behavior of individuals and their employees, which encourages them to spend more effort and attention to their work quality and quantity (Khasawneh et al., 2011, p.93).

**Leadership style:** Is the degree of official humanitarian attitude and dispose of leadership of the personality of the manager in exercising the power and influence over the subordinates in the organization (Kotter, 1990, p.103).

**Authorization:** Is the process of transferring and granting some of the terms and preferences of the president to the subordinates to achieve some tasks (Bateman & Zeithmal, 1990, p.406).

**Working groups:** A group of employees who work together and cooperate with each other to achieve certain goals in the organization (Khasawneh et al., 2011, p.97).

**Structure:** Is the framework that shows the structure and composition of all administrative and technical levels (senior management, middle, lower) in the organization in terms of divisions, dependence and relations (Decanio et al., 2000, p.1285).

#### 4.3 The Concept of Competitive Advantage

The concept of competitive advantage refers to the organization's ability to formulate and implement strategies that make them in a better position in relation to other organizations which work in the same field. Porter, (1985) defined it as "discovering the organization new

ways and methods are more effective than those used by competitors" (Porter, 1993, pp.126-147).

#### 4.4 Types of Competitive Advantage (Porter, 1985, pp.126-147)

**Low cost advantage:** Low cost means the ability of the organization to design, manufacture a product, or to provide less expensive service compared with other competing organizations.

**Differentiation in the provision of service:** The organization's ability to provide a service or a new and unique product that has a high value from the standpoint of customers.

**Focus:** Focus is to choose a competitive field which is limited in order to focus on a particular product or service, or to focus on a particular segment of the market.

#### 4.5 Previous Studies

a) Study (Al-Mutairi (2012): "**The Impact of Innovation Orientation on A competitive Advantage in Kuwaiti commercial Banks**". This study aimed to investigate the Impact of Innovation Orientation on Achieving Competitive Advantage in Kuwaiti Commercial Banks.

The main conclusions of the study were: There was a significant impact of Innovation Intension on Achieving Competitive Advantage (Differentiation, Response) in Kuwaiti Commercial Banks, there was a significant impact of Innovation Infrastructure on Achieving Competitive Advantage (Differentiation, Response) in Kuwaiti Commercial.

b) Study Dobin ( 2010) "**The Relationship Between Innovation Orientation and Competitive Strategy**". The strategy chosen in organizations is related to several factors including the organization's mission, objectives, resources, and its innovation orientation. Using a sample of Canadian organizations, this study examines the relationships between an organization's innovation orientation and the types of competitive strategies they pursue, the results Organizations that possess high innovation orientations engage in value creation strategies such as market segmentation, developing new products/services for new markets, and product or service customization.

c) Study Al Maani (2012 ) "**Impact of Supporting Activities of Organizational Innovation on the Achieving Psychological Empowerment of Jordanian Industrial Companies Workers**". The study aimed at identifying the impact of the activities organizational innovation on psychological empowerment of Jordanian industrial companies workers. The main components of the supporting activities are represented in participation, training and development,organizational culture incentives, suitable leadership, teams works. While the psychological empowerment components are: Meaning fullness, the competencies, self determination, and the

cognitive impact. The study found a set of results, the most important: the existence of a significant Impact of supporting Activities of Organizational Innovation on the achieving psychological empowerment. And formed the suitable leadership the main role of supporting Activities of the organizational Innovation.

d) Study Amaria, (2010): “**The effect of business transformation and innovation economics on sustainable corporate competitive advantage**”. This study examined the sustainable competitive advantage for domestic, international, and global corporate entities gained from the use of business transformational and innovation economics. Additionally, this study determined the importance and influence of business factors that trigger growth and innovation for sustainable competitive advantage.

## 5. RESULTS AND DISCUSSION

Two types of data have been adopted in this study, namely; secondary data, represented in the published literature in books, journals, previous studies and periodical journal related to the study. Primary data, which are the questionnaires. These questionnaires were distributed on 10 branches of Jordanian Islamic Bank in the north area of Jordan. The final sample size was 48 questionnaires for top management (Managers) and middle management (Heads of departments).

The questionnaire consisted of two parts, the first aimed at collecting identification data about the subject, such as: gender, educational level, specialization, age and experience. The second part aimed at measuring the study variables, which consisted of six independent variables (organizational innovation) and one dependent variable (competitive advantage).

The latter second part were formulated in a form that enables easy measuring, since 5-point Likert scale was adopted: to a very strongly agree(5), agree(4), no certain(3), not agree(2), strongly not agree(1).

To discuss the reliability of the questionnaire results and the coherence between its questions, it was submitted to selected management teaching staff members in universities and selected experts in the field of to get their feedback and responses. The questionnaire was also subject to reliability analysis to measure Alpha Cornbach coefficient, which was found to be (0.89).

Thus, the conclusions of questionnaire are considered reliable to the realization of the study objectives.

To achieve the objectives of the study and test its hypothesis, the analytical descriptive causal approach was used in order to show how organizational innovation impact on competitive advantage. Simple regression model and One-Way ANOVA with regression were used to test the hypotheses.

The questionnaire’s answers were transformed into a worksheet using SPSS (20) statistical package for the

analysis. After the data were analyzed in light of the objectives and hypotheses of the study, the results were as follows:

### 5.1 Characteristics of Respondents

Sample characteristics include five major items in this study: (a) gender, (b) level of education, (c) field, (d) age, and (e) experience. Table 1 shows the results obtained after analyzing identification variables. The frequency percentage for each variable is listed according to the survey categories in the table.

**Table 1**  
**Analyzing Results of Identification Variables**

Variables	Type	Frequency	Percentage %
Gender	Male	24	50
	Female	24	50
Total			100
Education level	High studies	7	14.6
	Bachelor degree	38	79.2
	Diploma	3	6.3
	High school and or less	0	0.0
Total		48	100
Specialization	Banking and financial Sciences	25	52.1
	Accounting	8	16.7
	Business management	7	14.6
	Other	8	16.7
Total		48	100
Age	Less than 30 years	8	16.7
	30 less than 40 years	15	31.3
	40 less than 50 years	22	45.8
	50 years and over	3	6.3
Total		48	100
Experience	Less than 5 years	12	25
	Less than 10 years	8	16.7
	More than 10 years	28	58.3
Total		48	100

It can be seen that the percentage of males (50%) is equal to the percentage of females.

Educational level shows that the highest number of the respondents holds Bachelor Degree (38%, 79.2%), which is approximately most of the sample. The respondent ages are between 40 less than 50 years (22%, 45.8%) of the respondents. The result shows the highest experience is more than 10 years (28%, 58.3%).

### 5.2 Descriptive Statistics and Testing of Hypotheses

Results of the statistical analysis for independent variables organizational innovation (the first variable: leadership style) which is measured by four questions of the second section of the questionnaire, demonstrated in Table 2, show that grand sample mean of the answers reached 4.08, which exceeded population mean(3) and the standard deviation was 0.36.

#### 5.2.1 First Hypothesis

**H<sub>01</sub>**: There is no effect of leadership style on competitive advantage.



Using the simple linear regression model with ANOVA table, it was found that the simple correlation coefficient between leadership style and competitive advantage was (0.24), it means that there is a positive and a weak correlation between them, while  $R^2 = 0.06$ , the coefficient of determination is very weak, this means

that leadership style explains 6% of the variance in competitive advantage. Also it was found that  $F$ -value calculated = 2.95, the significance value = 0.095, which is greater than 0.05, therefore the null hypothesis ( $H_{01}$ ) is accepted it. This means that leadership style is not effect on competitive advantage.

**Table 2**  
**Descriptive Statistics of the Statements for Leadership Style**

Item	Statements of independent variable	Mean	SD
1	The Bank follows the democratic leadership style of Labor affairs.	4.15	.412
2	Senior management of the bank seeks to get feedback from the employees about the progress of work constantly.	4.06	.433
3	The delegation of authority in taking decisions in business matters and constant routine work.	4.08	.454
4	The delegation of authority in taking decisions in business matters and constant routine work.	4.04	.544
	Grand sample mean	4.08	.36

Results of the statistical analysis for independent variables organizational innovation (the second variable: participation) which is measured by four questions of the second section of the questionnaire, demonstrated in Table 3, show that grand sample mean of the answers reached 4.04 which exceeded population mean(3) and the standard deviation was .41.

### 5.2.2 Second Hypothesis

**$H_{02}$ : There is no effect of participation on competitive advantage.**

Using simple linear regression model with ANOVA Table, it was found that the simple correlation coefficient between participation and competitive advantage was (0.22), it means that there is a positive and a weak correlation between them, while  $R^2 = 0.05$ , the coefficient of determination is very weak, this means that participation explains 5% of the variance in competitive advantage. Also it was found that  $F$ -value calculated = 2.25, the significance value = 0.14, which is greater than 0.05, therefore the null hypothesis ( $H_{02}$ ) is accepted it. This means that participation is not effect on competitive advantage.

**Table 3**  
**Descriptive Statistics of the Statements for Participation**

Item	Statements of independent variable	Mean	SD
5	The direct manager allows the opportunity to debate with the employees before making decisions.	3.92	.679
6	The administration of the bank receives the views of the employees about the requirements	4.08	.498
7	The administration works on incentives to encourage the work in order to achieved the objectives.	4.02	.601
8	Participation in the work reflects improvement of the bank's performance.	4.13	.489
	Grand sample mean	4.04	.41

Results of the statistical analysis for independent variables organizational innovation (the third variable: organization culture) which is measured by four questions of the second section of the questionnaire, demonstrated in Table 4, show that grand sample mean of the answers reached 4.17 which exceeded population mean(3) and the standard deviation was .32.

### 5.2.3 Third Hypothesis

**$H_{03}$ : There is no effect organization culture on competitive advantage.**

Using the simple linear regression model with

ANOVA table, it was found that the simple correlation coefficient between organizational culture and competitive advantage was (0.22), it means that there is a positive and a weak correlation between them, while  $R^2 = 0.05$ , the coefficient of determination is very weak, this means that organization culture explains 5% of the variance in competitive advantage. Also it was found that  $F$ -value calculated = 2.23, the significance value = 0.14, which is greater than 0.05, therefore the null hypothesis ( $H_{03}$ ) is accepted it. This means that organization culture is not effect on competitive advantage.

**Table 4**  
**Descriptive Statistics of the Statements for Organization Culture**

Item	Statements of independent variable	Mean	SD
9	The bank has a group of creative values which is clear and known for the employees.	3.92	.577
10	The bank has a clear vision to be achieved.	3.96	.617
11	There are rules and clear instructions to follow in different departments of the bank.	3.90	.660
12	Publication of the bank's organizational culture is reflected on the excellence in performance.	3.92	.613
	Grand sample mean	4.17	.32

Results of the statistical analysis for independent variables organizational innovation (the fourth variable: organizational structure) which is measured by four questions of the second section of the questionnaire, demonstrated in Table 5, show that grand sample mean of the answers reached 3.92 which exceeded population mean(3) and the standard deviation was .54.

#### 5.2.4 Fourth Hypothesis

**H<sub>04</sub>: There is no effect of organizational structure on competitive advantage.**

Using the simple linear regression model with ANOVA

table, it was found that the simple correlation coefficient between organizational structure and competitive advantage was (0.25), it means that there is a positive and a weak correlation between them, while  $R^2 = 0.06$ , the coefficient of determination is very weak, this means that organizational structure explains 5% of the variance in competitive advantage. Also it was found that  $F$ -value calculated=3.06, the significance value = 0.09, which is greater than 0.05, therefore the null hypothesis (H<sub>04</sub>) is accepted it. This means that organizational structure is not effect on competitive advantage.

**Table 5**  
**Descriptive Statistics of the Statements for Organizational Structure**

Item	Statements of independent variable	Mean	SD
13	Lines of authority are characterized clearly at the bank.	3.92	.679
14	The organizational structure facilitates effective communication between workers.	4.08	.498
15	The organizational structure provides flexibility to work excellently.	4.02	.601
16	The organizational structure is characterized by the distribution of tasks.	4.13	.489
	Grand sample mean.	3.92	.54

Results of the statistical analysis for independent variables organizational innovation (the fifth variable: incentives) which is measured by four questions of the second section of the questionnaire, demonstrated in Table 6, show that grand sample mean of the answers reached 3.84 which exceeded population mean(3) and the standard deviation was .76.

#### 5.2.5 Fifth Hypothesis

**H<sub>05</sub>: There is no effect of incentives on competitive advantage.**

Using the simple linear regression model with

ANOVA table, it was found that the simple correlation coefficient between incentives and competitive advantage was (0.18), it means that there is a positive and a weak correlation between them, while  $R^2 = 0.03$ , the coefficient of determination is very weak, this means that incentives explains 3% of the variance in competitive advantage. Also it was found that  $F$ -value calculated=1.55, the significance value = 0.22, which is greater than 0.05, therefore the null hypothesis (H<sub>05</sub>) is accepted it. This means that incentives are not effect on competitive advantage.

**Table 6**  
**Descriptive Statistics of the Statements for Incentives**

Item	Statements of independent variable	Mean	SD
17	Distribution of bonuses to the employees is governed by justice and amount.	3.92	.679
18	The size of incentive provided by the bank is considered sufficient to encourage employees to work creatively.	4.08	.498
19	Moral incentives are considered as one of the applied means that increase the efficiency of workers.	4.02	.601
20	Material incentives are considered as one of the applied means by the administration to raise the efficiency of workers.	4.13	.489
	Grand sample mean.	3.84	.76

Results of the statistical analysis for independent variables organizational innovation (the sixth variable: training and development) which is measured by five questions of the second section of the questionnaire, demonstrated in Table 7, show that grand sample mean of the answers reached 3.72 which exceeded population mean(3) and the standard deviation was .49.

#### 5.2.6 Sixth Hypothesis

**H<sub>06</sub>: There is no effect of training and development on competitive advantage.**

Using simple linear regression model with ANOVA Table, it was found that the simple correlation coefficient between training , development and competitive advantage was (0.43), it means that there is a positive and a good correlation between them, while  $R^2 = 0.18$ , the coefficient of determination is good, this means that training and development explains 18% of the variance in competitive advantage. Also it was found that  $F$ -value calculated= 10.31, the significance value= 0.002, which is less than 0.05, therefore the null hypothesis (H<sub>06</sub>) is rejected it. This means that training and development are effect on competitive advantage.

**Table 7**  
**Descriptive Statistics of the Statements for Training and Development**

Item	Statements of independent variable	Mean	SD
21	The bank provides training programs for the staff inside Jordan constantly.	3.75	.668
22	The bank administration allocates a budget for training programs.	3.85	.618
23	Training opportunities are distributed among the workers fairly.	3.60	.644
24	The bank's training needs is determined accurately.	3.48	.618
25	The bank is working on developing and rehabilitating workers to receive higher management positions.	3.75	.668
	Grand sample mean	3.72	.49

Results of the statistical analysis for dependent variable competitive advantage which is measured by eleven questions of the second section of the questionnaire,

demonstrated in Table 8, grand sample mean of the answers reached 3.77 which exceeded population mean(3) and the standard deviation was .42.

**Table 8**  
**Descriptive Statistics of the Statements for Competitive Advantage**

Item	Statements of dependent variable	Mean	SD
26	The bank adopts the specifications and quality assurance standards strictly in all departments.	3.58	.871
27	The bank offers its services to the customers at competitive prices.	3.65	.785
28	The bank management is seeking to achieve excellence through the provision of better services.	3.81	.734
29	The bank management deals with customer proposals very seriously.	3.98	.565
30	The bank's information system contributes substantially in to achieve competitive advantage.	4.10	.371
31	Customers waiting time to receive a service is very short.	3.21	.798
32	The bank offers outstanding facilities for the customers other than other competitors in the same sector.	3.98	.526
33	The bank has a quick response on timely manners according to customers' needs.	3.79	.651
34	The bank is responding rapidly to the developments in the banking field.	3.98	.526
35	The bank has a wide range of banking operations and activities that meet the needs of different categories of customers.	4.06	.522
36	The workers perform the customer's services as soon as possible.	3.58	.871
	Grand sample mean	3.77	.42

## CONCLUSION

From literature review, there is no dealt with some factors including (organizational style, participation, organizational culture, organizational structure, incentives, training and development) as independent variables impact on competitive advantage in Jordanian Islamic Bank. So competitive advantage is affected by training and development. All grand samples mean of the study variables exceeded population mean.

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