



جامعة الإمارات العربية المتحدة
United Arab Emirates University

**The College of Graduate Studies and the College of Business and Economics
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DBA Dissertation Defense

Entitled

*THE IMPACT OF MANAGEMENT CONTROL SYSTEMS ON INNOVATION PERFORMANCE IN
HEALTHCARE ORGANIZATIONS*

by

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Abstract

The healthcare sector is one of the largest industries in the world, at close to 10 percent of global GDP. Healthcare providers are facing complex challenges arising from advances in medical treatment, an increase in patients' demands and decreasing resources to fund and support their activities. Healthcare organizations have resorted to innovation as a means to achieving a balance between cost containment and healthcare quality. While innovation is believed to be a critical element of business productivity and competitive survival, its implementation comes with risk. A systematic approach to managing and controlling the innovation process is therefore required in order to achieve the desired innovation performance. The aim of this study is to provide a better understanding of the impact of management control systems used in innovation performance within healthcare organizations. More specifically, the study examined how the four "levers of control" used as a "control package" affect innovation performance, both directly and indirectly, through entrepreneurial orientation and knowledge management in healthcare organizations in Abu Dhabi. An online survey was used to collect data from middle-level managers working in healthcare organizations in Abu Dhabi. The responses were analyzed using a partial least squares approach. The main result suggests that there is no direct relationship between the four uses of management control systems as a package and innovation performance in healthcare organizations. However, the study findings indicate that this relationship is fully mediated by entrepreneurial orientation and knowledge management, both individually and serially. The academic and managerial implications of these findings for both scholars and practitioners are discussed.

Keywords: Healthcare, Levers of Control, Management Control System, Innovation performance, Innovation in Healthcare, Dynamic Capabilities, Knowledge Management, Entrepreneurial Orientation.