



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 ENTERPRISE INFORMATION MANAGEMENT CAPABILITY ON SUSTAINABLE  
COMPETITIVE ADVANTAGE IN UAE ORGANIZATIONS*

by

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Date & Venue

11:00 AM

Wednesday, 5 December 2018

Room 2021, H3 Building

Abstract

In today's economic environment, intense competition in the corporate world has prompted organizations to focus on creating and maintaining a sustainable competitive advantage (SCA). The purpose of this study is to explore the impact of enterprise information management capability (EIMC) on sustaining a competitive advantage (SCA). This study focuses on EIMC as an essential organizational dynamic capability and empirically examines the relationship between EIMC and SCA, both directly and indirectly, via two mediators: knowledge management (KM) and total quality management (TQM). This study used dynamic capability theory (DCs) as the theoretical framework. Four constructs (EIMC, KM, TQM, and SCA) were developed and nine research hypotheses were examined. A mixed methods research design was used to collect primary data. The data was collected from twelve (12) semi-structured interviews with 12 decision makers from different organizations in the UAE. There was also an online cross-sectional survey that yielded 144 responses from middle level managers working in UAE organizations. The survey data was analyzed using a partial least squares (PLS) approach to structural equation modelling. The results of the PLS measurement model suggest that the items used to measure the constructs were valid and reliable. As such, the results of the structural equation model supported the hypotheses. Moreover, the qualitative interview data also supported every one of the research hypotheses. Therefore, this suggests that EIMC impacts positively on organizational SCA, both directly and indirectly. The indirect relationship is mediated through KM and TQM, and is serially mediated via both KM and TQM. These findings are consistent with the extant literature, and support the notion of direct and indirect relationships between EIMC and SCA. The literature to date has paid little attention to these relationships.

This research contributes to the knowledge concerning EIMC, TQM and KM by providing empirical evidence of their ability to sustain a competitive advantage. In short, if EIMC is properly developed, it helps organizations to achieve KM, TQM and thus achieve organizationally superior performance. Understanding the direct and indirect impact of EIMC on sustaining competitive advantage can positively affect organizational performance. Further research has been recommended to further critique and investigate the proposed model in non-UAE contexts, and to extend the model by examining other mediators between EIMC and SCA.

**Keywords:** Enterprise Information Management Capability, Knowledge Management, Total Quality Management, Sustainable Competitive Advantage, Dynamic Capability.