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Measuring the Mediating Effect of Cultural Diversity: An Investigation of Strategic Leadership's Role on Innovation

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Abstract--- *The purpose is to identify the influence of strategic leadership via the mediation of cultural diversity toward innovation in the workplace of Abu Dhabi Police administration in UAE via cultural diversity. A quantitate research approach and questionnaire procedures were followed to collect data from the UAE police administration's employees. The self-administrative questionnaires were distributed to get valid answer from the employees. Thus, 500 questionnaires were distributed in total 100 above branches and 470 valid questionnaires were collected. PLS (Partial Least Square) was used to analysis for linear regression model by projecting the predicted variables and the observable variables to a new space to get the results and hypothesis support. The finding of the study has shown that the variables are separately reliable and valid to support this study. This study has shown the values as contributing to the innovation and leadership approaches specifically strategic leadership and innovation. The model significantly has noted to police administration in terms of future progression.*

Keywords--- *Strategic Leadership (SL), Cultural Diversity (CD), Innovation (INN).*

I. INTRODUCTION

The local government handles the internal affairs, securing the border, carrying out of immigration work, fighting fires and managing traffic system of UAE [1]–[3]. In relation of police administration, innovation is the new ideas and beneficial process that has importance for the organizational capability to sustain in the competitive and dynamic environment [4]–[7]. Simple innovation refers to not only new devices, ideas, and methods but also the process of uncovering the ways to do things. However, in the corporate world, innovation is something must be present at the way to make the business sustainable and successful in the long run [7]–[9]. Rationally, it taps into diverse of facilities across the world to foster an organization's competitive advantages. The economic roles of innovation are colossal to explain the technological innovation for growth. Moreover, technologically, the innovation supports the overall growth for an institution [10], [11]. Even the imbalance between saturating demand and increasing management efficiency also exist that imbalance could be overcome by the emergence of innovation [12]. So, the importance of innovation from every angle is well appreciated. According to Global Innovation Index (GII, 2014), Abu Dhabi Police is also comparatively far from average on the innovation progress, so the administration has to come up with a lot of strategies to overcome this lacking thus it has recently taken strategy. Since Transparency and open opportunities in Abu Dhabi Police is high. This had led to the increasing number of foreign workforce and technological advancement using to the system which led the economic sectors in the UAE to

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be largely dependent on employees and expertise [13]–[16]. In this study, the innovation plays an important role to show the contribution of the study to adopt in the police administration using strategic leadership approach and following cultural diversity. This study attempted to introduce as a unique contribution in the literature to implement in the theoretical and contextual perspective.

In addition, the private and public sectors in UAE are highly diverse in terms of employee's nationality, race, religion, language, and gender [17], [18]. Thus, Diversity in culture is prevalent across the UAE organization. The increasing influx of expatriate employees and the rising number of workplace-related conflicts has, over the last few years, resulted in a need for solutions with regard to management of diversity by both government and privately-run organizations [19]–[23].The large expatriate population explosion witnessed in the UAE over the last two decades has made it particularly important for organizational leaders to seek new approaches to managing their extremely diverse workforces [24]. The realities of workforce diversity in the UAE forces organizations to adopt leadership practices capable of maintaining a workforce that is productive.

Hamel & Prahalad, (1993) [25] have considered as a good place to begin deconstructing managerial frames with a question, "What is strategy?" and its answer centres on three elements; concept of fit, connection between the organization and its competitive situation; the allocation of resources among competing investment opportunities; and long term perspective of money that figures prominently [26], [27]. Consequently, strategic leadership displays a sense of power and confidence and make bold, unconventional, and counter normative decisions [28]–[30]. They develop an intriguing, ideological vision of the future and present it in an emotionally captivating manner, expressing their confidence that common aspirations can be achieved through collective efforts [31]. Accordingly, it means deliberately choosing a different set of activities to send a unique mix of value. The objective indicates to examine the relationship of strategic leadership and cultural diversity determines innovation.

II. THEORETICAL FRAMEWORK

Strategic Leadership

Strategic leadership critically involves to the productive organization for making plan and taking decision for future actions [29], [32]–[34]. In this circumstance, strategic leadership plays an important role in order to fill up or instead of other approaches in this organization perfectly [26], [35], [36]. In addition, strategic leadership also plays an important role for the cultural diversity in order to adaptation, mutual understanding, teaming, and co-operation and exchange experiences [21]. This is most valuable issue in the Abu Dhabi Police administration to be appointed strategic leaders for long-term planning for future goal [9], [37], [38]. Few leaders allow themselves to create thinking about strategy and future plan [33], [39]. Leaders should provide direction to every part of the organization such as from the corporate to loading desk. Thus, strategic leadership is the ability of the leaders to create and re-create reasons for the continuous existences within the organization [6]. The leaders must have the capability to remain on eye on how the organization currently adding value and the other eye on change, both inside and outside the organization either threaten its position and presents some new opportunities for adding value [7], [18]. Moreover, cultural diversity plays important phenomena within the organization to implement organization and employees exchange interaction. In addition, culture contains of implicit and explicit pattern which added morals,

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customs and law by shaping behaviour and affects [21]. Additionally, culture theories based on the place where people grew up, way of living life, style of living, life style that shared by others in the administration or any social group [40]. More specific, cultures have the way of beliefs that behave and values aspect in life and derived from the society or social environment [41]. With the concept of culture, cultural diversity have defined as more easiest due to globalization and labour migration in different administration in different country with social aspect which accelerated the procedures of cultural diversity [42], [43].

Based on the strategy and administrational cultural diversity the relationship of strategic leadership and cultural diversity has indicated critical investigation to clarify administrational goals and success. Consequently, it is important that organizational leaders understand how to manage diversity [44]. For this to be possible, leaders have to guide and control how employees perceive diversity and how the employees relate to other co-workers who differ in language, race, region, and gender [40]. The direct influence of strategic leadership to innovation and indirect influence of cultural diversity between strategic leadership and innovation indicates the first attempt to consist of the relationship. This indicates that UAE has become one of the most diverse countries in the world with the largest culturally diverse workforce in its population [36]. However, little knowledge is shared, known, or written about the effect of strategic leadership on innovation in culturally diverse organizations in Abu Dhabi Police.

H1a: Strategic leadership have direct influence on cultural diversity

H2a: Cultural diversity indirectly influence between strategic leadership and innovation

H3: Strategic leadership direct influence on innovation.

Cultural Diversity

Culture diversity has been discussed and debated by many sociologists for long time which is a set of parameter of collectives, patterned way of thinking, feeling and reacting that constituting the distinction of the life of group of people [45]. Distinguishes among members of one group or categories of people from others handed down on generation to next generation through mean of language and imitations [46]. According to the organizational context, cultural diversity indicates a certain set of values, beliefs, behaviors, attitude by sharing interpretation, a transmission that collective from other collectives [47]. culture has described as recognition of understanding individual which has been discussed in the literature broadly in cross cultural psychology and significantly resulted to the corporate culture, recently corporate and organizational cultural diversity theory invented and investigated [48]–[51].

Similarly, in recent literature, innovation includes new and innovative ideas, research and development intensity, scientific and technical patents process, new product development, innovative technology and design, numbers of inventions and trademarks granted [52]–[56]. Innovation tends to address the organization’s ability to respond and adapt to external and/or internal changes [57]. Momentum is given on the organization’s capability to boost up both process and dynamism, irrespective of an immediate demand for change [58]. Whatever, innovation proposed by a different researcher into two points of views; innovation involves the generation of new ideas and multi-stage process transform by organizational ideas into service, and process [59]. On the other hand, refers use of series of new things such as new technology, new administrative system and organizational structure, new plans, and

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program, the purpose of enhancing organizational performance and activities, keep organizational sustainability, and achieve goals with success [60]–[62]. Therefore, in this study, the researcher brings cultural diversity to direct connection of innovation as a wide range of administration success.

H4: Cultural diversity directly influence on innovation.

Innovation

Innovation has been identified at various level such as micro, macro and project level. It is something new but nit absolute terms. In some disciplines explain innovation such as productivity based, service based, activities based and technology based [7], [63]. In this study we combining the service, activities and technology based innovation in the organization [64]. Consequently, the broad definition as activities that involves substantial novelty for the adopting administration but it's not required to the new world. According to the Oxford dictionary innovation is the new approach to designing, ideas implementing, marketing goods that provides to the innovator or his organization and generation of new thinking in to a new process and services [6], [65], [66]. Lusch & Nambisan, (2015) [67] defined that innovation is the newly assimilated knowledge of employment which can be simplified to the innovation. The comparison of innovation and invention is explained by various considerations [68]; inventions indicate to the direct output of research activities and innovation concern in sense of commercialization and developing systemize technology [69].

It is described in terms of new idea instead of recombination of old ideas, challenges for the present orders, and exclusive way of perceived new by the individual involvement [70]. Organizational innovation represents one of the most significant sustainable sources of competitive advantage because of context-specific nature [71]. The capability to reconfigure and constantly renew the supply of valuable resources and abilities stand-in innovation [72]. Therefore, innovation acts as the place of showing behaviour and process to introduce new ideas regarding police investigation to protect crime. So the leadership approach that is strategic and cultural diversity impact to innovation for increasing the process and behaviour within the organization. In addition, there are two outcomes for innovation concentrated to the behaviour and process. Behavioural innovation is created numerous practices to the competitive advantage when implemented in synergistic combinations [73]. On the other side, innovation for process considers the structure, procedures, and process in the system and instruments of the organization [74]. In the specific, innovation in the organization indicates the whole system regarding the products, process, technological advancement and future creation [75].

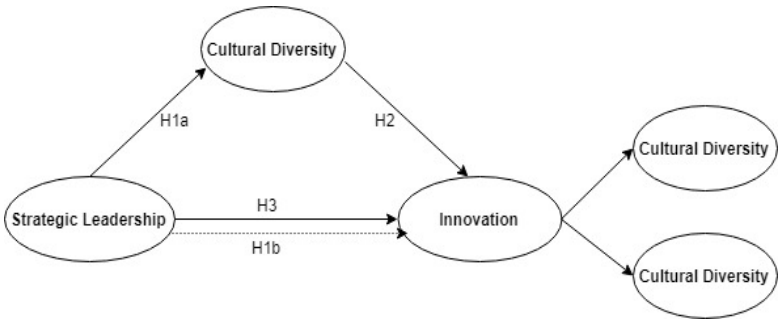

Fig. 1: The Conceptual Framework

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III. METHODOLOGY

Considering the research model, hypotheses and objectives developed as a quantitative research approach in this study. The quantitative approach is a research methodology that collections out the quantify data in order to use statistics for analysing data set [76]. Moreover, this research approach have successfully been used in the context of innovation studies, especially in the police administration background [77]. This research applies a survey-based methodology for gathering data, which has many advantages that mainly suitable for this study. Kleinberg, Kumar, Raghavan, Rajagopalan, & Tomkins, (1999) [78] explained that survey-based methods gives advantages for assemble a large amount of data about an individual respondent at one time and its flexible for collecting data. Accordingly, in the quantitative approach of study survey based methods can collect a large number of data sample quickly and efficiently [79]. Information about respondents' beliefs, motives and attitudes provides by an effective survey design in the study field in the case of research, measure the perceptions of organization employees. Therefore, this study needs a self-administrative questionnaire for assuming the responsibility of employee reading and responding to the questions. Researcher can distribute numerous questionnaires to different respondents in different places simultaneously by using self-administrated questionnaire.

Sample and Technique

This study sample size is decided in consideration of the following researcher connection. [80] mentioned that an acceptable sample size with no simple and definitive rule an accurate sample size, which considerable debate in the research field. The questionnaire was distributed among the employee within the organization and 500 questionnaires distributed where 398 valid questionnaires collected. The procedures of collecting data were contacted to the top management to collect data and conduct survey with employee. The questionnaire has given them for prior time such as one week per collection and after collected from each branch for six months. Testing the research model by using PLS (Partial Least Square) needs a large sample which is less stable for estimation purpose, some of researchers believe that PLS may use for sample size as small as 50 and large 5000 [81]. This study was used PLS for analysis technique in according to get result for path, estimation and supported hypothesis.

IV. DATA ANALYSIS AND RESULTS

Descriptive Analysis

Table (1) shows the frequency and percentage for demographic profile of respondents in the study sample. It shows that male respondents are more (64.3%) than females (35.7%). The above table showed that most of the respondents were in aged 25-35 years and frequency 268 where percentage 67.3%. The second highest aged were responded 36 to 45 at 29.6% by following less than 25 years were 2.0% and 46-55 were 1.0%. Meanwhile, the descriptive stat for educational level has showed as highest educated respondents were bachelor level and frequency, 273 and percentage 68.3%.

The second highest postgraduate educated respondents were responded as to show the frequency as 121 and percentage, 30.4% by following high school respondents were 0.8% and diploma level of education were 0.3%. In addition, the profile of tenure were showed the highest frequency, (1-5), 181 where percentage 45.5%. In following, second highest tenure were (6-10), frequency (128), percentage (32.2%). At last, the demographic profile have

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counted the local and foreigners as the statistics showed the highest frequency (358), percentage, (89.9) and following foreign respondents were (10.1%).

Table 1: Summary of Demographic Profile of Respondents

		Frequency	*Valid Percent (%)*
Gender	Male	256	64.3
	Female	142	35.7
Age	Less than 25	8	2.0
	25 to 35	268	67.3
	36 to 45	118	29.6
	46 to 55	4	1.0
Educational level	High school	3	0.8
	Diploma	1	0.3
	Bachelor	273	68.6
	Postgraduate	121	30.4
Tenure	Less than 1 year	4	1.0
	1-5	181	45.5
	6-10	128	32.2
	11-15	79	19.8
	More than 15	6	1.5
Nationality	Foreigner	40	10.1
	UAE	358	89.9
Total		398	100

Measurement Model Assessment

This study employed Structural Equation Modeling-Variance Based (SEM-VB) through Partial Least Squares (PLS) method to analyze the research model using the software of SmartPLS 3.0 [82]. After the descriptive analysis, this study follows the two-stage analytical technique recommended by [83], [84], starts with the measurement model assessment (validity and reliability), followed by the structural model assessment (testing the hypothesized relationships). Schumacker & Lomax, (2004) [85] and Hair et al., (2010)[86] indicate that the two steps assessment procedure which includes measurement model and structural model has an advantage over the one step assessment procedure. According to Hair et al., (2017) measurement model specifies how each construct is measured, while structural model specifies how the variables are related to each other in the structural model. The main reasons for choosing PLS as a statistical method for this study that for both measurement and structural model PLS offer simultaneous analysis which leads to more accurate estimates [87].

The assessment of measurement model was done through construct reliability as well as validity (including convergent and discriminant validity). For Construct reliability, this study tested the individual Cronbach's alpha coefficients to measure the reliability of each of the core variables in the measurement model. The results indicate that all the individual Cronbach's alpha coefficients ranging from 0.886 to 0.949 were higher than the suggested value of 0.7 [88], [89]. Additionally, for testing construct reliability all the composite reliability (CR) values ranging from 0.914 to 0.949 were higher than 0.7 [90]–[92], which adequately indicates that construct reliability is fulfilled as shown in Table 2. Therefore, the achieved Cronbach's Alpha and CR for all constructs were considered to be sufficiently error-free.

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Factor loading was used to test indicator reliability. High loadings on a construct indicate that the associated indicators seem to have much in common, which is captured by the construct [84]. Factor loadings greater than 0.50 were considered to be very significant [86]. The loadings for all items exceeded the recommended value of 0.5 as shown in Table 2. The loading for all items in the model has therefore fulfilled all the requirements.

For testing convergent validity (the extent to which a measure correlates positively with alternative measures of the same construct), this study used the average variance extracted (AVE), and it indicated that all AVE values were higher than the suggested value of 0.50 [86] ranging from 0.640 to 0.701. The convergent validity for all constructs has been successfully fulfilled and adequate convergent validity exhibited as Table 2shows.

Table 2: Mean, Standard Deviation, Loading, Cronbach's Alpha, CR and AVE

Constructs	*Item*	*Loading (> 0.5)*	*M*	*SD*	*A (> 0.7)*	*CR (> 0.7)*	*AVE (> 0.5)*
Cultural Diversity (CD)	CD1	0.842					
	CD2	0.852					
	CD3	0.804					
	CD4	0.843	3.615	0.212	0.939	0.949	0.701
	CD5	0.859					
	CD6	0.851					
	CD7	0.843					
	CD8	0.799					
Innovation (INN)	IB1	0.892					
	IB2	0.884					
	IB3	0.863					
	IB4	0.799					
	IB5	0.780	3.833	0.315	0.932	0.944	0.678
	IP1	0.880					
	IP2	0.890					
	IP3	0.878					
Strategic Planning (SL)	SL1	0.827	3.061	0.302	0.886	0.914	0.640
	SL2	0.852					
	SL3	0.833					
	SL4	0.834					
	SL5	0.720					
	SL6	0.722					

Note: M=Mean; SD=Standard Deviation, α= Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted

- The measurement used is seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree).

All the factor loadings of the individual items are statistically significant ($p < 0.01$)

The discriminant validity (the degree to which items differentiate among constructs or measure distinct concepts) of the measurement model was checked using three criteria, namely cross-loadings, Fornell-Larcker and the heterotrait-monotrait ratio (HTMT). According to [84], the cross-loadings are typically the first approach to assess discriminant validity of the indicators. As shown in Table 3 the cross loading criterion fulfills the requirements because the indicators outer loadings on a construct were higher than all its cross-loadings with other constructs (bold values).

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Table 3: Results of Discriminant Validity by the Cross Loading

	CD	*INN*	*SL*
CD1	**0.842**	0.501	0.374
CD2	**0.852**	0.487	0.405
CD3	**0.804**	0.480	0.358
CD4	**0.843**	0.448	0.383
CD5	**0.859**	0.491	0.428
CD6	**0.851**	0.499	0.374
CD7	**0.843**	0.483	0.382
CD8	**0.799**	0.451	0.355
IB1	0.416	**0.892**	0.422
IB2	0.459	**0.884**	0.426
IB3	0.423	**0.863**	0.416
IB4	0.526	**0.799**	0.469
IB5	0.494	**0.780**	0.439
IP1	0.515	**0.880**	0.465
IP2	0.488	**0.890**	0.496
IP3	0.463	**0.878**	0.450
SL1	0.415	0.386	**0.827**
SL2	0.394	0.433	**0.852**
SL3	0.391	0.428	**0.833**
SL4	0.384	0.412	**0.834**
SL5	0.304	0.473	**0.720**
SL6	0.302	0.477	**0.722**

Key: SL: Strategic Leadership, CD: Cultural Diversity, INN: Innovation.

The results of discriminant validity by using the Fornell-Larcker criterion is shown in Table 4, where the square root of the AVEs on the diagonals, as represented by the bolded values, are higher than the correlations between constructs (corresponding row and column values). This indicates that the constructs are strongly related to their respective indicators compared to other constructs of the model [93], [94], thus suggesting a good discriminant validity [84]. In addition, the correlation between exogenous constructs is less than 0.85 [95]. Hence, the discriminant validity of all constructs is fulfilled.

Table 4: Results of Discriminant Validity by Fornell-Larcker Criterion

	CD	*IB*	*IP*	*SL*
CD	**0.837**			
IB	0.546	**0.845**		
IP	0.553	0.829	**0.883**	
SL	0.457	0.513	0.532	**0.800**

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: SL: Strategic Leadership, CD: Cultural Diversity, IB: Innovative Behavior, IP: Innovative Process.

Structural Model Assessment

Hair, Hult, Ringle, & Sarstedt, (2017) suggested assessing the structural model by looking at the beta (β), R^2 and the corresponding t-values via a bootstrapping procedure with a resample of 5,000. Moreover, they recommend reporting the effect sizes (f^2) as well as the predictive relevance (Q^2). As [96] argue that the p-value determine whether the effect exists but it does not reveal the size of the effect.

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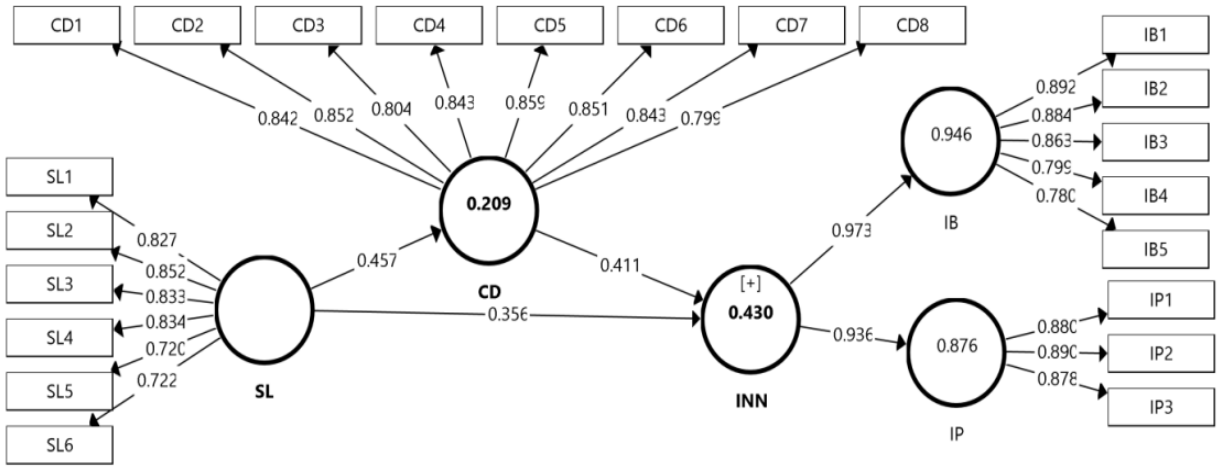

Fig. 2: PLS Algorithm Results

Key: SL: Strategic Leadership, CD: Cultural Diversity, IB: Innovative Behavior, IP: Innovative Process, INN: Innovation

a. Hypotheses Tests

The structural model assessment as shown in Figure 2 and Table 5 provides the indication of the hypothesis tests, with 3 out of the 3 hypotheses are supported. SL, significantly predict INN. Hence, H1, is accepted with ($\beta = 0.356$, $\tau = 7.154$, $p < 0.001$. SL, significantly predict CD. Hence, H2, is accepted with ($\beta = 0.457$, $\tau = 8.064$, $p < 0.001$. CD, significantly predict INN. Hence, H3, is accepted with ($\beta = -0.411$, $\tau = 7.685$, $p < 0.001$. SL and CD are explaining 43 % of the variance in INN. The R^2 values achieved an acceptable level of explanatory power as recommended by Cohen (1988)[97] and Chin (1998)[94] indicating a substantial model.

Table 5: Structural path analysis result

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R^2	f^2	Q^2	VIF
H1	SL -> INN	0.356	0.354	7.154	0.000	Supported	0.430	0.176	0.271	1.265
H2	SL -> CD	0.457	0.457	8.064	0.000	Supported	0.209	0.265	0.137	1.00
H3	CD -> INN	0.411	0.411	7.685	0.000	Supported	0.430	0.234	0.271	1.265

Key: SL: Strategic Leadership, CD: Cultural Diversity, INN: Innovation.

This study also assessed effect sizes (f^2). Effect size f^2 determines whether an exogenous latent construct has a substantial, moderate or weak impact on an endogenous latent construct [98]. Hair et al., (2017) recommend to test the change in the R^2 value. Cohen (1988) suggested a guideline measure the magnitude of the f^2 which is 0.35 (large effects), 0.15 (medium effects), and 0.02 (small effects). The result of f^2 as Table 4 shows, that all relationships with medium effect sizes.

Further, by using the blindfolding procedure this study examined the power of research proposed model regarding the predictive relevance. As recommended by Hair et al., (2017) the blindfolding procedure should use only on the endogenous constructs with a reflective measurement. If the value of Q^2 is greater than 0 then the predictive relevance of the proposed model exists for a certain endogenous construct [84], [99]. As Table 4 shows that all the values of Q^2 greater than zero indicate that there is an adequate predictive relevance for the proposed

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model. For the Q^2 values, Hair et al., (2017) suggested values of 0.35 (large), 0.15 (medium), and 0.02 (small) as a relative measure of predictive relevance, and the result of this study shows that the exogenous have medium predictive relevance.

An issue of the multicollinearity could exist in any study which is not desirable, it means that the variance exogenous constructs explain in the endogenous construct are overlapping with each other and thus not each explaining unique variance in the endogenous variable [100]. To measure and assess the degree of multicollinearity, variance inflation factor (VIF) widely used [100]. There is cause for concern when the largest VIF is greater than 10 [101], [102]. And according to Hair et al., (2017) a multicollinearity issue exists when the largest VIF is greater than 5. Table 5 shows multicollinearity diagnostic through VIF which indicates that there is no evidence of significant multicollinearity among the study exogenous constructs because all VIF values are less than 5 ranging from 2.265 to 1.00. It means that the variance of exogenous constructs explains in the endogenous construct are not overlapping with each other.

b. Indirect Hypothesis Testing (Mediation Assessment)

To test the mediation hypotheses H4, the Preacher & Hayes (2004) and Preacher & Hayes (2008) method of bootstrapping the indirect effect was applied.

H4: Cultural diversity indirectly influence between strategic leadership and innovation.

The bootstrapping analysis showed that the indirect effect was significant with a t-value of 5.726 and p-value< 0.001. Preacher & Hayes (2008) [104]indicated that when the indirect impact of SL on INN through CD, with 95% Boot CI: [LL = 0.125, UL = 0.254], does not straddle a 0 in between, this indicates there is mediation. Thus we can conclude that the mediation effect is statistically significant, indicating that H4 was also supported (see table 6).

Table 6: Bootstrapping the indirect effect of CD

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H4	SL -> CD -> INN	0.188	0.188	5.726	0.000	Supported

(Preacher and Hayes 2004, 2008)

Key: SL: Strategic Leadership, CD: Cultural Diversity, INN: Innovation.

V. DISCUSSION

Hypotheses of the model has shown the direct relationship between strategic leadership and cultural diversity which makes individual connectivity among the employee by using diversity within the organization [105]. Strategic leadership also acts as an indirect influence of innovation through cultural diversity. Considerable research highlighted that cultural diversity have strong predictors of innovation organizations [106]. These study findings also revealed that employee intentions to show their innovation on to what extent they are satisfied with and committed to their organization. The reasons behind that are the employees tend to achieve organizational goals. Thus, the results provide theoretical and statistical evidence that employee have high perceptions of innovative integrity, and ability. Strategic leadership approach are most important and vital elements of organizational success through cultural diversity as to make the strategies of the organization [107]. Hambrick & Finkelstein, (1987)[108] suggests that it is the strategic leaders will ultimately inform the decisions they make, the allocation of funds in

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support of those decisions, and the actual implementation of those initiatives. These propositions were supported in above results in order to implement cultural diversity toward innovation. First, the direct influence of strategic leadership with cultural diversity shown significant and positive relationship and indirectly toward innovation showed the result also significant.

In particularly, the organization should pay attention to build diversity in the relationship with each individual. Furthermore, it is vital to know that cultural diversity positively impact on innovation among their employees. In separately, Ozgen, Nijkamp, & Poot, (2011) investigated cultural diversity directly influence on innovation that supported according to the above results which can suggest to implement to the reorganization for future. Consequently, strategic leadership indirectly influence on innovation that suggests utilizing the complimentary for the future implication and it would be helpful for the achieving common goal. Niebuhr, (2010) have explained cultural diversity impact on innovation in order to economic diversity not in ethnic diversity. Secondly, cultural diversity plays a role as mediating of strategic leadership and innovation. In addition, strategic leadership achieve innovation through cultural diversity as shown to the previous studies that cultural diversity accumulated different groups and races [109]. In particularly, cultural diversity directly influence on innovation [111] but the mediation of strategic leadership rarely considered in the literature as mentioned above result is significant. Particularly, organizations are in charge of boosting a helping and supportive environment, an open climate of discussion, feedback and exchange knowledge with others [112].

VI. IMPLICATIONS

A research implication has divided into two parts such as managerial implication and theoretical implication. The theoretical implication of the study has articulated the probable or possible outcomes of the research. In this study, the theoretical implications indicate the result of the research that we identified of model constructs relationship-based contribution. There are an imposing variety of theoretical rationales to sustain the perspective that administrative settings provide a more fruitful venue for strategic leadership relationships. Strategic leadership implies the influence of innovation in order to findings support we have outcomes form the results. This relationship theory supported in terms of the results of the mentioned hypothesis. Additionally, strategic leadership significantly influence on innovation (behaviour and process) which mentioned from the extracted result. This relationship usually have considered in multi-cluster comparative research in order to revaluate strategic leaders behaviour [113]. Moreover, strategic leadership significantly influence on cultural diversity that shows the positive relationship in terms of make the organizational culture of different employee appreciation. Williams, (2013) has considered the relationship of strategic diversity leadership in groups within the organization. On the hand, strategic leadership influence through the cultural diversity toward innovation which makes a unique mediation in the literature. Furthermore, it cultural diversity is a common place for employees in terms of interactions among their perception and conceptions regarding the organizational creativity.

Consequently, the managerial implications indicate the observations made for making practical decisions to the organization. In this study, the theoretical implication observes the identifications to suggest for practical implantation and adapt to the strategies and workplace for future progression. Accordingly, relationship based

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suggestions requires to provide indications such as strategic leadership deploy the cultural diversifying environment by increasing strategic skills and approached based quality. On the hand strategic leadership enhance innovation process and behaviour in order to develop planned behaviour of the strategic leaders. So, these findings suggests to the top management to imply the idea for reducing lacking and consequences of the organization and develop innovation for future stability.

VII. LIMITATION AND FUTURE RESEARCH

This study is not without limitations that should be taken into account when interpreting the results. Since this is one of the first studies testing the impact of strategic leadership behaviour support on innovation via mediator such as cultural diversity, the researcher highly foster researchers to further validate and extend the current model. This study was limited by the UAE police administration in the public perspective organization. In the future research, the researcher suggests to investigate the study hypotheses in other geographical areas, as well as, the sample should include public and private sector to increase the generalization. The study was also limited by perceived innovation in two aspects as like behaviour and process as a dependent variable. The researcher recommends that, in the future research, other researcher should investigate other innovation criteria such as innovation system or innovative consistency, given that they strongly correlated other variables [115].

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