
Preface

Minwir M. Al-Shammari

Department of Management and Marketing,
College of Business Administration,
University of Bahrain,
Sakhir, Kingdom of Bahrain
Email: malshammari@uob.edu.bh

Biographical notes: Minwir Al-Shammari is Professor of Management and former dean of the College of Business Administration at the University of Bahrain (from 20011–2019). He received his PhD in Business Administration (Industrial Management) from the University of Glasgow, UK. His publications have appeared in numerous international refereed journals. He has authored or edited/coedited books titled: *Customer Knowledge Management: People, Processes, and Technology*, IGI-Global Publishing; *Knowledge Management in Emerging Economies: Social, Organizational, and Cultural Implementation*, IGI; *Knowledge Management in Emerging Economies: Social, Organizational, and Cultural Implementation*, IGI; *Customer-Centric Knowledge Management: Concepts and Applications*, IGI; *Multiple Criteria Decision Making in Finance, Insurance and Investment*, Springer Publishing; *Ethical and Social Perspectives on Global Business Interaction in Emerging Markets*, IGI; and *Islamic Business Administration: Concepts and Strategies*, Macmillan.

Business organisations of the new economy operate in highly competitive and turbulent business environments. Organisations face constant and rapid change and operate in business environments that seem to offer endless opportunities as well as threats. Organisations must continue to adapt to meet new demands of globalised emerging markets and face new situations. Responses of organisations vary in cross-cultural and globalised business environments according to national and international factors, such as political, economic, socio-cultural, technological, and legal conditions.

This special issue of the *Journal of Global Business Advancement* (JGBA) focuses current research relating to global business and management issues within emerging markets around the Arab region. It addresses topics essential to remaining adaptive in the modern global marketplace in order to create sustainable competitive advantage. It compiles research on issues such as foreign direct investment (FDI), market-oriented adaptation, strategic management, creative work climate, effectiveness of innovation implementation, and adoption of customer relationship management (CRM) system.

Readers will find in this issue six empirical research papers on different topics that explore the globalised business advancement in this region. The first paper, by Chaker, Sabah, and Al-Homsy, examines the impact of impact of FDI on economic growth in the United Arab Emirates. The study covers variables of FDI, labour force, capital formation, export and Gross Domestic Product (GDP) for a period from 1985 to 2017 on a monthly basis. The empirical findings indicate that all the variables were non-stationary at the level and became stationary at first difference. The analysis reveals a bivariate cointegration between capital formation, FDI, GDP, and labour, whereas the

cointegration relation also exists between export and labour along with FDI and GDP, FDI-Labour. The results of long relationship are validated with Granger causality where there was unidirectional causality between capital and FDI, GDP and labour.

The second paper, by Anwar, addresses how organisations adapt or should adapt to their environment to stay competitive. It examines market orientation of Islamic banks operating in the international banking sector of the UAE using 257 questionnaires completed by managers. Islamic banks operating in the UAE demonstrate market orientation as a strategy to find potential problems and prevent them before they occur. Customer orientation would most probably help Islamic banks design and offer products and services in line with customer expectations. Through market orientation, managers could bridge the gap between customer expectations of price, quality, product/service support, degree of innovation, and perceptions of the value received.

The third paper, by Aboramadan, investigates the topic of strategic management of the not-for-profit organisations in Saudi Arabia. The study uses an online questionnaire to collect data from 296 managers. The results show that Saudi non-profits have established strategic management practices and systems. The results show that the effectively applied practices are environmental analysis and strategy development and that organisations adopted the following strategies to deal with financial difficulties: collaborating with other organisations, increasing fundraising efforts and strengthening relationships with stakeholders respectively. The study also found that the main challenges to implement the strategy are lack of time and lack of financial resources.

The fourth paper, by Abbad, Alkhatib, AlQeisi, and Jaber, analyses CRM adoption by the banking sector in Jordan based on the technology acceptance model. The model generated 13 hypotheses related to the links between the external factors and the original internal factors of perceived usefulness, perceived ease of use, and behavioural intention to use. A total of 169 responses were collected by distributing questionnaires to employees in different positions and departments, e.g., marketing, customer services, and customer relationship management. The developed model is tested using a two-step approach of structural equation modelling. Perceived usefulness has the highest impact on the behavioural intention to use CRM, and all other factors, including the perceived ease of use could affect the intention to use through the perceived usefulness.

The fifth paper, by Zain, Kassim, Khan, and Shukaili, investigates a comparative assessment of firms' creative climate in three Gulf Cooperation Council (GCC) countries, viz. Oman, Qatar, and Saudi Arabia. The study finds significant differences in the levels of creativity and innovativeness across firms in the three countries. Qatari and Omani firms have enjoyed internal climates that could be considered as 'innovative' while Saudi firms have experienced internal climates that could be considered as 'non-innovative'. Except for the challenge dimension, Saudi firms need to work on nine of the ten creative climate dimensions, to enhance their level of creativity and innovativeness. It is also found that all the firms in the three countries need to enhance the conflict dimension in order to enhance their creativity and innovativeness.

The sixth and last paper, by Basri, Al-Ghamdi, and Kazmi, empirically investigates a comprehensive, robust framework to uncover the macro and micro factors of innovation implementation effectiveness in Saudi Arabia by validating two current best-practice models. Data are gathered from 140 service and manufacturing organisations confirmed that the original model is valid across various innovation types and levels of innovation. The study enhances the original model by extending its micro spectrum through exploring the impact of personal innovativeness, social influence and image on

implementation effectiveness. The study demonstrates the lack of strong moderation effect in the hypothesised correlation between innovation types and financial resources, and validates models and contributes to enhancing the models and theory by incorporating additional key micro factors for a more robust, multi-level, and holistic framework.

All the papers' findings affirm the strategic and dynamic position of the Arab region for global business advancement. Business organisations and executives in the region must consistently work to understand their business context and strive to adapt to needs and expectations of the customers and communities they serve. In particular, the emerging Islamic banking trends in the Arabian Gulf region provide a promising opportunity for Islamic bank managers to segment their markets for a very large number of Islamic products and services due to cultural similarities. It is hoped that this issue of JGBA will motivate both scholars and practitioners to continue exploring global business interactions and influences of the 2020s and beyond.

As a guest editor of this special issue, I would like to express my thanks to all the authors who submitted their papers for possible publication and would like to thank the anonymous reviewers. I am so grateful to the Editor-in-Chief, Professor Zafar U. Ahmed, for inviting me to serve as a guest editor of this special issue.