

The Role of Managerial Innovation in Improving Human Resource Performance at Bahrain Sport Federations

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Abstract: This research investigates the impact of managerial innovation in improving human resource performance at Bahrain Sport Federations. Literature shows that managerial innovation has proved its positive impact, but when it comes to Human Resource Performance, little research has been carried out in this regard. The Kingdom of Bahrain pays great attention for sports because it is considered one of the vital elements that contributes to achieve the Kingdom's vision 2030. This justifies why innovation, in the last two decades, has been the focus in business literature, reports and government policy. Little attention, however, has been given to the possible impact of managerial innovation on human resource performance. In order to clarify matters, this paper evaluates the impact of managerial innovation on the human resource performance at Bahrain Sport Federations. The data are gathered through questionnaire distributed to the employees who work at Bahrain Sport Federations and are analyzed through the SPSS v.23 software.

Keywords: Managerial Innovation, Human Resource, Performance, Bahrain Sport Federation.

1 Introduction

Organizations of all types, sizes and tasks face a common challenge: they need to raise the level of their human resources so that they can adapt to the requirements of rapid change. Modern organizations are stepping up efforts to improve the performance of their human resources and devote a large part of their budget to finding ways to improve performance. (Walker, Chen, Aravind 2015).

In the last period, the Civil Service Bureau issued directives on the performance management system. These directives seek to improve the performance and improve performance in the public sector, which is based on the vision and aspirations of the Kingdom of Bahrain, which aspires to optimize the utilization of human resources with a high degree of effectiveness that can contribute in improving the performance of human resources and creating an effective environment (Miniaoui & Schilirò, 2016).

Innovation is the leading characteristic of successful organizations in today's business, in addition, innovation as a managerial concept has become vital asset and competitive edge for many organizations operating in rapidly changing, complex and competitive environments (Awan & Javed 2015). Therefore, managerial innovation has an integrated and effective role and is a fundamental process in improving the performance of human resources, which is a key requirement in order to keep pace with and improve the performance of organizations and human resources.

Creativity is considered the appropriate organizational environment for human resources in all sectors as it has a great role in the sports sector and from it we see its active role in sports federations and it is a manifestation of human behavior which reflects positively on the human resource by giving their children creative abilities and abilities and exploiting them to optimize their performance and research For creative and creative solutions to the problems they may face. (Walker, Chen, Aravind 2015).

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The honing of the skills and abilities of subordinates and the development of their skills and work within the team and raise their morale may contribute to achieving the desired goals to achieve local and international championships and reach the global and raise the name of the Kingdom of Bahrain.

The majority of the organizations are working to define the concept of human resources performance in order to know the factors, gaps and deviations that may adversely affect the performance of their human resources and work on the performance of their human resources in order to meet the challenges that may face the organization. Correct and evaluate these factors, deviations and fill the gaps (Awan & Javed 2015).

1.1 Problem Statement

One of the biggest challenges in the public sector is to improve the human resource performance and to try to bridge the gap between the actual human resource performance and the expected performance of them. The sports sector is one of these sectors and given the current sport status in Bahrain and the attention of the leaders, and found that there is an urgent need to improve the performance of human cadres in order to fit the progress and development and achieve competition among the countries of the world, it is necessary to pay attention to improve the level of human resource performance to keep pace with this development and growth, Bahraini all sports federations concerned with the performance of its human resources and achieved the preparation of management through managerial innovation (Miniaoui & Schilirò , 2016).

The main challenge of many federations is to contribute to local and international championships and to win and win championships which in turn can raise the name of the Kingdom of Bahrain in the field of sports by improving the performance of human resources starting with the administrators in all sports federations of the Bahrain Olympic Committee through Change and improvement through the development of the capabilities and skills of creative individuals and achieve the desired objectives of the different federations (Ahmed and Hamdan 2015).

Although the sports federations in the Kingdom of Bahrain have been successful in different areas, they have a number of obstacles to improving the performance of their human resources: late completion of work, inability to adapt to working conditions and responsibility (Zhang, Khan, Lee, & Salik 2019). Hence, solutions must be found that may contribute to overcome the obstacles by focusing on the abilities and skills of creative individuals represented in the creative elements of individuals, which contributes to improving the performance of their human resources and work to raise the name of the Kingdom of Bahrain internationally (Ahmed and Hamdan 2015).

The managerial innovation is a challenge to the organization and its human cadres because of its importance and a great impact on the survival of organizations and prosperity and achieve the competitive advantage that aspires to achieve, so it is necessary to reduce dependence on the traditional approach to address the problems and challenges, whether internal or external that may oppose the organization and try to intensify efforts to employ the curriculum Which has a significant role in improving the performance of human resources in organizations (Osman, Shariff & Lajin 2016).

In addition, managerial innovation is one of the basic requirements in contemporary management (Choi, Jang & Hyun, 2009), which includes several elements of the most important originality, fluency and flexibility. Authenticity can be a contributing factor in improving the performance of human resources by means of the ability to produce new ideas in the field of work and the ability to think quickly in different circumstances and not be bored with the completion of work. While fluency may contribute by giving quick solutions and applying new methods to tackle problems at work, finally, flexibility can contribute to the improvement of performance by being able to accept criticism, put ideas and suggestions and see things from different angles at work.

It is clear that there is little data and published research on improving the performance of human resources in the sports federations in the Kingdom of Bahrain. It was necessary to address and research in this field through studying the influence of the elements of administrative creativity (originality) And flexibility) in improving the performance of human resources in sport and raising the name of the Kingdom of Bahrain to achieve outstanding performance and the achievement of local and international tournaments.

2 Literature Review

2.1 Human Resource Performance

The concept of performance has raised the interest of researchers and thinkers in the field of management because the human factor is the main focus in organizations and human factor can be considered as one of the indicators of the level of efficiency of employees and achieve the highest level of achievement desired according to the available possibilities, the human element in his performance is one of the most important elements of the survival and growth of the Organization So that the majority of organizations are working to define the concept of human resources performance in order to know the factors that affect negatively and to work to correct and modify the shortcomings and imbalances in these (Kim, 2000).

Researchers have been interested in human resource performance and have been involved in a lot of research to find solutions to human resource performance problems in organizations. Performance is the only way to achieve the desired objectives of the Organization. Organizations are still looking for new leaders by involving individuals in decision-making and creating a system of incentives to stimulate the efforts of the organization's staff and other methods of the organization in order to improve the human resources performance (Imran and others 2012).

Performance is a sign that addresses how well a business achieves, moreover, to meet its goals and objectives with the help of a talented administration, good governance, and a constant redefining to meet the business objectives (Shouyu, 2017). Organizational performance is one of the most important concepts in management research (Ho, 2008). Researchers consider that the performance of the organization is inadequate, most researchers have used the term performance to specify the measurement of input and output efficiency and transactional efficiency (Anitha 2014).

2.2 Managerial Innovation

The concept of managerial innovation is based on the general concepts of creativity itself. Innovation in management is related to new ideas in the field of management (Prajogo 2006). Excessively improve policies, strategies and working methods and review them from time to time to ensure quality of work (Ho, 2008).

Managerial innovation can also be defined as the creation or creation of a new mechanism of action by optimizing the resources available to achieve the desired objectives at a lower cost and as quickly as possible (Choi, Jang & Hyun 2009).

The managerial innovation is defined as the initiative initiated by the manager and his ability to get out of the ordinary and traditional sequence in the idea and the way of thinking and this change is a qualitative change, through the employee's sensitivity to problems and shortcomings and knowledge of the missing elements when the creative thinking goes to the requirements of life management process in the business. Choi, Jang & Hyun (2009) believes that managerial innovation is the exploitation of creative skills in solving problems in order to achieve the general benefit of the organization and achieve its desired objectives.

Elements of managerial innovation:

1. **Originality skill:** The ability of the creative person to achieve something rare and unique and the ability to generate new ideas and innovative marketing methods or to reach a solution to the problem may be exposed to the organization (Prajogo 2006).
2. **Fluency skill:** the ability of the individual to pump a set of ideas without any hindrance in a kind of fluency:
 - Fluency recall: the ability to retrieve and recall ideas stored in mind and words quickly without confusion and add to the enjoyment of the individual intelligence and acumen.
 - Verbal fluency: the ability of the individual to launch a stream of words and words that are similar in weight and rhyme with ease.
 - Correlative Fluency: The ability of the individual to produce rapid expressions and words that are coherent and homogeneous in meaning.
 - Formal Fluency: means the ability of the individual to respond quickly and provide proofs, clarifications and examples.
 - Expressive fluency: the ability of the individual to think quickly and the formation of words and words coordinated so that the formulation of language is correct and expressive sentences.
3. **Flexibility:** Focus on type rather than quantity. It is the ability of the individual to present diverse ideas, and does not depend on thinking about fixed frameworks and boundaries, adherence to one solution but the ability to move from one situation to another and look at the problem in different ways to reach multiple solutions (Prajogo 2006).

2.3 The role of Managerial Innovation in Improving Human Resource Performance

Improving performance can be defined as the utilization of all available resources to improve output and thus process productivity and achieve technological integration that capitalizes on optimal utilization (Rajapathiran & Hui 2017).

The modern organizations adopt a philosophy of performance improvement, where they are convinced of the need to constantly improve and improve all the organizational factors that follow in the organization and affect the performance of the employees from the top leaders to the organizational levels in all areas of the organization's activity, the organizations rely on improving performance according to the plans they adopt in this regard. It also achieves important goals related to quality and performance Shouyu 2017).

2.4 The Role of Originality in Improving the Human Resource Performance

The performance of human resource and its link with innovation is a complex and multidimensional concept. The

emergence of the creative individual with new and new ideas for the ideas of peers can therefore judge the idea in the original, when these ideas are not subject to the ideas of the conventional and out of the ordinary and distinct, and the greater the degree of production of new ideas and said the prevalence and departure from traditional growth has increased its authenticity, The level of human resources performance and thus contribute to improving the performance of the Organization in general, we can summarize the above, that when the individual generates a set of new creative ideas helps improve performance and achieve the best returns for organizations and work and achieve the Meet growth and that contribute to achieving better financial returns and the best service (Karabulut, 2015). In line with the views about The past studies such as Shouyu (2017) aimed to identify the relationship between creativity and the types and performance of employees in an insurance company in Sri Lanka, and one of the most important findings of the study is that effective management can help to provide more creative and effective results to improve the performance of employees for the better and thus reach the company desired objectives.

There is positive statistically significant influence at ($\alpha \leq 0.05$) of originality on human resource performance at Bahrain Sport Federations.

2.5 The Role of Fluency in Improving the Human Resource Performance

Fluency, which includes the quantitative aspect and is meant to be able to call the largest number of ideas suitable for a particular position within a relatively short period of time, which helps to improve performance and achieve the best returns for organizations and work to achieve the competitive advantage of sustainable and survival and growth and achieve the best results and services, which helps to improve the performance of the organization And reach their desired goals (Karabulut, 2015).

There is positive statistically significant influence at ($\alpha \leq 0.05$) of fluency on human resource performance at Bahrain Sport Federations.

2.6 The Role of Flexibility in Improving the of Human Resource Performance

It includes the qualitative aspect of creativity and we can know flexibly is the diversification of ideas that come from the individual, and flexibility is meant to look at things from several aspects and the ability to move from one situation to another and look at the problem in different ways to reach multiple solutions. All this contributes in one way or another to improve performance and raise its standards for the better and achieve the organization's goals (Karabulut, 2015).

The flexibility of human resources allows the organization to adapt to the various requirements, both internal and external, thus helping the organization to achieve competitive advantage through the outstanding performance of its employees.

There is positive statistically significant influence at ($\alpha \leq 0.05$) of flexibility on human resource performance at Bahrain Sport Federations.

2.7 The Framework of Research

According to literature review (Karabulut 2015; Nusair 2013; Prajogo 2006), the research proposed model of research contains the managerial innovation as independent variable and human resource performance as dependent variable. Figure (1) shows the model of research.

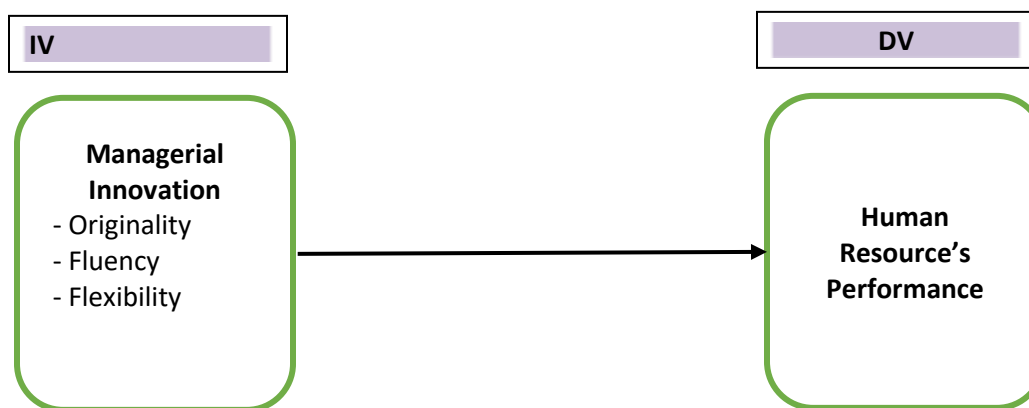


Fig. 1: The Framework of Research.

3 Research Methodologies

3.1 Sampling Design

The research used a quantitative approach to determine managerial innovation (the independent variable), influence on human resource performance (the dependent variable), at Bahrain Sport Federations. The population of this study includes all administrative staff at Bahrain Sport Federations. A total of (170) questionnaires were distributed and (162) responses were retrieved. Four questionnaires were not completed in the analysis. The total number of final questionnaires was (158), the response rate (93%).

3.2 Participants

The demographic data sort from the respondents included the percentage of males (74.7%), while the percentage of females (25.3%). This reflects the nature of the functional distribution of workers in Bahrain Sport Federations. The percentage of age (from 36-45 years) was (37.3%). The largest number was followed by age (46 years and over) of (34.2%). The lowest number was 25 years and less (7.6%). According to the qualification level, there is a convergence in the distribution of the sample of the study on the first three categories, where a qualified bachelor degree (33.5%) of the sample and a qualified campaign form a diploma (31.0%) of the sample and a general secondary qualification campaign (27.2%), While the qualifying campaign form a graduate ratio (8.2%). The percentage of experience (11 years and over) reached (48.8%) and was the largest number, followed by the experience rate (6 years - 10 years) was (37.3%).

4 Result

Table 1 presents the internal consistency reliabilities (Cronbach's Alpha), means, standard deviations, and Pearson correlations of variables for the 158 participants. As shown in Table 1, the Cronbach's Alpha for the human resource performance measure was .89. The three sub-scales of the 21 items for the independent variable managerial innovations (originality, fluency and flexibility) also have satisfactory reliability values ranging from .72 to .82. To conclude, managerial innovations (originality, fluency and flexibility) were significantly positively correlated with human resource performance ($p < 0.01$). This result implies that the higher the originality, fluency and flexibility provided by the organization, the higher the human resource performance among the participants.

Table 1: Reliability statistics, descriptive statistics and correlations

Variables	α	M	SD	1	2	3	4
1. Originality	.72	4.05	.55	-			
2. Fluency	.82	4.19	.59	.76**	-		
3. Flexibility	.75	4.21	.55	.72**	.85**	-	
4. Human resource performance	.89	4.03	.53	.50**	.56**	.50**	-

Note: n=158; ** $p < 0.01$; α = reliability; M = mean; SD = standard deviation

Table 2: Regression analysis

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.326	.313	.4393	.326	24.839	3	154	.000

a Predictors: (Constant), IV1, IV2, IV3

As shown in the above table, it is clear from the results that there is a positive and statistically significant relationship between the originality, fluency and flexibility and human resource performance among employees. Increasing the level of originality in the sports federations for the employees leads to improving the performance of human resources in them.

5 Discussions

The research found that; there is positive statistically significant influence of managerial innovations on human resource

performance at Bahrain Sport Federations. It is clear from the results that there is a positive and statistically significant relationship between the originality, fluency and flexibility and human resource performance among employees. Increasing the level of originality in the sports federations for the employees leads to improving the performance of human resources in them. This result is consistent with previous studies such as (Prajogo, 2006), where the results showed that managers working in the ministries of Gaza exercise the element of originality as one of the elements of administrative innovation at a very high level. The empirical analysis shows that the managerial innovations can play an important role in enhancing positive outcomes for organization and employees.

6 Practical Implications

To examine the influence of managerial innovation on human resource's performance. Based on empirical evidence, our model offers several guidelines for top managers, CEOs and practitioners for determining their strategies and policies for superior human resource performance. We recommend business organizations to emphasize managerial innovation to enhance performance rather engaged in traditional practices and mass production. Organizations that are more likely to acquire a greater human resource performance can promote managerial innovation. Our findings provide valuable insights into the decision-making process and inform managers to make proper decisions e.g., invest in managerial innovation. The traditional approaches may not provide adequate results in the current era. Hence, business organizations, especially in marketplaces, need innovative practices to continue in the long term.

7 Conclusion, Limitations and Future Research

To sum up, in this paper, we investigate the relationship between managerial innovation (originality, fluency and flexibility). In order to improve the human resource's performance, should highly concentrate on originality, fluency and flexibility innovation activities.

Even though having some implications, this research is not free of limitations that should be considered in future studies. In particular, our review is limited to the significant types of innovation (managerial innovation) only. Though, there are numerous innovations; process innovation, product innovation, organization innovation, and marketing innovation etc. that may influence human resource performance.

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