جـــامـعـــة الـــشـرق الأوسـط
MIDDLE EAST UNIVERSITY
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The Effect of Ambidextrous Leadership and Organizational Culture, Moderated by Team Diversity, on Enhancing Team's Innovation Performance in Humanitarian Organizations

أثر القيادة البارعة والثقافة التنظيمية التي يعزّزها تنوّع الفريق على الأداء الابتكاري لفريق العمل في المنظمات الإنسانية

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Thesis Submitted in Partial Fulfillment of the Requirements for Master's Degree in MBA.

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Authorization

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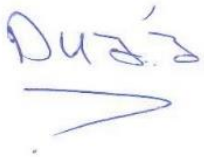
Signature: 

Examination Committee's Decision

This Thesis of the Student Dua'a Husni Abu Ghoush, Which Study "**The Effect of Ambidextrous Leadership and Organizational Culture, Moderated By Team Diversity, On Enhancing Team's Innovation Performance In Humanitarian Organizations**".

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Dua’a Abu-Ghoush

Dedication

لأنّ مَن لا يشكرِ الناس لا يشكرِ الله؛ فإنّي أهدي رسالتي هذه شكراً وحباً لمَن كانوا معي رفقاء رحلةٍ تفوق عدد السنوات والأيام؛ إلى مَن كان دعاؤهم حاضراً في كلّ التفاصيل ييسّر لي كلّ عسير، منذ ابتدأتُ العمرَ وحتى كلّ رمقٍ فيه ... إلى **والدي ووالدتي**.

ثمّ إلى من كُنّ ولا زلنَ رفيقات مراحل الحياة جميعها؛ إلى **أخواتي** ... وإلى **بناتهنّ وأبنائهنّ** الذين كنّ سنداً ودعماً على الدوم.

إلى **أصدقائي وصديقاتي** الذين تعلمتُ معهم ومنهم المثابرة والإصرار، وكانوا استراحةَ للروح لتكمل بذل الجهد والعمل.

إلى **مشرفي** الذي ألهمني ودعمني وعلّمني ...

إلى **زملائي** في رحلة طلب العلم هذه.

إلى **كلّ مَن سيقرأ هذه الكلمات، وكلّ مَن سيستفيد من هذه الرسالة يوماً.**

وأمّا من قبل ومن بعد، فأسأل الله التوفيق والسداد والقبول.

Dua'a Abu-Ghoush

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The Effect of Ambidextrous Leadership and Organizational Culture, Moderated by Team Diversity, on Enhancing Team's Innovation Performance in Humanitarian Organizations

Prepared by: Dua'a Husni Abu Ghoush
Supervised By: Dr. Abdelrahman Ibrahim Zuraik

Abstract

Purpose: To study the effect of team leadership behaviors and organization culture on boosting team innovation in the field of humanitarian organizations, specifically in the International Committee of the Red Cross (ICRC), through looking at the model of ambidextrous leadership and organizational culture moderated by team diversity factors, such as cross functionality, age, gender, education level, and ethnicity.

Design/Methodology/Approach: This study used quantitative approach by analyzing the answers of 156 participants received by ICRC team members who responded to an online questionnaire. After confirming the normality, validity, and reliability of the tool, a descriptive analysis is carried out, and the correlation between variables is checked. Finally, the impact is tested by multiple regressions by using SPSS.

Findings: First, ambidextrous leadership and cultural organization have a direct positive impact on the team innovation. Second, moderating diversity variables with the largest effect of variance were found to be age and gender, showing a direct proportionality between increased diversity and increased team innovation within ambidextrous leadership. Finally, diversity interacts with organization culture age, gender and ethnicity; showing that where there is more team diversity within those factors, organization culture induces better team innovation.

Limitation/Recommendations: The current study is carried out in the International Committee of the Red Cross (ICRC). Therefore, it is advised to apply the same variables in other humanitarian organizations. The recommendation of the study is to support the organization culture of the team and to introduce ambidextrous leadership into humanitarian organizations, while creating a more diverse group of employees when it comes to gender and age.

Originality/Value: This study may be considered as a reference about the effect of Ambidextrous Leadership and Organizational Culture, moderated by team diversity, on enhancing team's innovation performance in ICRC.

Keywords: Team Innovation, Ambidextrous Leadership, Organization Culture ICRC, Diversity.

أثر القيادة البارعة والثقافة التنظيمية التي يعزّزها تنوّع الفريق على الأداء الابتكاري لفريق العمل في المنظمات الإنسانية

إعداد: دعاء حسني أبوغوش

إشراف: الدكتور عبد الرحمن ابراهيم زريق

الملخّص

الغرض: لدراسة تأثير أخلاقيات قيادة الفريق وبيئة العمل على تحفيز الابتكار في مجال المنظمات الإنسانية وبخاصة في المنظمة الدولية للصليب الأحمر وذلك من خلال دراسة نموذج القيادة البارعة والثقافة المؤسسية من خلال النظر في عوامل التنوع؛ كتداخل الوظائف والسن والجنس ودرجة التعليم والعرق.

التصميم / الإجراءات: تم إجراء هذا البحث عبر دراسة كميّة تمت من خلال تحليل إجابات 156 مشارك يعملون في المنظمة الدولية للصليب الأحمر، حيث قاموا بالإجابة على استبيان تم نشره عبر الانترنت، وتم التأكد من التوزيع الطبيعي للإجابات وصدق وثبات الأداء، وتم التأكد من ارتباط المتغيرات، وتم اختبار التأثير بينهم عبر الانحدار المتعدد.

النتائج: أولاً؛ أنّ القيادة البارعة والثقافة المؤسسية لهما أثر ايجابي مباشر على الابتكار لدى الفريق. ثانياً؛ أن أكثر خيارات التنوع أثراً هما العمر والجنس، وأنه كلما زادت التنوع زاد الابتكار لدى الفريق في منظومة القيادة البارعة. أخيراً؛ كان للتنوع وبالذات عوامل السن والجنس والقيادة البارعة ضمن الثقافة المؤسسية أثر في زيادة ابتكار الفريق.

المحددات / التوصيات: أجريت هذه الدراسة في المنظمة الدولية للصليب الأحمر، وبالتالي يُنصح بتطبيق المتغيرات نفسها على منظمات إنسانية أخرى. وتركز توصية هذا البحث على بناء ثقافة مؤسسية تحفز وتدعم الابتكار ضمن منظور القيادة البارعة لإدارة الفريق في المنظمات الإنسانية مع التأكيد على ضرورة التنوع بين الموظفين فيما يخص عوامل الجنس والعمر.

الكلمات المفتاحية: إبداع الفريق، قيادة بارعة، ثقافة المنظمة، اللجنة الدولية للصليب الأحمر، التنوع.

Chapter One: Introduction

1.1. Background:

Today, humanitarian organizations need innovators more than any time before; Every organization and business feeling the impact of globalization, migration, wars, technological and knowledge revolutions, as well as climate change issues.

Innovation will bring benefit and widen the employment base, and it is imperative if the quality of life in these circumstances is to improve. Innovation will make the world a better place for the younger generation (Teske & Michaels, 2005).

In few words, the investment in innovation in humanitarian organizations is the future. Humanitarian organizations today shift in their approach and display to more robust solutions that can be adaptable to this continually changing environment. Many organizations adopted innovation in order to increase their market value, respond to donors' pressure, and to enable better response. Therefore, the importance of humanitarian innovation should not be underestimated (Ramalingam, 2013).

Davey & Scriven, (2015) provide a sign of its importance, the Humanitarian World Summit. had "Transformation through Innovation" as one of its thematic topics. Previous studies tried to understand the reasons that could hinder innovation in humanitarian organizations, as well as what could be done further to strengthen the innovation models. For example, Ramalingam, Scriven & Foley, (2009) argue that a starting ground for organizations studying the potential development of their innovative work is providing a framework to understand the ongoing innovation efforts within peer organizations, and to elevate it to a strategic priority to the firm.

This is true as Obrecht & Warner, (2016) also indicated, that there is no total lack of an innovative spirit in the humanitarian endeavor, but rather an absence of a collaborative

drive to push the boundaries of current humanitarian practices. Thus, on the other end of the spectrum within the industry, practitioners are arguing that agencies need to combine efforts to tackle the aforementioned issues resulting in a failure to progress concerning innovation.

According to (Casey,et al, . 2018), operational humanitarian leadership, will allow the humanitarian sector to develop a better understanding of what effective leadership looks like based on modelling excellence, through 11 case studies of effective leadership, in different crises, countries, and levels. The findings are related to a wider literature and current thinking on leadership and compared with research of leadership in other sectors. Furthermore, Innovation is a vital factor in the ability of Organizations, which are increasingly relying on teams; the basic building block of modern business organizations. Team innovation refers to the introduction or application of ideas, procedures, or processes within a team that are novel and useful to the team (West & Farr, 1990). As the number of organizations using teams as their primary work units increases (Liao, Liu, & Loi, 2010). Innovation as usual is a fabulous realign order for them to innovate and respond to changing and challenging environments (Hoch, 2013). that induces you to drive your team to focus, select, and persist on innovation at work. A complete hands-on book for all managers (Murthy, 2013). A clear gap in this sector should seek to learn from prior experience and develop more effective models. One indicator of this was that in the literature related to the humanitarian sector, there were no publications focused on the subject until 2009 (Bessant, Rush, & Trifilova 2015).

Based on what mentioned above, this study is to understand and create a model to foster innovation at team level in ICRC (The International Committee of the Red Cross). And show the effect of ambidextrous leadership and organizational culture on team

innovation with exploring team diversity as a moderating variable, interacting with leadership and organizational culture.

1.2. Study Purpose:

The purpose of the study is to examine the effect of team leadership behaviors and organization culture on team innovation. It is also to examine how diversity which include; cross functional, age, gender, educational level, and ethnicity, could impact team leadership and support organization in team innovation. It is so essential that the organization is capable to sustain success through a culture of innovation that leads to a competitive advantage.

The main objectives of this study are:

1. Create a model to foster innovation at team level in the humanitarian organization.
2. Find out how the team diversity moderates the team leader's behaviors and organizational culture to boost team innovation?
3. Providing recommendations to ICRC on how teams can be more innovative in and to cope with uncertain and complex global business environments.

1.3. Study Importance:

From the overview of different studies, few studies focus on innovation at the team level.

Therefore, the value of this study arises from the following scientific and practical considerations:

1. Shows three variables that affect team innovation, and create a new model, which could become very influential.
2. Important to other organizations of similar businesses, working in the same arena.

3. Provide a foundation for other studies and advice on how to implement innovation more coherently.
4. Having a suitable innovation model, enables organizations to anticipate and prepare for future challenges.
5. Exploring team diversity as a moderating variable, interacting with team leadership and organizational sheds light on new factors that would enhance or deter team innovation and could advise organizations on how to tailor their organizational culture in a way that encourages teams' innovation.
6. Generates a new innovation framework that could be adopted by agencies and fed into a training module which can be provided to humanitarian organizations looking forward to starting their own innovation process. The material produced by this study is a combination of raising awareness to build innovative teams and provide guidance to organizations on how to adopt and start an organizational innovation process.

1.4. Problem Statement:

As a researcher working at (ICRC), it was noticed through many meetings with team leaders the need to develop new ways of responding to crisis, other than following routine procedures on responding to newly crises such as Covid-19 and socio-economics has proven to be no longer effective, and there is a need to enhance the existing emergency response procedures.

Therefore, the need of innovation in ICRC is top priority, now more than ever. It goes without saying that there is a need for teams that are innovative, to be the driver of change. Those teams, if pushed to their potential, can offer new solutions in times of crises. An interest developed in the field of leadership and team management as most of the work

conducted by the organization is planned, executed and assessed by teams. As ICRC staff come from different and various backgrounds, a huge responsibility lies on the team leaders to enhance the capabilities of the staff and maximize their potentials, and this is what ambidextrous leadership is about. As a member of this organisation, it was witnessed how the organizational culture and atmosphere created by such a leadership had positive effects on the staff's performance and creativity and the quality of work. This personal experience encouraged me to study the theoretical literature on ambidextrous leadership and provide a framework that enhances the performance, at ICRC.

This study focuses primarily on the fact that successful businesses share one common feature; the recognition of innovation as the engine, the essential condition, and the key to progress and success. The priorities of innovation management are to support and promote open-minded individuals. Addressing innovation within organizations can provide it with a competitive advantage. Despite the fact that innovation management has become an essential aspect of business organizations. To ground the importance of innovation in solving global economic, social, and political issues. Lack of Innovative teams, can delay new solutions in times of crises and can increase the operational costs and may decreased the incoming fund from donners.

Focusing on one of the most important elements that drive team innovation, which is diversity. Martins, Schilpzand, Kirkman, Ivanaj & Ivanaj, (2013) found that team functional background diversity was related to team innovation with higher levels of participative leadership, which presumably stimulates information integration.

Randel & Jaussi, (2003) found that functional background diversity interacted with team atmosphere, was understood to be supportive of innovation (more on this in the

team atmosphere section below) in affecting innovation, such functional background diversity was more positively related to team innovation with a more supportive climate

Zuraik, Kelly, & Perkins, (2020) found that gender diversity has an impact on team leadership style with team innovation outcomes using the ambidextrous style (opening and closing behaviors) of leadership for innovation. From the overview of the study highlighted above, it is evident that the issue of innovation was not previously tackled in the triangle this study proposes; innovation, leadership, and team diversity. This combination is important in the sense that it allows humanitarian agencies to reflect and look at developing innovation from within, starting with teams.

How can team leaders enable innovation at team level? How organizational culture can support the team innovation outcomes? What is the role of team diversity in team innovation?

At present, no holistic model for team innovation in humanitarian sector performance within the different diversity on teams is available. These are only some of the key questions that have yet to be answered, and that can show how effective the forms of team innovation performance are. Empirical research on team innovation is still in its nascent stage and offers a rich and fertile field for investigation by scholars who study leadership and innovation. Thus, the aim of this study is to investigate the effect of ambidextrous leadership, diversity, and organizational culture in driving teams' innovation performance in humanitarian organizations.

1.5 Problem Questions

Based on the arguments above, this study aims to answer the following research questions:

1. Does ICRC implement the ambidextrous leadership, support the organization culture and include team diversity?

   This question answered by descriptive analysis of the study variables.

2. Does ambidextrous leadership affect team innovation performance?
3. Does organizational culture affect team innovation performance?
4. Does team diversity moderate the relationship between Ambidextrous Leadership and team innovation?
5. Does team diversity moderate the relationship between organizational culture and team innovation?

   The previous questions answered by testing the following hypotheses:

5.1. Study Hypothesis:

Main Hypotheses: ($\alpha \leq 0.05$).

$H_{01.}$: Ambidextrous Leadership does not affect team innovation, at ($\alpha \leq 0.05$).

$H_{02.}$: Organizational culture does not affect team innovation, at ($\alpha \leq 0.05$).

The following sub- hypotheses; at ($\alpha \leq 0.05$).

$H_{01.1}$: The diversity in team's cross functional does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

$H_{01.2}$: The diversity in team's age does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

$H_{01.3}$: The diversity in team's gender does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

$H_{01.4}$: The diversity in team's educational level does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

$H_{01.5}$: The diversity in team's ethnicity does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

The following sub- hypotheses; at ($\alpha \leq 0.05$).

$H_{02.1}$: The diversity in team's cross functional does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

$H_{02.2}$: The diversity in team's age does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

$H_{02.3}$: The diversity in team's gender does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

$H_{02.4}$: The diversity in team's educational level does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

$H_{02.5}$: The diversity in team's ethnicity does not moderate the relationship between culture and team innovation, at ($\alpha \leq 0.05$).

5.2. Study Model:

Based on the problem statements above, the following model has been formed to study the effect of Ambidextrous Leadership and organizational culture, moderated by team diversity, on enhancing team's innovation performance in humanitarian organizations. We build this model depended on many previous studies that study each variable effect separate to team innovation, and most of the reviews were a positive relationship between the independent variables and the moderated with the dependent variable.

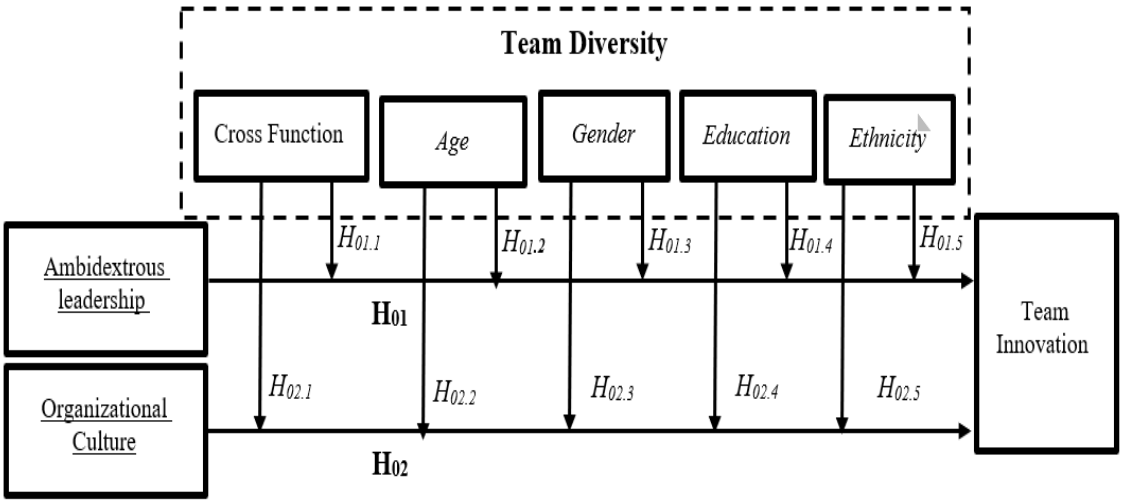

Figure (1): Study Model

Sources: This model is developed based on the following studies:
For the independent variable: Rosing, Frese & Bausch, (2011); Zuraik, (2017).
For Moderating Variables: Rebecca, (2015); Garcia. Zouaghi, & Garcia, (2017).
For the dependent variable: Rosing, Frese, & Bausch, (2011).

5.3. Conceptual and Operational Definitions of Key words:

Team Innovation: Team innovation is the backbone of every successful organization. It's how the team develops and implement ideas, product, process or service that leads their organization in efficiency, effectiveness and competitive advantage.

Ambidextrous Leadership: Ambidextrous leadership is applying different approaches to team leadership which could be seen as totally opposite approaches, or leadership behaviors. The first is the opening behavior, which is transformative and carries teams towards open innovation. It creates an environment which is receptive and absorbent to new ideas, stimulating thinking, encourages independence, experimentation and risk taking. At the other end of the spectrum of Ambidextrous leadership is the closing behavior, which balances out the opening behaviors. Basically, closing behaviors fosters the application of procedures, rules and regulations. It slows down the pace to ensure quality control for example, as well as ensuring plans and projects are on track by applying standard procedures. As such, this behavior exploits the available skills and

capacities of teams and invests them to the favor of getting the job done. The opening behavior, on the other hand, is all about exploration. The leader who combines and uses both behaviors with teams is considered a good leader and takes teams performance and innovation to the highest of levels.

Organizational Culture: Organizational Culture is the shared set of values and beliefs of individuals within the organization. This set is a reflection of the systems adopted by the organization, which directs employees to certain behaviors that are expected, rewarded or sanctioned. Accordingly, if the system supports innovation and openness, the employees will be able to operate within those parameters and feel it is accepted and encouraged. However, if innovation is not seen as part of the system, employees will be reluctant to take that approach so as not to oppose the organizational culture. This is why it is important for organizations to mainstream the culture they would like to foster through procedures, regulations, policies, instructions, awards, and also through their leaders who can be leading the teams towards innovation and creation. Eventually, all of this will create the desirable climate for innovation.

Team Diversity: Diversity is a wide range of different attributes that influence interaction between individuals depending on how diversity is perceived and managed. In this study, diversity extends to the following attributes: Cross-functional, Age, Gender, Education, and Ethnicity.

5.4. Study Limitations and Delimitations

Limitations:

Human Limitation: This research was applied to employees in The International Committee of the Red Cross**.**

Place Limitation: The research applied. In the International Committee of the Red Cross**.**

Time Limitation: This study was applied during the second semester of 2020.

Study Delimitation:

This study is carried out on The International Committee of the Red Cross The purpose of the study is to examine the effect of team leadership behaviors and organization culture on team innovation moderating by team diversity. Therefore, it is advised to apply the same variables, in other humanitarian organizations.

Chapter Two: Conceptual and Theoretical Framework and Previous Studies

2.1 Introduction:

This chapter contains variables, definitions, the relationship between different variables. Moreover, it includes previous studies and what differentiates this study from the other ones.

2.2 Definitions and components variables

2.2.1 Independent Variable (Ambidextrous Leadership):

Ambidextrous Leadership: A new leadership theory which was put forth by German strategy professors Rosing, Frese, and Bausch (2011). focused on determining the behaviors that influenced business innovation most effectively and looked specifically at the behaviors of leaders who had direct contact with innovation teams.

She & Yang, (2018) talk about the two complementary leadership behaviors that interact in the ambidextrous theory of leadership are proposed, opening and closing behaviors that predict team innovation is the highest when both behaviors are high. Furthermore, success of leaders is thus revealed to be correlated to their ability to engage in both opening and closing behaviors, due to their encouragement of innovation among their workforce.

However, integrating such a theory does not entirely depend on the team's ability to think innovatively alongside the ambidextrous style of leadership, but rather to build a culture of innovation. “It is important for the leader to ensure that all team members can express their views on any issue. Team members benefit because they feel that they can be heard, be open to different viewpoints, and be supported as they question ideas and

debate openly. Also, when team members can debate openly, they are much more likely to stand behind the direction the team leader chooses (Weiss & Legrand, 2011).

On the other hand, ambidextrous leaders alternate between two sets of behaviors in an intuitive way according to a team's requirements as exploration or exploitation within a time dimension in the context of the innovation process (Rosing, et al., 2011).

Lafley & Charan, (2011) as discussed in their book 'The Game Changer', argued that what sets innovative leaders apart from other leaders, is that they are designed to be comfortable with uncertainty and open-mindedness. Thus, they openly engage with different ideas from diverse disciplines, which transform innovation into a replicable disciplined process. Also, their expertise entails skills and tools that enable them to manage the risks that are inherent in innovation, which all make up the necessary attributes required.

Examples of opening and closing leadership behaviors adopted from (Rosing, et al., (2011); Zacher, et al., (2016)).

Reused by zuraik, (2017) closing behaviors monitoring and controlling goal attainment, Establishing routines, Taking corrective action, Controlling adherence to rules, Pre-structure tasks, define particular work goals, set guidelines, and give concrete instructions about how tasks are to be carried out.

In this study, Ambidextrous leadership is applying different approaches to team leadership which could be seen as totally opposite approaches, or leadership behaviors. The first is the opening behavior, which is transformative and carries teams towards open innovation. It creates an environment which is receptive and absorbent to new ideas, stimulating thinking, encourages independence, experimentation and risk taking. At the other end of the spectrum of Ambidextrous leadership is the closing behavior, which

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Organizational culture

Organizational culture: System of shared meaning held by members that distinguish the organization from their competitors, which creates a unique informative language between its members that is composed of the set of values which are collectively shared by the employees of the organization. In the realm of NGOs, organizational culture is very closely linked to effectiveness (Chang, et al., 2015) the relation of organizational culture to innovation is that it heavily influences employee behavior. This is achieved through the personal involvement of leaders in setting clear methods that support innovation as the nature of innovation requires clear and constant communication.

can be defined as norms, beliefs, values, behaviors and symbols that are learned and shared with all employees. These aspects create confidence in organizations as encouraging knowledge-based employees to transfer knowledge to others can be exercised to strengthen a friendly organization. Organizational culture is a system of shared assumptions, values, and beliefs that influence employees' behaviors and the way they interact and accomplish their work (Cameron & Quinn, 2005).

Initiating innovation within humanitarian organizations can encourage a culture of innovative thinking and practice, but requires an intentional and streamlined approach in order to facilitate the efforts of the already innovative employees (Ramalingam, et al., 2009).

The changes that are brought along the shift in organization strategy are what set it apart, such as new exceptions from stakeholders, changes in the nature and conduct of conflict, new technologies at the hands of employees and the increase in diversity in the humanitarian sector. Organizational culture can be integrated to improve methods of learning and apply innovation within an organization, as they are a collection of ideologies, beliefs, and customs meant to be shared within a specific community (Benn, et al., 2014).

Moshtari, (2016). Considering the environmental changes that may negatively affect an organization; organizational culture should enable a business to make changes to the work process in order to convert environmental threats into opportunities (Jafari, Taheri, & Vom Lehn, 2013).

The organizational culture of a company should be unique to its workflow and process, thus it can take various forms depending on the size of the company, its innovation policy (centralized or decentralized), the innovation strategy and objectives, its focus (research-driven or user-driven) or its organizational nature, among other things. Despite the lack of feasibility, the organizational culture of an organization should try to include all sectors in their entirety. Even if everyone takes part in the innovation process in some way or another, some people can be more involved and have greater responsibilities (Shanmuganathan, 2018).

Moreover, organizational culture has become the unique selling point of an organization, as processes and products are relatively easy to mimic, but the uniqueness of organizational cultures can make it quite difficult to replace certain members of the workforce. The great potential of innovation is enabled through the spirit of employees who possess attributes that open up new ideas and allow for the active participation in technological change through creativity and perseverance. (Saremi & Nejad, 2013).

Furthermore, this allows companies to learn from their failures and unsuccessful projects, in order to transform into intelligent organizations (Elsbach & Stigliani, 2018). The analysis of the characteristics of successful firms shows that they have developed organizational cultures where innovation is seen as the responsibility of everyone and as an objective that employees, at all levels, try to accomplish in their day-to-day work (Denison, Janovics, Young, & Cho, 2006).

In summary, Organizational Culture is the shared set of values and beliefs of individuals within the organization. This set is a reflection of the systems adopted by the organization, which directs employees to certain behaviors that are expected, rewarded or sanctioned. Accordingly, if the system supports innovation and openness, the employees will be able to operate within those parameters and feel it is accepted and encouraged. However, if innovation is not seen as part of the system, employees will be reluctant to take that approach so as not to oppose the organizational culture. This is why it is important for organizations to mainstream the culture they would like to foster through procedures, regulations, policies, instructions, awards, and also through their leaders who can be leading the teams towards innovation and creation. Eventually, all of this will create the desirable climate for innovation.

2.2.2 Moderating Variable (Team Diversity)

Team diversity: The different combined attributes of include; cross functional, age, gender, education and ethnicity. Thoughts and perspectives that individuals bring into their team. It heavily influences the expansion of creativity and innovation within an organization, however, it can be recognized as a double-edged sword; as it might create barriers for collaboration and coordination, which might potentially, harm innovation within a team (Northcraft, Polzer, Neale & Kramer, 1995) However, it is vital to examine the challenges that team diversity creates without compromising the outcomes of innovation. Teams can be both diverse and homogeneous in multiple ways (Kearney, et al., 2009)

Generally, the conceptualization of diversity distinguishes between job unrelated diversity (such as diversity in team members' demographics or geographic locations) and job-related diversity (such as functional or organizational diversity) (Jean, Phillips, Stanley, Gully, 2013).

This impact on team performance, member satisfaction or the innovative capacity of a team highlight the significance of diversity. Heavily influences the expansion of creativity and innovation within an organization. However, it can be recognized as a double-edged sword; as it might create barriers for collaboration and coordination which might potentially harm innovation within a team. (Weiss, Backmann, Razinskas, & Hoegl, 2018).

In summary, Diversity is a wide range of different attributes that influence interaction between individuals depending on how diversity is perceived and managed. In this study, diversity extends to the following attributes: Cross-functional, Age, Gender, Education, and Ethnicity.

2.2.3 Dependent Variable (Teams Innovation):

Teams Innovation: Innovation in teams depends on organizational workgroups, where. Diverse individuals coming from different backgrounds collaborate for a limited time to develop innovative ideas Working in teams can heavily influence innovation and therefore generate success for the business, due to how teams pool diverse resources such as knowledge and perspectives, which can improve previous solutions. (Akgün, Lynn, & Yılmaz, 2006)

As proven by team researchers Hoegl, Parboteeah, & Gemuenden, (2003) and creativity scholars in various studies. On the other hand, having teams does not always mean a good execution of ideas and opportunities, despite the fact they can help lower the rate of uncertainty regarding innovation processes (Açıkgöz & Günsel, 2016). The majority of successful innovations come not from individuals motivated heroically in a shed, but from team efforts composed systematically of enterprises. And more than anything, what these corporate entrepreneurs have tended to exploit is not so much invention or discovery, but change. (West, et al. ,2004). The different behaviors, functional cultures, knowledge or the different "thought worlds" form many similar

The use of different media applications in virtual team contexts can help avoid the temporal dispersion of organizational members but may also increase interactional ambiguities.

The outcome variable in this study is team innovation. Innovation is defined as: 'the intentional introduction and application within a job, work team or organization of ideas, processes, products or procedures which are new to that job, work team or organization and which are designed to benefit the job, the work team or the organization' (West, et al. ,1990). Innovations are the result of a cyclical process; consisting of stages of idea-

generation and stages of testing and implementing those ideas. This study looks at innovative outcomes from teams in the humanitarian sector. For some teams, they introduce innovations for a variety of reasons; for example, to better cope with a high workload, to adapt to a changed environment or to improve the effectiveness of services.

In summary Team Innovation is the backbone of every successful organization. It's how the team develops and implement ideas, product, process or service that leads their organization in efficiency, effectiveness and competitive advantage.

2.3 Relationships between Independent and Dependent Variables:

According to literature, it can be seen that organizational culture has influenced entire aspects of an organization, which was prominently seen in their individual behaviors, motivation, organizational performances, job satisfaction, and most importantly in their innovation.

Therefore, the conclusion is that the independent variables have an effect on dependent variables, which is supported by previous studies. Such as Zuraik, Kelly & Dyck, (2020). However, changes in work environments can cause an increase in competition among organizations; this could be adjusted by using present organizational knowledge and focusing on successful management. Also, in similar studies it was discovered that diversity has both positively and negatively influenced both culture organization and leadership, which improves team innovation rates.

2.4 Previous Studies

Alcántara, (2010) study titled **"Model and culture creators of innovation in organizations"** is a systemic approach, which finds that the organizer of the mechanisms of organizational learning are: personal control, mind models, a shared view, team work, and systemic approaches, and at the same time, eradicating or decreasing the barriers that hinder those processes. These mechanisms were designed to discuss the power of culture with innovation, describing how organizations must have importance of an innovative culture development, or putting into practice the learning processes. After time the organizer has approved a culture of innovation, and it is notorious that the benefits and results from the management of knowledge, took them to position themselves as a competitive organization.

At that moment, any organization must incorporate permanent learning as a business practice and transform it into radical or increasing technological innovations of products, working manners and marketing. Among strategy, structure, and organizational behaviors; there are several factors that have an influence on the organizational innovation efficiency, and they must be integrated with a systematic approach. Those factors shape the style, skills, systems, shared values, and staff. This organizational approach proposed by McKinsey Company, leads to a new enterprise concept in which efficiency depends, mainly, on the integration and interaction of all the elements (strategy, structure, systems, style, staff, skills, shared values).

Lin & McDonough, (2011) study titled **"Investigating the role of leadership and organizational culture in fostering innovation ambidexterity"**

This study is to investigate how strategic leaders create an organization culture which within, the contradictory forces for exploration and exploitation exist. As known, it has

been discussed that strategic leadership works as a crucial role in fostering exploration and exploitation. It had been said that this is the first study to investigate the multiple roles that leaders need to play in creating a culture that in turn, facilitates exploration and exploitation activities in the form of incremental and radical product and process innovation. The Sobel and Bootstrapping approach to test the hypotheses of how strategic leadership directly impacts a knowledge-sharing culture. Knowledge-sharing culture directly impacts innovation ambidexterity, and organizational culture mediates the strategic leadership and innovation.

As a conclusion of the above study, it states the Organizational capability. Theorists recognized that organizational culture is the main part in the capability for managing multiple types of innovation and it is a mechanism of innovation; including product, process, incremental and radical innovations, but the same as the role of leadership.

Bessant, Rush & Trifilova, (2015) study titled: **"Crisis-driven innovation: The case of humanitarian innovation".**

This study argues that the importance of humanitarian innovation should not be underestimated. As a recent United Nations report put it: nearly 150 million people are affected by a combination of natural disasters, wars and conflicts in 2013, and the number of people who need assistance, as a result, has doubled over the last decade. International humanitarian agencies are already struggling to meet these growing and increasingly complex needs. Without concentrated effort, the gap between what is needed, and what is provided is likely to grow in the coming years and decades. The study also shows that the turning point in innovation management involves, not just a series of opportunities for new ideas or practices, but also serious constraints on the existing standard operating

procedures, so a new approach had to be adopted. From this study, we can see how we need to be more innovative during the crises.

Rebecca, (2015) study titled: **"Professional diversity, identity salience and team innovation: The moderating role of open-mindedness norms"**

This study was conducted on healthcare teams in the UK. 122 Surveys were completed by the team leader, and members collected data on the dependent variable; team innovation. The analysis was tested by using Blau's (1977) index.

The results show that the impact of diverse composition in teams, which is neither straightforward, nor direct. This indication suggests that diversity can be either conducive or detrimental to team innovation. There is evidence that collaboration across professional boundaries creates conflict and is frequently unsuccessful with the diverse healthcare teams that are increasingly used to developing innovative clinical approaches and solve complex healthcare problems.

Valls, González, & Tomás, (2016). Study titled: **"Linking educational diversity and team, team communication quality and innovation team climate matter"**.

This study examines the influence of education level diversity on team communication quality, and team performance. A moderated mediation model with team communication quality as a mediator in the relationship between education level diversity, team performance, and with innovation team climate as a moderator in this mediated relationship. The study sample consisted of 57 bank branches, and a lagged design with three data-collection points was implemented. Model fit was assessed using the Chi-Squara statistic and number of goodness of fit indices. The results obtained showed that, as expected, innovation team climate moderated the relationship between

education level diversity and team communication quality, as well as the indirect effect linking education level diversity, team communication quality, and team performance.

Zacher, Robinson, & Rosing, (2016) study titled*:* **"Ambidextrous leadership and employees' self-reported innovative performance".**

Ambidextrous leadership involves a combination of behaviors that stimulate employee exploration ('opening behavior') and behaviors that facilitate exploitation of ideas ('closing behaviour'). Results based on self-report data, provided by 388 employees were consistent with ambidexterity theory; it is known that daily self-reported innovative performance was highest when both daily opening and closing behaviors were high. In this study, consistent with this assumption, they found that the interaction between leaders' daily opening and closing behaviors (i.e., ambidextrous leadership) predicted employees' daily self-reported innovative performance. Daily self-reported innovative performance was highest when both daily opening and closing behaviors were high. The results of this study support the idea that leaders need to engage in opposing but complementary behaviors, to facilitate employee innovation. Unexpectedly, daily opening behavior also had a positive main effect, suggesting that stimulating employee exploration also affects daily self-reported innovative performance, independent of daily closing behavior. This study finding suggest that the positive association between daily opening behavior and self-reported innovative performance can be further increased by high closing behavior

Ceausu, Murswieck, Kurth, & Ionescu (2017) study titled: **"The organizational culture as a support of innovation".**

This paper examines the scientific literature related to organizational culture and its influence on innovation performance. In the name of culture of any organization is the appearance of it functioning, as a system, and an innovation culture cannot be artificially

graded into a company where anti-innovation rules, regulations, procedures, and attitudes prevail. As it is seen in the paper, that the innovation depends on its people, their ability to generate knowledge and ideas to apply to their workplace and society.

The development of a culture encouraging innovation is a complicated process, which is carried out in simultaneously with the implementation of adequate, open-minded structures, and new innovation management tools. We can see how the support culture encourages the managers to be more innovative. There is a positive relationship between the support culture and the innovation management.

Garcia, Zouaghi, & Garcia, (2017) study titled *"***Diversity is strategy: the effect of R&D team diversity on innovative performance. R&D Management".**

This paper studying innovation activities of Spanish companies over time. The database contains panel data for more than 12,000 firms since 2003, which was tested by using Blau's (1977) index. The result of this study is that team diversity on innovative performance and the effect of a diverse gender arrangement of teams, is positively associated with radical (manufacturing and service) and incremental (manufacturing) innovation. Skills diversity influences radical (manufacturing) and incremental (manufacturing and service) innovation.

The best effect of all the diversity measures for radical innovation, is in the education exhibits, which impact the same efforts of gender diversity. These studies and researches verify the premise of the diversity which is a multidimensional construct that impacts innovative performance differently, depending on the novelty of innovation and industry context. In manufacturing sectors, both surface and deep-level diversity, positively impact performance outcomes, although, education and skills attributes that form a team's cognitive resource base, have the strongest effect on radical innovation. In

contrast, diversity has a more limited impact in the service sector with distinct impacts depending on the novelty of innovation.

Hugel, & Kreutzer (2020) study titled: **"The Impact of organizational slack on innovative work behavior: How do top managers and employees differ?"**

This study tests a model with a sample of 403 individuals, 155 top managers and 248 employees, from the German real estate industry. The study aimed to contribute to the literature on individuals' innovation by providing an inventory of leader behaviors that may influence employees' innovative behavior. It focused on behaviors, that specifically influence employees' individual innovative efforts (rather than performance or effectiveness as most of the previous work did). In developing the inventory, they paid explicit attention to both the generation of ideas and employees' application behavior, i.e., behaviors directed towards the implementation of creative ideas as the latter has received far less attention to date. They also differ from previous work in our focus on leaders in knowledge-intensive service firms. Individual innovation has received little attention in such firms, which is surprising; given how relevant innovation by employees is, for knowledge-intensive services.

What Differentiates This Study from Previous Studies?

From the overview of different studies highlighted above, it is evident that the issue of innovation was not previously tackled in the triangle. The angle of this study proposes; innovation, leadership, and team diversity. This combination is important in the sense that it allows humanitarian organization to reflect and look at developing innovation from within, starting with teams.

This study might be considered the first study to investigate the effect of ambidextrous leadership, diversity, and organizational culture, in driving team innovation performance in humanitarian organizations.

CHAPTER THREE

Study Methodology (Methods and Procedures)

3.1 Introduction

This chapter presents the research methodology used to test the hypotheses proposed earlier, the target study participants, an operational definition of all the study variables, the data collection instruments, the potential control variables, and the statistical methods used to examine the research model.

3.2 Study Design

This study is seen to be a descriptive and cause effect study. It uses a quantitative approach to answer the previously addressed research questions, while aiming to study the effect of ambidextrous leadership and organizational culture, moderated by team diversity, on enhancing team's innovation performance in humanitarian organizations. It starts with a literature review to develop a model for the study. Then, a panel of judges was used and expert interviews took place to gather data through a questionnaire. The gathered data was checked and codes SPSS. Then, normality, validity, and reliability were tested and the correlation among variables was checked. Finally, multiple regressions were used to test the sub hypothesis.

3.3 Study Population, Sample and Unit of Analysis

The study population consists team members at The International Committee of the Red Cross. The ICRC has an integrated global organization body, where all departments across global sub-organizations are interdependent. A set of 350 surveys were sent to ICRC employees.

The sample of the study was chosen by a survey method which done quantitatively, analyzed the returned answers of 156 participants across five regions who responded to an online questionnaire during an assigned deadline.

Unit of Analysis: the survey unit of analysis composed of 156 employees who work in International Committee of the Red.

3.4 Data Collection Methods (Tools):

For this study, data that was gathered to achieve the purpose of the study divided into two sources: secondary and primary data.

Secondary data: Secondary data was collected from different sources such as journals, working papers, research, thesis, articles, and the worldwide web

Primary data: To actualize this study primary data was collected from questionnaire, which developed based on preceding literature and experts.

3.4.1 Study Instrument (tool)

The Questionnaire

The questionnaire developed based on the hypothesis and research model, which include three sections.

Questionnaire Variables

The questionnaire contain four sections as follows:

Demographic Dimensions

Containing (gender, gender of the supervisor/team leader/manager, number of the team, function, and region) according to the (ICRC) template referenced at the end.

Independent Variable:

Ambidextrous Leadership

Measured using two scales. The first for opening team leader behaviors, and the second for closing team leader behaviors developed by (Zacher & Rosing, 2015; Rosing et al., 2011) which includes 14 items.

Organizational Culture

It can be defined as the shared expectations and perceptions of the employees toward policies, practices, and procedures as well as the observed behaviors related to being supported and rewarded by the organizations they work for. The supportive climate for innovation was operationalized and developed by Scott & Bruce (1994). It includes 16 items.

Dependent Variable (Teams Innovation):

The dependent variable measured in this study the team innovation performance. The main stages of the team innovation process involve both ideation and implementation activities (Coyne, Clifford & Dye, 2007; Gebauer, Worch, & Truffer, 2012; Stamm, 2009). Therefore, team members had been asked to rate their team innovative performance by rating this dual outcome using a validated and reliable scale (Welbourne, Johnson, & Erez, 1998). Four items for innovation performance are presented.

Moderating Variables

The moderating variable for this study is diversity that include; Cross-functional, Age, Gender, Education and Ethnicity. The questionnaire developed based on hypothesis and research model, then validated through expert interviews and panel of judge. Diversity scale from 1 to 3 use for Gender and function.

- **1 is lowest diversity** (All the team are males/females. All the team members have the same function).
- **2 is average diversity** (A few members of the team males/females. A few members of the team have different in the function whiten the same team).
- **3 is highest diversity** (Females and males are equal. Each member in the team have his/her own function).

Diversity Scale from 1 to 4 use for Age, Education, and Ethnicity.

- **1 is lowest diversity** (All of the team members are from the same ethnicity. All the team members are in the same age category. All the team members are in the same level of education. All the team members are in the same level of Seniority).
- **2 is average diversity** (A few members of the team are from different ethnicities, A few members of the team are in the same age categories. A Few members of the team are in different levels of education).
- **3 is Medium diversity** (Most of the team members are from different ethnicities. Most of the team members are in different age categories. Most of the team members are in different levels of education).
- **4 is highest diversity** (All the team members are from different ethnicities, All the team members are in different ages categories, All the team members are in different levels of education).

3.4.2 Data Collection and Analysis:

The researcher distributed questionnaires link to participants across five regions at ICRC. The population consists team members at The International Committee of the Red Cross. The ICRC has an integrated global organization body, where all departments

across global sub-organizations are interdependent. A set of 350 surveys were sent to ICRC employees.

A total of (162) questionnaires were returned from the sample, who responded to online questionnaire during an assigned deadline. and the researcher excluded (6) questionnaires due to unfinished information, so the questionnaires that valid for analysis were (156). All of the data collected was analyzed using SPSS statistical software.

3.4.2.1 Validity Test

Three methods used in this study for validity confirms: content, face and construct validity. For content validity, multiple sources of literatures have been used: journals, articles, thesis, and worldwide website. While, for face of validity the panel of judge used with the moderating instrument, and took all notes into consideration, then adjusted the questionnaires. The questionnaires were based on previous studies that suits the specific subjects of this research.

Construct Validity (Factor Analysis)

The construct validity was confirmed using Principal Component Factor Analysis with Kaiser Meyer Olkin (KMO). The data explanatory and conformity were examined using Principal Factor Analysis. Factor loading more than 0.50 is good and accepted if it exceeds 0.40 (Hair, et. al. 2014). However, Kaiser Meyer Olkin (KMO) is used to measure sampling adequacy, harmony and inter-correlations, KMO values between 0.8 and 1 indicate that a high sampling is adequate and accepted if it is exceeding 0.6. Another indicator is Bartlett's of Sphericity that was used for the determination of the suitability of data and correlation, whereby if the significant value of data is less than 0.05 at a 95% confidence level, it indicates useful factor analysis. Variance percentage shows the explanation power of factors (Cerny & Kaiser, 1977).

Table (3-1) results of EFA using (PCA: Principal Components Analysis) method for the Ambidextrous Leadership Behavior's items

Proposed factors	Items code	Loadings		Eigen value	Explained variance	KMO	Bartlett's Test	
		Factor 1	Factor 2				Test value	Sig
opening leadership	xa1		.802	4.340	31.002	0.854	1698.058	0.000
	xa2		.796					
	xa3		.736					
	xa4		.836					
	xa5		.842					
	xa6		.640					
	xa7		.756					
closing leadership	xa8	.858		5.250	37.503			
	xa9	.824						
	xa10	.836						
	xa11	.816						
	xa12	.907						
	xa13	.772						
	xa14	.922						

Table (3-1) reflects the results of EFA using (PCA: Principal Components Analysis) method for the Ambidextrous Leadership Behavior's items. As could be seen the **ambidextrous leadership behavior** had loaded on two factors. The minimum loading was (.640) referred to item coded **(xa6) belonging to the opening leadership**. This minimum value tell that all the other loadings were high (generally a minimum loading value of 0.40) is considered to be enough and good in the EFA analysis. The table presents an important indicator for concerning the acceptance of the factor being extracted; the eigen value. Kaiser suggested that the minimum value should not be less than (1.00) to accept the factor. According to the results pertaining the **opening leadership** the eigen

value was (4.340) while for the **closing leadership** was (5.250) obviously these two values were > 1.00 indicating the acceptance of these two factors.

The table indicates the results of Kaiser Meyer Olkin (KMO) test for data sampling adequacy the test value ranges between (0 -1) so a minimum of 0.5 is the acceptable and a (> 0.50) value is preferable. The current test value was (0.854) this value was > the minimum threshold and close to (1.00) suggesting suitable sample size for EFA. Another indicator for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix of the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix according to the results obtained the probability value (0.000) was less than 0.05 suggesting the no identity matrix in the current data.

Regarding the percentage of explained variance it was noted that factor 1 explained (37.503 %) while factor 2 explained less percentage (31.002). the two factors explain (together) (68.505 %).

Table (3-2) results of EFA using (PCA: Principal Components Analysis) method for the Organizational Culture's items

Items code	loadings	KMO	Bartlett's Test		Eigen value	Explained variance
			Test value	Sig		
xb1	.765	0.914	1839.136	0.000	8.973	56.082
xb2	.819					
xb3	.823					
xb4	.804					
xb5	.812					
xb6	.752					
xb7	.789					
xb8	.663					
xb9	.736					
xb10	.687					
xb11	.805					
xb12	.810					
xb13	.695					
xb14	.749					
xb15	.862					
xb16	.874					

Table (3-2) reflects the results of EFA using (PCA: Principal Components Analysis) method for the **Organizational Culture** items. As could be seen the **Organizational Culture** had loaded on one factor. The minimum loading was (0.663) referred to item coded **(xb8)**. this minimum value tell that all the other loadings were high (generally a minimum loading value of 0.40) is considered to be enough and good in the EFA analysis. The table presents an important indicator concerning the acceptance of the factor being extracted; the eigen value. Kaiser suggested that the minimum value of Eigen value should not be less than (1.00) to accept the factor. According to the results the eigen value was (8.973) obviously this value was > 1.00 indicating the acceptance of the factor extracted.

The table indicates the results of Kaiser Meyer Olkin (KMO) test for data sampling adequacy the test value ranges between (0 - 1) so a minimum of 0.5 is the acceptable and a (> 0.50) value is preferable. The current test value was (0.914) this value was > the minimum threshold and very close to (1.00) suggesting suitable sample size for EFA. Another indicator for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix of the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix according to the results obtained the probability value (0.000) was less than 0.05 suggesting the no identity matrix in the current data.

Table (3-3) results of EFA using (PCA: Principal Components Analysis) method for the Team Innovation's items

Items code	Loadings	KMO	Bartlett's Test		Eigen value	Explained variance
			Test value	Sig		
Inovation1	.919	0.574	532.971	0.000	2.909	72.734
Inovation2	.862					
Inovation3	.886					
Inovation4	.732					

Table (3-1) reflects the results of EFA using (PCA: Principal Components Analysis) method for the Team Innovation's items. As could be seen the Team Innovation had loaded on one factor. The minimum loading was (0.732) referred to item coded **(**Inovation4**)**. This minimum value tell that all the other loadings were high (generally a minimum loading value of 0.40) is considered to be enough and good in the EFA analysis. The table presents an important indicator concerning the acceptance of the factor being extracted; the eigen value. Kaiser suggested that the minimum value of eigen value should not be less than (1.00) to accept the factor. According to the results the eigen value was (2.909) obviously this value was > 1.00 indicating the acceptance of the factor extracted.

The table indicates the results of Kaiser Meyer Olkin (KMO) test for data sampling adequacy the test value ranges between (0 - 1) so a minimum of 0.5 is the acceptable and a (> 0.50) value is preferable. The current test value was (0.574) this value was > the minimum threshold and very close to (1.00) suggesting suitable sample size for EFA. Another indicator for the suitability of applying EFA is the Bartlett's Test, this test concerns about detecting the correlation matrix of the data is not the identity matrix, so if the probability of the test is less than 0.05 that means that the correlation matrix is not the identity matrix according to the results obtained the probability value (0.000) was less than 0.05 suggesting the no identity matrix in the current data.

Regarding the percentage of explained variance, it was noted that extracted factor explained (72.734 %).

3.4.2.2 Reliability test

Table (3-4) Reliability analysis results using Cronbach alpha and split half

Variables		No. of items	Cronbach alpha	Split half
IV1	Opening leadership behaviors	7	0.891	0.870
	Closing leadership behaviors	7	0.935	0.931
	Ambidextrous Leadership Behavior	14	0.891	0.897
IV2	Organizational Culture	16	0.943	0.928
DV	Team Innovation	4	0.871	0.956

Table (3-4) indicates the results of Cronbach alpha and split half reliability detection. The values minimum reliability value revealed using Cronbach alpha was (0.891) for opening leadership behaviors and Ambidextrous Leadership Behavior. The minimum reliability being revealed by the split half method was (0.870).

The mentioned reliability values reflect a high level of reliability given that the maximum value that could be reached is (1.00) so a conclusion of a satisfactory reliability could be driven. According to Sekran (2003) if the value of Cronbach's Alpha coefficient is more than 70%, then the reliability is accepted.

3.4.2.3 Demographic Analysis

The following section describes the respondents' characteristics i.e. frequency and percentage of participants related to containing (gender, gender of the supervisor/team leader/manager, number of the team, function, and region).

Table (3-5): Gender Description

Gender		Frequency	Percent
Gender	Female	90	57.7%
	Male	66	42.3%

	Total	156	100.0%

Table (3-5) shows that most respondents are female 90 (57.7%) and male 66 (42.3%), Females represent the highest proportion of males.

Table (3-6): Gender of the supervisor/team leader/manager Description

Gender		Frequency	Percent
Gender	Male	86	55.1%
	Female	70	44.9%
	Total	156	100.0%

Table (3-6) shows that most supervisor for the respondents are male 86 (55.1%) and female 70 (44.9%), the supervisor males are the highest proportion of supervisor females.

Table (3-7): Region of the participants

Region		Frequency	Percent
Region	Middle East	87	55.8%
	Africa	29	18.6%
	Asia	22	14.1%
	Europe	15	9.6%
	Americas	3	1.9%
	Total	156	100.0

Table (3-7) shows the region of the participant as where you can find the most participant from Middle East 87 (55.8%), Africa 29 (18.6%) Asia 22 (14.10%) Euroup 15 (9.6%) Americas 3 (1.9%).

Table (3-8): Function of the participants

Function		Frequency	Percent
Function	Admin & Finance	39	25%
	Operations	35	22.4%
	Logistic	29	18.6%
	Management	18	11.5%
	HR	17	10.9%
	Other	14	9.0%
	ICT	4	2.6%
	Total	156	100.0

Table (3-8) shows the function of the participant Department where you can find the most participant from admin & finance 39 (55.8%), Operation 35 (22.4%) Logistic 29 (18.6%) Management 18 (11.5%) HR 17 (10.9%) Other 14 (9.%) ICT (4 2.6)%.

Table (3-9): Number of the team.

Team size		Frequency	Percent
Team size	6-12	68	43.6%
	2-5	54	34.6%
	More than 12	34	21.8%
	Total	156	100%

Table (3-9) shows that the majority of respondents are from a medium sized team, making 68 (43.6%), followed by small team 54 (34.6%), then from large team 34 (21.8%).

CHAPTER FOUR
Data Analysis

4.1 Introduction

This chapter presents the statistical results of this research study. The results are based on surveys distributed to team members working in various departments in ICRC. This research studies for two main hypotheses were designed to predict the relationship between independent variables ambidextrous leadership behavior and organizational culture among dependent variable team innovation. With five sub hypotheses to study the impact for the independent variables among dependent variable moderated by five variables of diversity. Data collection, demographical descriptions, validity, reliability and general linear model analyses are discussed in detail in this chapter.

4.2 Descriptive Analysis of Study Variables

For describing the respondents' perception about the implementations of each variable, dimension and items, means, standard deviations, t-values, ranking and importance. Importance is assigned according to the following equation:

5-1/3 = 1.33, Low importance: 1-2.33, Medium Importance: 2.34 3.66

High Importance: 3.67-5.

Independent Variable (Ambidextrous Leadership Behavior):

Table (4-1) Means, Standard Deviations, t-Value, Ranking and Importance for Ambidextrous Leadership Behaviors

Ambidextrous Leadership Behaviors	M.	S.D.	t	Level	Rank
opening leadership behaviors	3.582	0.723	10.051	Medium	2
closing leadership behaviors	3.880	0.714	15.388	High	1
ambidextrous leadership	3.731	0.570	16.025	High	

Critical (tabulated) t value at 0.05 level = 1.98

Table (**4-1**) indicates the values of means, standard deviations of the Ambidextrous Leadership Behaviors for the dimensions of the independent variable. the closing leadership behaviors dimension was the highest mean being rated (by the study sample) as it ranked the first by a mean of (3.880) while the opening leadership behaviors dimension was the dimension that was assessed the least mean (3.582).

The overall assessment degree of (independent variable) Ambidextrous Leadership Behaviors was rated by a mean of (3.731). This value expresses a high level of agreement among the study sample.

The tables also includes the results of t test. This test was used to test that the means obtained were significantly different from the value of (3). This value represents the average of the five-points Likert scale. Comparing the include t test values with the critical (tabulated) value submitted under the table easily can be detected that all the t values were greater than the tabulated t values suggesting that the means values were far from the value (3).

Table (4-2) Means, Standard Deviations, t-Value, Ranking and Importance for Opening Ambidextrous Leadership Behaviors

No.	Items	M.	S.D.	t	Level	Rank
7	My Supervisor encourages learning from errors	4.051	1.021	12.860	High	1
5	My Supervisor gives room for my own ideas	4.038	0.983	13.195	High	2
1	My Supervisor allows different ways of accomplishing a task,	3.756	0.838	11.279	High	3
4	My Supervisor gives possibilities for independent thinking and acting	3.750	0.920	10.180	High	4
2	My Supervisor encourages experimentation with different ideas	3.744	0.849	10.938	High	5
6	My Supervisor allows for errors	2.942	0.985	-2.731	Medium	6
3	My supervisor encourages risk taking	2.788	0.894	-2.954	Medium	7
	Opening Ambidextrous Leadership	3.581	0.722	7.501	Medium	

Critical (tabulated) t value at 0.05 level = 1.98

Table (4-2) indicates the values of means and standard deviation, for the Opening Ambidextrous Leadership. The highest ranking had a mean of (4.051) while the lowest was at (2.788).

The overall (Opening Ambidextrous Leadership) degree was rated by a mean of (3.581). This value expresses a Medium level of agreement among the study sample.

Table (4-3) Means, Standard Deviations, t-Value, Ranking and Importance for Closing Ambidextrous Leadership Behaviors

No.	Items	M.	S.D.	t	Level	Rank
11	My Supervisor insists that rules be followed	4.231	0.841	18.273	High	1
12	My Supervisor pays attention to the uniform accomplishment of task	3.955	0.814	14.657	High	2
8	My Supervisor monitors and controls goal attainment	3.910	0.798	14.244	High	3
14	My Supervisor sticks to plans	3.885	0.736	15.016	High	4
10	My Supervisor takes corrective actions	3.821	0.846	12.112	High	5
9	My Supervisor establishes routines	3.750	0.816	11.477	High	6
13	My Supervisor gives sanctions for errors	3.609	1.013	7.506	Medium	7
	Closing Ambidextrous Leadership	3.880	0.714	7.501	High	

Critical (tabulated) t value at 0.05 level = 1.98

Table (4-3) indicates the values of means and standard deviation, for the closing Ambidextrous Leadership. The highest ranking had a mean of (4.231) while the lowest was at (3.609). The overall (closing Ambidextrous Leadership) degree was rated by a mean of (3.880). This value expresses a high level of agreement among the study sample.

Table (4-4) Means, Standard Deviations, t-Value, Ranking and Importance for Organizational Culture

No.	Items	M.	S.D.	t	Level	Rank
15	Creativity is encouraged here.	3.712	0.787	11.291	High	1
17	Around here, people are allowed to try to solve the same Siglems indifferent ways.	3.596	0.900	8.273	Medium	2
16	Our ability to function creatively is respected by the leadership.	3.571	0.728	9.783	Medium	3
22	The best way to get along in this organization is to think the way the rest of the group does.	3.570	0.917	7.774	Medium	4
29	This organization publicly recognizes those who are innovative.	3.526	0.846	7.762	Medium	5
20	This organization can be described as flexible and continually adapting to change.	3.513	0.846	7.570	Medium	6
18	The main function of members in this organization is to follow orders which come down through channels.	3.494	0.876	7.036	Medium	7
19	Around here, a person can get in a lot of trouble by being different.	3.487	0.831	7.324	Medium	8
24	This organization is open and responsive to change.	3.474	0.868	6.822	Medium	9
23	People around here are expected to deal with Siglems in the same way.	3.442	0.874	6.319	Medium	10
21	A person can't do things that are too different around here without provoking anger.	3.423	0.827	6.388	Medium	11
25	The people in charge around here 4 get credit for others' ideas.	3.404	0.856	5.893	Medium	12
26	In this organization, we tend to stick to tried and true ways.	3.314	0.886	4.429	Medium	13
28	The reward system here encourages innovation.	3.282	0.900	3.914	Medium	14
27	This place seems to be more concerned with the status quo than with change.	3.212	0.880	3.003	Medium	15
30	The reward system here benefits mainly those who don't rock the boat.	3.128	0.660	2.428	Medium	16
	Organizational Culture	3.447	0.620	9.001	Medium	

Critical (tabulated) t value at 0.05 level = 1.98

Table (4-5) indicates the values of means and standard deviation, for the Organizational Culture. The highest ranking had a mean of (3.712) while the lowest was at (3.128). The overall (Organizational Culture) degree was rated by a mean of (3.447). This value expresses a Medium level of agreement among the study sample.

Independent Variable (Team Innovation)

Table (4-5) Means, Standard Deviations, t-Value, Ranking and Importance for Team Innovation

No.	Items	M.	S.D.	t	Level	Rank
33	Finding improved ways to do things	3.622	0.666	11.667	Medium	1
31	Coming up with new ideas	3.615	0.647	11.876	Medium	2
32	Working to implement new ideas	3.558	0.665	10.479	Medium	3
34	Creating better processes and routines	3.468	0.695	8.411	Medium	4
	Team Innovation	3.566	0.567	12.454	Medium	

Critical (tabulated) t value at 0.05 level = 1.98

Table (4-5) indicates the values of means and standard deviation, for the Team Innovation. The highest ranking had a mean of (3.622) while the lowest was at (3.468). The overall (Team Innovation) degree was rated by a mean of (3.566). This value expresses a Medium level of agreement among the study sample.

Moderating Variable (Diversity):

For describing the respondents' perception about the implementations of diversity variable, dimension and items, means, standard deviations, t-values, ranking and importance. Importance is assigned according to the following equation:

* Low importance: 1 – 1.67, Medium Importance: >1.67 – 2.34, High Importance: > 2.34 – 3.00.

+ Low importance: 1 – 2, Medium Importance: >2 – 3, High Importance: >

Table (4-6) Means, Standard Deviations, t-Value, Ranking and Importance for diversity

No.	Questions	M.	S.D.	t	Level	Rank
1	* gender diversity	2.468	0.657	-10.120	High	3
2	+ ethnic diversity	2.333	0.853	-9.767	Medium	2
3	+ age diversity	2.609	0.732	-6.668	Medium	1
4	+ team education diversity	2.218	0.882	-11.074	Medium	4
6	* team cross Functional diversity	2.115	0.652	-16.942	Medium	5
	Overall team's diversity	2.489	0.406	-20.051	Medium	

Critical (tabulated) t value at 0.05 level = 1.98

Table (4-6) indicates the values of means and standard deviation, for the Team's Diversity. The question with the greatest diversity was ranked with a mean of (2.609) while the least had a mean of (2.115). The overall (Team diversity) degree was expressed by a mean of (2.489).

Relationship between Independent and Dependent Variables

The researcher also investigated the intercorrelation among the variables in a way to show correlation levels among these study variables to better understand the multi collinearity.

Table (4-7) Bivariate Pearson correlations among the study variables

	Opening leadership behaviors	Closing leadership behaviors	Ambidextrous leadership	Organizational Culture	Innovation
Opening leadership behaviors	1	.257**	.795**	-.103	.420**
Closing leadership behaviors	.257**	1	.790**	-.045	.374**
Ambidextrous leadership	.795**	.790**	1	-.094	.501**
Organizational Culture	-.103	-.045	-.094	1	.557**
Innovation	.420**	.374**	.501**	.557**	1

The correlation values provided by table (4-7) indicate that the intercorrelations among the different study variables were reported to be ranging between low and moderate levels (except between the ambidextrous leadership behaviors and its two sub factors, the opening and closing leadership behaviors). The greatest correlation value was observed between Organizational Culture and innovation (0.557). although this is the greatest correlation value being revealed, it is less than the critical (0.70 and more) value which considered to address high correlations. Accordingly, acceptable (not high) levels

of correlations among the study variable telling and helping to adopt the result of no multi collinearity concern among the research.

4.3 Hypothesis Testing:

H_{01}: Ambidextrous Leadership does not affect team innovation, at ($\alpha \leq 0.05$).

Table (4-8) simple linear regression for testing the impact of Ambidextrous Leadership behaviors on team innovation

Independent variable	Model indicators						Coefficients				
	r	R^2	Source	df	F	Sig f	B	β	se	t	Sig t
Ambidextrous Leadership behaviors	0.501	0.251	Regression	1	51.639	0.000	.499	0.501	.096	7.186	.000
			Residuals	154							
			total	155							

Table (4-8) shows the results of simple linear regression for the impact of Ambidextrous Leadership behaviors on team innovation. The f value (51.639) was significant because the related sig value (0.000) was (< 0.05).

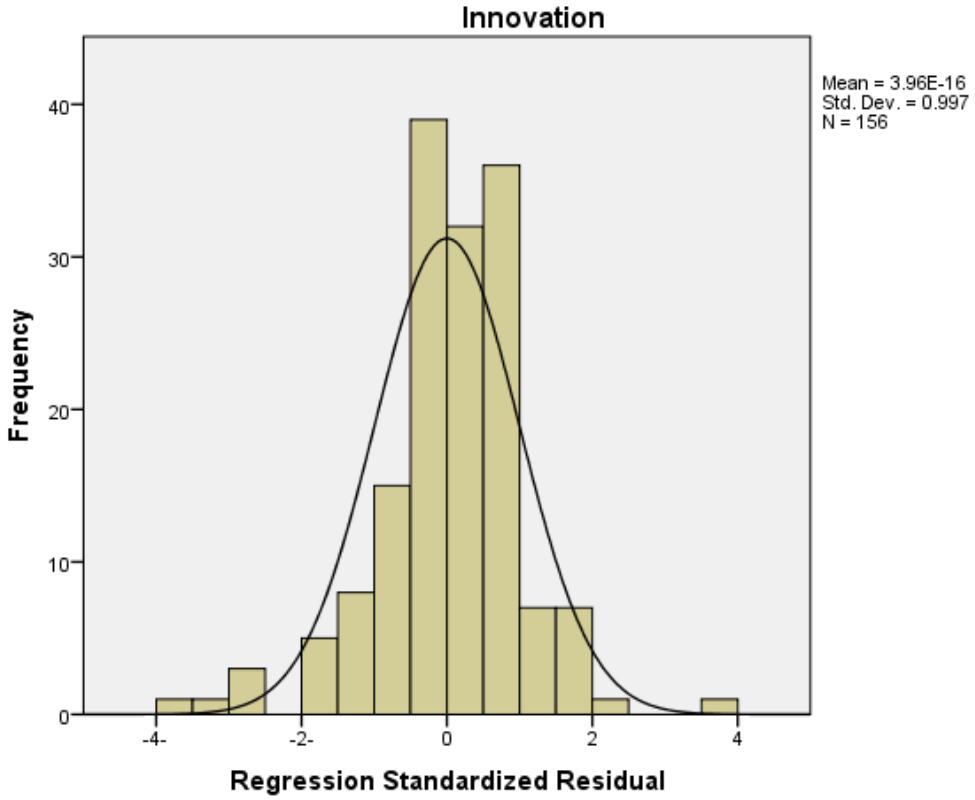
The beta coefficient reflects the impact value in the independent variable. It was (0.499) and significantly contributes to the dependent variable as the Sig of t statistics was (0.000) < 0.05. The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable.

The value of R^2 (coefficient of variation) represents the amount of variation that was observed in the dependent variable and explained by (accounted or referred to) the independent variable. It was found to be (25.0 % expressed a percentage) this percentage is considered to represent a good percentage especially it was referred to one independent variable. Generally, the value ranges between (0-1) such that as it was closer to 1 it is considered to represent good explanation.

As a result and based on the Sig (sig) value of (f ratio) which was (0.000) less than 0.05 the first main hypothesis was rejected and the alternative hypothesis was accepted

concluding that Ambidextrous Leadership behaviors of the team leaders impacts team innovation.

Figure (1) represents the residual plot regarding the first main hypothesis.



H_{02}: Organizational culture does not affect team innovation, at ($\alpha \leq 0.05$).

Table (4-9) simple linear regression for testing the impact of Supported Organizational Culture on Team Innovation

Independent variable	Model indicators						Coefficients				
	r	R^2	source	df	F	Sig(f)	B	β	se	t	Sig(t)
Supported Organizational Culture	0.557	0.310	Regression	1	69.140	.000	.509	0.557	.061	8.315	.000
			Residuals	154							
			Total	155							

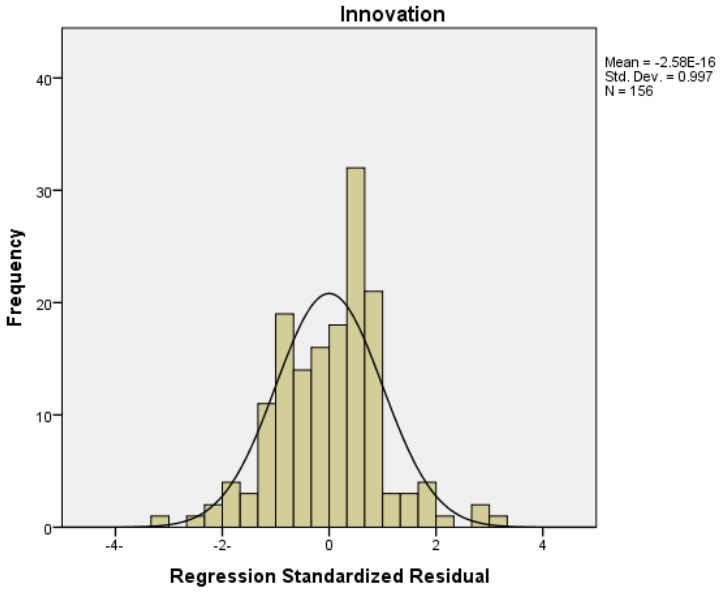
Table (4-9) shows the results of simple linear regression for the impact of Supported Organizational Culture on team innovation. The f value (69.140) was significant because the related sig value (0.000) was (< 0.05).

The beta coefficient reflects the impact value in the independent variable. It was (0.509) and significantly contributes to the dependent variable as the Sig of t statistics was (0.000) < 0.05. The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable.

The value of R^2 (coefficient of variation) represents the amount of variation that was observed in the dependent variable and explained by (accounted or referred to) the independent variable. It was found to be (31.0 % expressed a percentage) this percentage is considered to represent a good percentage especially it was referred to one independent variable. Generally, the value ranges between (0-1) such that as it was closer to 1 it is considered to represent good explanation.

As a result, and based on the Sig (sig) value of (f ratio) which was (0.000) less than 0.05 the first main hypothesis was rejected and the alternative hypothesis was accepted concluding that Supported Organizational Culture of the team leaders impacts team innovation

Figure (2) represents the residual plot regarding the second main hypothesis.



The sub- hypotheses (moderation effect of Teams diversity on the relationship between Ambidextrous Leadership Behavior and team's innovation.

$H_{01.1}$: The diversity in team's cross functional does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

To test this hypothesis, the Process Macro (version 3.5) which developed by F. Hays (2018) was utilized. The Process Macro can be run under SPSS. it facilitates to test the mediation effect of a mediator variable, the moderation effect of a moderator variable over different models. The Team's Diversity was measured through 6 different diversity variables. The moderation foe each are provided in the following analysis.

1. **Teams' Cross Functional diversity moderation**

Table (4-10) Effect of Cross Functional Teams' diversity's interaction with Ambidextrous Leadership on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**T**	**Sig**
0.262	0.000	.018	0.894	Ambidextrous Leadership (IV)	.469	1.868	.064
				Cross Functional (MV)	.034	.084	.933
				Moderation (interaction) effect	.015	.133	.894

Table (4-10) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Cross Functional) and the independent variable (Ambidextrous Leadership) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by $\beta = 0.015$) was not statistically significant as the sig value

(0.894) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was not statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.000) rounded to three decimals was negligible as this value was almost zero in addition to that the Sig value (.894) for this magnitude of increase was statistically significant.

Based on the sig value (0.894) of the moderation effect was accepted consequently rejecting the hypophysis.

2. Age Teams' diversity moderation

$H_{01.2}$: The diversity in team's age does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

Table (4-11) Effect of Age Teams' diversity's interaction with Ambidextrous Leadership on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**T**	**Sig**
.291	.0291	6.239	.013	Ambidextrous Leadership (IV)	- 0.146	- 0.546	0.585
				Age (MV)	- 0.966	- 2.698	0.007
				Moderation (interaction) effect	0.243	2.498	0.013

Table (4-11) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Age) and the independent variable (Ambidextrous

Leadership) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.243) was not statistically significant as the sig value (0.013) of t statistics was < 0.05 concluding that the impact of the interaction between the independent and moderator variables was not statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a small increase in** the overall model's R^2. clearly the increase in R^2 was (0.029) rounded to three decimals was small in addition to that the Sig value (.013) was not statistically significant.

Based on the sig value (0.013) of the moderation effect was rejected consequently rejecting the hypophysis.

3. Gender Teams' diversity moderation

$H_{01.3}$: The diversity in team's gender does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

Table (4-12) Effect of Gender Teams' diversity's interaction with Ambidextrous Leadership on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.278	.0226	4.751	.030	Ambidextrous Leadership (IV)	.911	4.748	.000
				Gender (MV)	.842	2.002	.047
				Moderation (interaction) effect	.225	2.179	.030

Table (4-12) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Gender) and the independent variable (Ambidextrous Leadership) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.225) was not statistically significant as the sig value (0.030) of t statistics was < 0.05 concluding that the impact of the interaction between the independent and moderator variables was not statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a small increase in** the overall model's R^2. clearly the increase in R^2 was (0.023) rounded to three decimals was small in addition to that the Sig value (.030) was not statistically significant.

Based on the sig value (0.030) of the moderation effect was rejected consequently rejecting the hypophysis.

3. Educational Level Teams' diversity moderation

$H_{01.4}$: The diversity in team's educational level does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

Table (4-13) Effect of Educational Level Teams' diversity's interaction with Ambidextrous Leadership on team innovation

R^2 statistics				Coefficients			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.254	.000	.009	.926	Ambidextrous Leadership (IV)	.489	2.809	.006
				Educational Level (MV)	.009	.032	.974
				Moderation (interaction) effect	.007	.093	.926

Table (4-13) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Educational Level) and the independent variable (Ambidextrous Leadership) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.007) was not statistically significant as the sig value (0.926) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.000) rounded to three decimals was negligible as this value was almost zero in addition to that the Sig value (.926) was statistically significant.

Based on the sig value (0.926) of the moderation effect was accepted consequently accepting the hypophysis.

5. Ethnic Teams' diversity moderation

$H_{01.5}$: The diversity in team's ethnicity does not moderate the relationship between Ambidextrous Leadership and team innovation, at ($\alpha \leq 0.05$).

Table (4-14) Effect of Ethnic Teams' diversity's interaction with Ambidextrous Leadership on team innovation

R^2 statistics				Coefficients			
R^2	Increase in R^2	f for R^2 increase	Sig	Effect of	B	t	Sig
.265	.002	.324	.570	Ambidextrous Leadership (IV)	.409	2.284	.024
				Ethnic (MV)	-.071	-.273	.785
				Moderation (interaction) effect	.041	.569	.570

Table (4-14) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Ethnicity) and the independent variable (Ambidextrous Leadership) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by $\beta = 0.041$) was not statistically significant as the sig value (0.570) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was statistically accepted

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.002) rounded to three decimals was negligible as this value was almost zero in addition to that the Sig value (.570) was statistically significant.

Based on the sig value (0.570) of the moderation effect was accepted consequently accepting the hypophysis.

The sub- hypotheses (moderation effect of Teams diversity on the relationship between the organizational culture and team's innovation.

$H_{02.1}$: The diversity in team's cross functional does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

2. Teams' Cross Functional diversity moderation

Table (4-15) Effect of Teams' Cross Functional diversity's interaction with Organizational culture on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.321	.005	1.148	.286	Organizational culture (IV)	.711	3.561	.000
				Cross Functional (MV)	.388	1.268	.207
				Moderation (interaction) effect	- .093	- 1.072	.286

Table (4-15) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Cross Functional) and the independent variable (Organizational culture) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by $\beta = -0.093$) was not statistically significant as the sig value

(0.286) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.005) rounded to three decimals was negligible as this value was almost zero in addition to that the Sig value (.286) was statistically significant.

Based on the sig value (0.286) of the moderation effect was accepted consequently accepting the hypophysis.

2. Teams' Age diversity moderation

$H_{02.2}$: The diversity in team's age does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

Table (4-16) Effect Teams' Age diversity interaction with Organizational culture on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.329	.0199	4.513	.035	Organizational culture (IV)	0.919	4.544	0.000
				Age (MV)	0.585	2.095	0.037
				Moderation (interaction) effect	0.172	2.124	0.035

Table (4-16) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Age) and the independent variable (Organizational culture) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.172) was statistically significant as the sig value (0.035) of t statistics was < 0.05 concluding that the impact of the interaction between independent and moderator was not statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model contribute to a small increase for the overall model's R^2. Clearly the increase in R^2 was (0.020) rounded to three decimals addition to that the Sig value (.035) was not statistically significant.

Based on the sig value (0.035) the moderation effect was rejected consequently rejecting the hypothesis.

3. Teams' Gender diversity moderation

$H_{02.3}$: The diversity in team's gender does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

Table (4-17) Effect of Teams' Gender diversity's interaction with Organizational culture on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.343	.0235	5.432	.021	Organizational culture (IV)	-.022	- 0.093	.925
				Gender (MV)	-.641	- 2.018	.045
				Moderation (interaction) effect	.213	2.330	.021

Table (4-17) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Gender) and the independent variable (Organizational

culture) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.213) was statistically significant as the sig value (0.021) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was not statistically accepted

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a small increase in** the overall model's R^2. clearly the increase in R^2 was (0.024) rounded to three decimals was small in addition to that the Sig value (.021) was not statistically significant.

Based on the sig value (0.021) the moderation effect was rejected consequently rejecting the hypophysis.

4. Teams' Educational Level diversity moderation

$H_{02.4}$: The diversity in team's educational level does not moderate the relationship between supported organizational culture and team innovation, at ($\alpha \leq 0.05$).

Table (4-18) Effect of Teams' Educational Level diversity interaction with Organizational culture on team innovation

R^2 statistics				**Coefficients**			
R^2	**Increase in R^2**	**f for R^2 increase**	**Sig**	**Effect of**	**B**	**t**	**Sig**
.313	.003	.619	.433	Organizational culture (IV)	.374	2.046	.042
				Educational Level (MV)	-.197	- .797	.427
				Moderation (interaction) effect	.057	.787	.433

Table (4-18) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Educational Level) and the independent variable (Organizational culture) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.057) was not statistically significant as the sig value (0.433) of t statistics was > 0.05 concluding that the impact of the interaction between the independent and moderator variables was statistically accepted.

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.003) rounded to three decimals was negligible as this value was almost zero in addition to that the Sig value (.433) was statistically significant.

Based on the sig value (0.433) of the moderation effect was accepted consequently accepting the hypophysis.

5. Teams' Ethnic diversity moderation

$H_{02.5}$: The diversity in team's ethnicity does not moderate the relationship between culture and team innovation, at ($\alpha \leq 0.05$).

Table (4-19) Effect of Teams' Ethnic diversity's interaction with Organizational culture on team innovation

R^2 statistics				Coefficients			
R^2	Increase in R^2	f for R^2 increase	Sig	Effect of	B	t	Sig
.339	.026	6.036	.015	Organizational culture (IV)	.925	5.109	.000
				Ethnic (MV)	.606	2.558	.011
				Moderation (interaction) effect	.167	2.457	.015

Table (4-19) presents the results of hierarchal multiple linear regression; the model includes the moderator variable (Ethnicity) and the independent variable (Organizational culture) and the interaction between the two mentioned variables that reflects the moderation effect of the moderator.

Concerning the moderation (interaction between independent and moderator), the impact value (expressed by β= 0.167) was statistically significant as the sig value (0.015) of t statistics was < 0.05 concluding that the impact of the interaction between the independent and moderator variables was not statistically accepted

It was noted that the addition of the moderation effect (expressed by the interaction between the moderator and the independent variable) into the regression model **leads to a very small increase in** the overall model's R^2. clearly the increase in R^2 was (0.026) rounded to three decimals. Although this was a small amount of increase in R^2 it was not statistically significant as the Sig value (.015) was < .05

Based on the sig value (0.015) of the moderation effect was rejected consequently rejecting the hypothesis.

CHAPTER FIVE

Results Discussions, Conclusions and Recommendations

5.1 Results Discussion

This chapter discusses the findings and conclusions of this research study, which are based on the statistical results presented in chapter four. Key findings relate to the influence of opening and closing behaviors on innovation performance, the effect of ambidextrous leadership on fostering innovation activities, and the impact of an organizational climate on innovation outcomes are presented. In addition, the theoretical and practical implications of this research study, future research recommendations, and the conclusion of study are outlined in this chapter.

The statistical data showed that both the opening behaviors and closing behaviors of ambidextrous leadership behaviors have a significant positive influence on team innovation outcomes. This result is indicated by previous studies such as, Rosing et al (2011), Zacher, Robinson & Rosing (2016), Zuraik (2017), She & Yang (2018). This finding implies that group leaders in the ICRC are recommended to take on board an ambidextrous style of leadership, particularly regarding the opening and closing behaviors. By working with and developing leadership skills for managers at ICRC, the organization can adopt a systematic leadership framework that allows opening behaviors as well as closing behaviors application onto the various functional areas of work. It was evident from the results that more focus should be placed on opening behaviors even when working in highly procedural areas such as Finance and HR. This result is also reflected in the results related to assessing Opening Ambedexious Leadership, more specifically with regards to Supervisors taking risks, which rated low. As discussed earlier Ambidextrous leaders expertise entails skills and tools that enable them to manage

the risks that are inherent in innovation, which all make up the necessary attributes required. More particularly through creating exploration activities, monitoring end term goals, placing specific guidelines, and taking corrective action. Through doing so, it is expected that team innovation is increased in this environment.

This implies that ICRC should support further investment in leadership that leads to teams innovation. The overall Opening Ambidextrous Leadership degree was rated by a mean of (3.581) which expresses a Medium level of agreement among the study sample. While this seems satisfactory, there is still room for improvement taken the size and scope of the organization. It is recommended that ICRC has a system in which differences are tolerated, and there is support for creativity. Through this, teams are more likely to be creative and expressive of different points of view, resulting in higher innovation among them. The limiting factor of the job nature is well understood, at the end of the day, teams and managers are held accountable to go by the regulations and procedures in place. As such, managers find themselves in a challenging position to balance between Opening and Closing behaviors. This is why, the recommendation of this study is to invest in working with managers and senior management via coaching, communities of practice, open forum discussions to talk about all the limiting factors as well as opportunities to create an enabling innovation environment.

Secondly, the data showed that the impact of Supported Organizational Culture on team innovation has a significant positive influence on team innovation outcomes. This result illustrates that of previous studies such as, Alcántara (2010), Malhortra (2011), Shanmuganathan (2018), Elsbach & Stigliani (2018). This implies that working teams in the ICRC are more likely to result in innovative outcomes if the system they are working by is that of Supported Organizational Culture. It is recommended that ICRC has a system

in which differences are tolerated, and there is support for creativity. Through this, teams are more likely to be creative and expressive of different points of view, resulting in higher innovation among them.

On the other hand, the study yielded very interesting results when it comes to Sub-Hypothesis, which are worth exploring further. The data showed that there is an interaction between the diversity of the team's age diversity with ambidextrous leadership to boost team innovation. The more diverse the age group, the better effect that ambidextrous leadership has on team innovation. This result is indicated by previous studies such as, Klein et al (2011), Garcia. Zouaghi, & Garcia. (2017). this finding illustrates that groups within the ICRC should have a diverse age-range of individuals in the working environment. This can be done, for example, through creating more vacancies and opportunities for youth and graduates and providing more positions for senior staff. Through adopting this modality, it is expected that ambidextrous leadership is even more effective to create higher team innovation.

The results also showed a similar effect for Gender. There is an interaction between the team's gender diversity with ambidextrous leadership to boost team innovation. This result is indicated by previous studies such as, Klein et al (2011), Garcia. Zouaghi, & Garcia. (2017). Over the past years, The ICRC has been drawing more focus towards gender diversity through establishing a department responsible for creating more gender diversity within both field work and the management level. In line with this research, this is a very positive initiative as it will not only boost team innovation, but ensuring gender balance, and equal access to opportunities will improve the overall work outcomes and process at the organization. It is recommended that the ICRC continue to actively work on closing the gender gap and lead other organizations by example in this field.

The results, however, showed that there is no interaction that can be revealed between the higher diversity in cross functional teams and Ambidextrous Leadership to boost team innovation. When looking at the regression model, there seems to be a very small increase in the overall model's R2. The sub-hypothesis of this study (**$H_{01.1}$** The diversity in team's cross functional does not moderate the relationship between Ambidextrous Leadership and team innovation) is consequently accepted. This finding is very interesting as many organizations are adopting Multi-Functional Teams (MFTs) model to enhance the work results and create a space for innovation. The MFT approach allows members from different functional departments to work together to solve a problem or implement an activity or a project. It has been proven to be a very efficient modality of operations in emergencies. For ICRC in particular, this should be further explored, even if those results can be attributed, only within this research, to the responding sample, 25% being Admin & Finance, still, this is not a large proportion of the sample that would enable us to say that the work nature of Admin and Finance perhaps does not require intensive cross-functional activity. The sample was diverse enough in functions to be considered a representative sample from across the spectrum of ICRC. What this could imply though is two things:

1) Teams do not see the value of working as cross-functional teams.

2) This could be a reflection of the working culture that is driven more towards siloed approach and limited interaction among the different teams within the organization.

In both cases, the organization, as well as managers, bear the responsibility to encourage and create opportunity for more cross-functional activities by adopting MTF as required module of working in different settings. Additionally, the data also showed that there is no noticeable effect that is significant of the effect of education levels'

diversity and ambidextrous leadership on boosting team innovation. The regression model leads to a very small increase in the overall model's R^2. Sub-hypothesis (**$H_{01.4}$**: The diversity in team's educational level does not moderate the relationship between Ambidextrous Leadership and team innovation.), is consequently accepted. Again, this result is also not inline with other studies'findins which found a strong link between the level of education and teams performance and innovation studies show that a more diverse range of education leads to a better team innovation through the ambidextrous leadership. More specifically, such as Valls, González & Tomás, (2016), found that education level diversity was found to influence team communication quality and performance positively when the level of innovation team climate was high, but negatively when it was low. Therefore, team managers should foster innovation climates in teams with members who have different levels of education. This finding can't be attributed to the demography of the sample which answered the questionnaire, most of the participants being from admin and finance department where there is not enough variance in education level within admin departments., As a result, it is recommended that ICRC works closely with teams to promote the concept of innovation and expand teams' understanding of the different factors that contribute to better innovation. ICRC can create opportunities for different levels of education to ensure a non-inclusive environment. This would potentially aid team innovation, but it would also create a better sample for studies in the future.

Additionally, the data showed that there is no relationship between a diversity in ethnicity teams and the effect of ambidextrous leadership on boosting team innovation. Similarly, the regression model leads to a very small increase in the overall model's R^2. Sub-hypothesis (**$H_{01.5}$**: The diversity in team's ethnicity does not moderate the relationship between Ambidextrous Leadership and team innovation.) is consequently

accepted. The reason for this result due to the demography of the sample which answered the questionnaire as most of the participants (55.8%) were from Middle East where there is little diversity in ethnicity. It is also important to note that the understanding of ethnic diversity may differ in regions such as the Middle East than to the Western and European perception of ethnic diversity. This result should be explored further by ICRC, as well as other research to examine the relationship between certain ethnicities and their perception of the value of diversity. One cannot simply assume that the Middle East for example, is a cohesive ethnic group. What could be more likely the case, is the individual's perspective of the value of having a diverse ethnic group within the work environment within ICRC. If this has not been illustrated over the years to have an added value to innovation within teams, then it is imperative that leaders at the organization encourage more multi-cultural interaction and understanding of the different values across cultures. Moreover, it is recommended that ICRC ventures to encourage people from different ethnicities have access to job opportunities, and systematically ensure that teams are diverse in ethnicity, culture, gender, and age. It has been already proven in various studies that diverse teams as smarter!

The results illustrated that there is a directly proportional relationship between a diversity of the ages of the team and organizational culture in increasing team innovation. This result is indicated by previous studies such as Klein et al (2011), Garcia. Zouaghi, & Garcia. (2017). It is recommended that the ICRC has a wide diversity of age among its team, in addition to a supportive organization culture, this would lead to a higher team innovation in different ways. For example, a blend of youth and senior members would potentially create an environment of different perspectives and thus more creativity.

Furthermore, the results show that there is also a directly proportional effect between the gender diversity of the team and organizational culture in boosting team innovation. This result matches that of previous studies such as, Klein et al, (2011), Garcia. Zouaghi, & Garcia. (2017). The ICRC is supportive of this perspective through creating a department specifically focused on gender diversity. Accordingly, with the results of this study, this department's work would result in higher team innovation in line with the supportive organizational culture.

The survey indicated that there is no link to be noticed between a higher diversity in cross-functional teams with organizational culture as to boost team innovation. The regression model leads to a very small increase in the overall model's R^2. The reason for this result due to the demography of the sample answered the questionnaire as most of the participants were from the admin and finance departments in the ICRC, where there is not enough variance in functionality.

The research also showed that there is no relationship between more diversity in the level of education of the teams and organizational culture in increasing team innovation. Similarly, the regression model leads to a very small increase in the overall model's R^2. The reason for this result is also due to the demography of the sample that answered the questionnaire, as most of the participants were from the admin and finance departments, where there is not much variance in education level within the departments.

Finally, the statistics showed that there is direct proportional effect between the higher diversity in the ethnicity of the teams with organizational culture to boost team innovation. This result is indicated by previous studies such as, Richard, Barnett, Dwyer, & Chadwick, (2004), Bouncken, Ratzmann, & Winkler (2008). Mitchell, & Boyle (2015) Abdullah, & Ku (2017), Garcia. Zouaghi, & Garcia., (2017). This result implies that the

ICRC is recommended to create opportunities that provide for a wider range of diversity in ethnicity among its team. This could be done through examining discrimination within the employment teams in the ICRC. The organization already,

Through its code of conduct, works to insure minimal discrimination. A wider range of ethnic diversity among members would create higher team innovation in the Supported Organizational Culture model.

Perhaps the results would be different if the sample size were more diverse from the angles of educational level, ethnicity, and cross function. This specific study fails to meet the diversity requirements in order to establish a valid result when it comes to the effect of cross function, education levels, and ethnicity. In the future, studies are recommended to include diversity in all aspects. However, there still is a remarkable effect of the diversity of age and gender on both ambidextrous leadership and organizational culture in yielding higher team innovation outcomes.

5.2 Conclusion

This study is conducted to answer the following research questions:

Does Ambidextrous leadership drive team innovation performance?

What is the role of the organizational culture in fostering team innovation?

Does the diversity interact with team leaders behaviors to boost team innovation?

Does the diversity interact with organizational culture to boost team innovation?

The results show that the Ambidextrous leadership and organizational culture drive team innovation performance in ICRC. Results also show the relationship between the moderating diversity variables with the largest effect of variance were found to be age

and gender, showing a direct proportionality between increased diversity and increased team innovation within ambidextrous leadership. Thirdly, the diversity variables affecting cultural organization were age, gender, and ethnicity, showing that where there is more diversity within those factors, cultural organization induces better team innovation. These results imply that the ICRC would experience higher team innovation if they pursue models of ambidextrous leadership among its leaders, and a Supported Organizational Culture. These models have a higher chance of success if the ICRC embraces more diversity when it comes to age, gender, and ethnicity. The organization is already in the process of creating more gender and ethnicity diversity through establishing a department focused on more gender opportunities, and through a code of conduct that ensures the least discrimination during the employment process. The ICRC would also benefit from providing more opportunities to youth and creating more positions for senior members. Through embracing more diversity, the models which were studied in this research are more likely to succeed in creating team innovation in the ICRC.

5.3 Recommendations

5.3.1 Recommendations for ICRC

The recommendation of the study is to support the organization culture of the team and to introduce an ambidextrous approach to leadership into ICRC, while creating a more diverse group of employees when it comes to gender and age.

5.3.2 Recommendations for Academic and Future Research:

- This study is carried out on **The International Committee of the Red Cross**. Therefore, it is advised to apply the same variables, in other humanitarian organizations.
- This study is carried out within limited period, therefore its advised future researchers to repeat this study in a different time and compare the results based on longer period of survey.
- This study focused on specific dimensions of diversity. Wherefore, future researcher advised expansion and study of new dimensions.
- When considering diversity, it is important for future studies to involve a larger sample size to collect more diverse data.
- For the future, studies can be done on the ways in which more diversity can be ensured in the ICRC and similar organizations. Such studies may explore the methods of creating more diversity in age, gender, ethnicity, cross function, and education level and the effect of these areas on team innovation.

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Appendixes

Appendix 1: Panel of Referees Committee

NO	Name	Qualification	Organization
1	Dr. Ahmad Ali Saleh	Associate Prof.	Middle East University
2	Dr. Abdullah Batainh	Associate Prof.	Middle East University
3	Dr.Fayez Albadry	Associate Prof.	Middle East University
4	Dr. Nahla Al Nazer	Associate Prof.	Middle East University

Appendix 2: Email and Questionnaire of Respondents

Attention, please: This survey is to be filled by team members only

Research title: The effect of Ambidextrous Leadership and organizational culture, moderated by team diversity, on Enhancing team's innovation performance in humanitarian organizations

(ICRC)

Dear Colleagues,

Hope all is well.

I would like to invite you to participate in the above research project which is being conducted by Dua'a abu ghoush (Master's student) under the supervision of Dr. Abdelrahman zuraik Innovation & Entrepreneurship Director.

The aim of this research is to study the effect of ambidextrous leadership and organizational culture on team innovation with exploring team diversity as a moderating variable, interacting with leadership and organizational culture.

The main objectives of this research are below:

1. Providing recommendations on how teams can be more innovative in humanitarian organizations and to cope with uncertain and complex global business environments.
2. Find out how the team diversity interact with team leader's behaviors and organizational culture to boost team innovation?
3. Create a model to foster innovation at team level in the humanitarian organization.

I am interested in having your opinions regarding emographic, diversity, team leader, culture and team innovation questionnaire in ICRC.

What you have to do?

You will be asked to contribute by completing an online questionnaire which will include questions about interaction of Ambidextrous Leadership impacts team innovation, supported organizational culture impacts team innovation, asked to rate your team innovative performance and the diversity of the team.

Confidentiality:

Your responses will be dealt with anonymously and confidentially, the questionnaire is computer- based and the data is secured in an encrypted database, only the researcher and supervisor will have access to this data. You will not be asked to provide any personal details or any details of a confidential nature.

Feedback:

Once the research is complete and the thesis has received a mark, participants will be offered to see the findings and results.

Information:

Please check attached documents to know more details about this research.

Please feel free to contact me if you have any questions or concerns or if you would like to have more information.

Participation:

Participation in this research study is voluntary, if you wish to withdraw at any stage, you are free to do so without any prejudice.

If you would like to participate, please fill in the questionnaire available at the website link shared below, by clicking on the link to the questionnaire, you are giving your consent to participate in the research.

Link to the questionnaire (if you wish to participate click on it or copy paste in your browser):

https://www.surveymonkey.com/r/3W8TZKC

The link will be accessible for the next 10 days (until Friday 20.11.2020)

Highly appreciated your contribution and time for filling this survey.

Dua'a

Questionnaire

Demographic Questionnaire

Please click on the appropriate response.

1. What is your gender?
   - Male
   - Female

2. What is the gender of your supervisor/team leader/manager?
   - Male
   - Female

3. In which region in ICRC you are working?
   - Americas
   - Europe
   - Asia
   - Africa
   - Near and Middle East region

4. Which best describes the department or function you work in?
   - Management
   - Admin & Finance
   - Logistic
   - Operations
   - HR
   - ICT
   - Other

5. Which of the following categories best describes the number of your team?
   - 2-5
   - 6-12
   - More than 12

Diversity Questionnaire

6. Which of the following categories best identifies your team gender diversity
   - All team members are males.
   - All team members are females.
   - A few members of the team are males.
   - A few members of the team are Females.
   - Male and female are equal.

7. How diverse is your team in terms of ethnicity? (ethnicity is a named social category of people who identify with each other on the basis of shared attributes that distinguish them from other groups such as a common set of traditions, ancestry, language, history, society, culture, nation, religion, or social treatment within their residing area.).
Which of the following best identifies the degree of your team's ethnic diversity?

- All the team members are from the same ethnicity.
- A few members of the team are from different ethnicity.
- Most of the team members are from different ethnicities.
- All the team members are from different ethnicities.

8. How do you identify your team age diversity?
- Which of the following categories identifies your team age:
- All the team members are in the same age category.
- A few members of the team are in the different age categories.
- Most of the team members are in different age categories.
- All the team members are in different age categories.

9. Attention question: - Please Select Very good
- Good
- Very Good
- Excellent
- Other

10. How do you identify your team education diversity?
(High School, Bachelor degree, Master's degree, PHD)
- Which of the following categories best identifies your team education diversity
- All the team members are in the same level of education.
- A few members of the team are in different levels of education.
- Most of the team members are in different levels of education.
- All the team members are in different levels of education.

11. How do you identify your team Seniority level at ICRS diversity?
Which of the following categories best identifies your team Seniority level diversity
- All the team members are in the same level of Seniority.
- A few members of the team are in different levels of Seniority.
- Most of the team members are in different levels of Seniority.
- All the team members are in different levels of Seniority.

12. How do you rate your team members diversity in cross Function/ department?
(Low level diversity where all the team members have the same function, Medium level where there is some different in the function whiten the same team, high level of diversity where is each member in the team have his/her own function).
Which of the following categories best identifies your team cross Functional diversity.
- Low level of diversity.
- Medium level of diversity.
- High level of diversity.

Questionnaire

According to your interaction with your supervisor/team leader/manager, how do you rate his/her leadership behaviors?

13. My Supervisor allows different ways of accomplishing a task.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

14. My Supervisor encourages experimentation with different ideas.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

15. My supervisor encourages risk taking.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

16. My Supervisor gives possibilities for independent thinking and acting.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

17. My Supervisor gives room for my own ideas.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

18. My Supervisor allows for errors.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

19. My Supervisor encourages learning from errors.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

20. My Supervisor monitors and controls goal attainment.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

21. My Supervisor establishes routines.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

22. My Supervisor takes corrective actions.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

23. Attention question: 5 +2 Equal?
    - 75
    - 20
    - 7
    - 5
    - 8

24. My Supervisor insists that rules be followed.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

25. My Supervisor pays attention to the uniform accomplishment of task.
    - Always
    - Usually
    - Sometimes
    - Rarely
    - Never

26. My Supervisor gives sanctions for errors.
- Always
- Usually
- Sometimes
- Rarely
- Never

27. My Supervisor sticks to plans.
- Always
- Usually
- Sometimes
- Rarely
- Never

How do you rate your organization's support of innovation?

28. Creativity is encouraged here.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

29. Our ability to function creatively is respected by the leadership.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

30. Around here, people are allowed to try to solve the same problems in different ways.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

31. The main function of members in this organization is to follow orders which come down through channels.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

32. Around here, a person can get in a lot of trouble by being different.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

33. This organization can be described as flexible and continually adapting to change.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

34. A person can't do things that are too different around here without provoking anger.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

35. The best way to get along in this organization is to think the way the rest of the group does.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

36. People around here are expected to deal with problems in the same way.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

37. This organization is open and responsive to change.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

38. The people in charge around here usually get credit for others' ideas.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

39. In this organization, we tend to stick to tried and true ways.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

40. This place seems to be more concerned with the status quo than with change.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

41. The reward system here encourages innovation.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

42. This organization publicly recognizes those who are innovative.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

43. The reward system here benefits mainly those who don't rock the boat.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

How do you rate the overall innovation performance of your team?

44. Coming up with new ideas.
    - Needs much improvement
    - Needs some improvement
    - Satisfactory
    - Good
    - Excellent

45. Working to implement new ideas.
    - Needs much improvement
    - Needs some improvement
    - Satisfactory
    - Good
    - Excellent

46. Finding improved ways to do things.
    - Needs much improvement
    - Needs some improvement
    - Satisfactory
    - Good
    - Excellent

47. Creating better processes and routines.
    - Needs much improvement
    - Needs some improvement
    - Satisfactory
    - Good
    - Excellent

Appendix 3: ICRC Regions

Africa Region

- Abidjan
- African Union
- Algeria
- Burkina Faso
- Burundi
- Central African Republic
- Chad
- Congo
- Dakar
- Eritrea
- Ethiopia
- Libya
- Mali
- Mauritania
- Morocco
- Nairobi
- Niger
- Nigeria
- Pretoria
- Rwanda
- Somalia
- South Sudan
- Sudan
- Tunis
- Uganda
- Yaoundé

The Americqas region

- Brasilia
- Caracas
- Colombia
- Lima
- Mexico City
- New York
- Panama City
- Washington

Asia and the Pacific region

- Afghanistan
- Bangkok
- Bangladesh
- Beijing
- Jakarta
- Japan
- Kuala Lumpur
- Myanmar
- New Delhi
- Pakistan
- Philippines
- Sri Lanka
- Suva

Europe and Central Asia region

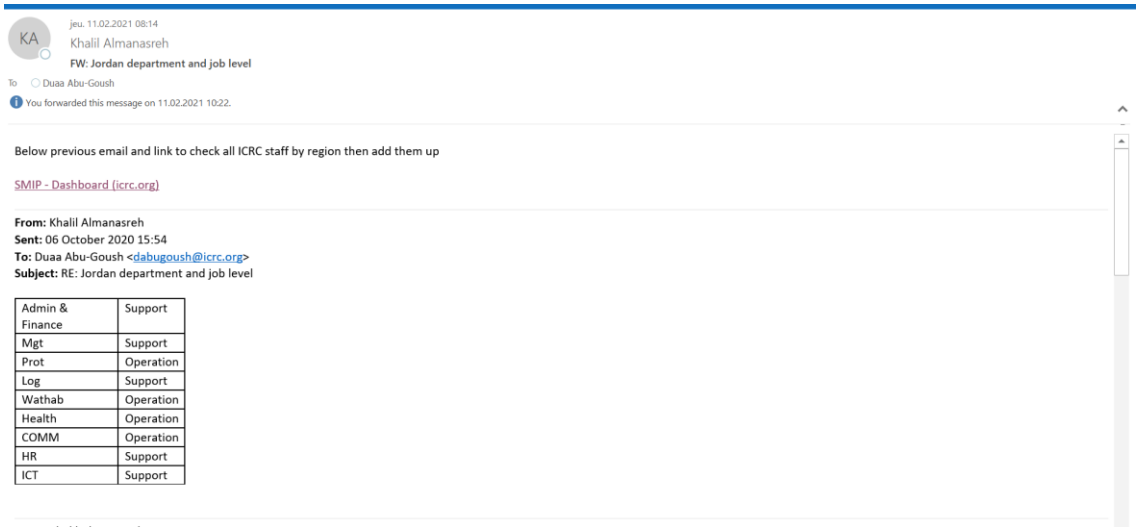
- Armenia
- Azerbaijan
- Balkans
- Belgique
- Georgia
- Greece
- Moscow
- Nagorno-Karabakh
- Paris
- South Ossetia
- Tashkent
- Ukraine
- Unit Kingdom Great Brit

Near and Middle East region

- Egypt
- Iran
- Iraq
- Israel & Occupied Territ
- Jordan
- Kuwait
- Lebanon
- Syrian Arab Republic
- Yemen

Appendix 4: ICRC Function and No. of Employees

SMIP - Dashboard (icrc.org)



jeu. 11.02.2021 08:14
Khalil Almanasreh
FW: Jordan department and job level
To Duaa Abu-Goush
You forwarded this message on 11.02.2021 10:22.

Below previous email and link to check all ICRC staff by region then add them up

SMIP - Dashboard (icrc.org)

From: Khalil Almanasreh
Sent: 06 October 2020 15:54
To: Duaa Abu-Goush <dabugoush@icrc.org>
Subject: RE: Jordan department and job level

Admin & Finance	Support
Mgt	Support
Prot	Operation
Log	Support
Wathab	Operation
Health	Operation
COMM	Operation
HR	Support
ICT	Support