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## RESEARCH ARTICLE

# THE IMPACT OF STAFFS INNOVATION TO IMPROVING THE PERFORMANCE OF PUBLIC SERVICES: A CASE STUDY OF THE PUBLIC SECTOR OF BAHRAIN

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Staffs Innovation, Innovation,  
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### ABSTRACT

**Background:** KidNET has The quality and efficiency of the performance of public services are affected by different factors, such as innovation of staffs. Therefore, the goal of this research paper seeks to highlight the impact of innovation of staffs to improve performance of public services in the public sector of Bahrain. The results of this research paper demonstrated that the mean of the three questions regarding innovation indicated to that the mean value of innovation in the range of (2.64 – 3.13), mean that this level is considered in the moderate range. Regarding of practical implications this research paper can contribute to improving and enhancing the competitive advantage of performance of public services.

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## INTRODUCTION

Customer demands are changing speedily as well as the services that they require. Hence, in the public sector the performance of services receives rising interest. Moreover, currently, the public sector has realized that there is a need for innovation (Kumar, & Rose, 2012). In addition, adoption of innovations through public organizations to improve services provided to citizens and users, with the wide goal is to improve the quality of life and build stronger and better societies (Walker, Damanpour, & Devece, (2011).

**Staffs Innovation:** Staffs are the major driving force of innovation, and their innovation behavior is paid more and more interest (Li, & Zheng, 2014). On the other hand, human capital is considered as the main element for economic growth. The rise in production via different channels leads to rise in the demands for labor and productivity. This leads to an increase in the output, which in turn, has a positive effect on income (Neeliah, & Seetana, 2016). In addition, human capital drives the delivery of services and production of goods and new innovations (Seleim, Ashour, & Bontis, 2007).

**Innovation:** In the delivery of services innovation indicates the openness of the organization to change and accept new ideas based on of skills, management systems, new technologies and resources (Johnston, & Clark, 2001). Accordingly to that, innovation is defined as: a new concept applicable that improves and changes the outcomes and functioning of public sector whether technical, policy, service, organizational or otherwise (Hartley, 2005). Likewise, innovation refers to the successful implementation of the products or generated ideas at the level of organizational (Oldham, & Cummings, 1996). In the delivery of services innovation indicates the openness of the organization to change and accept new ideas based on of skills, management systems, new technologies and resources (Johnston, & Clark, 2001). Accordingly to that, innovation is defined as: a new concept applicable that improves and changes the outcomes and functioning of public sector whether technical, policy, service, organizational or otherwise (Hartley, 2005). Likewise, innovation refers to the successful implementation of the products or generated ideas at the level of organizational (Oldham, & Cummings, 1996).

**Public Services Performance:** Public services are activities which provide public service or goods to reach all the people in community. Besides, public services should be available for all people in the community and provided equitably (Broadbent, & Guthrie, 2008). Accordingly, the performance of public sector is defined as the findings of an activity in a

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specific region or about findings from different or all regions of activity of a public agency(Handler, Koebel, Reiss, & Schratzenstaller, 2005).

**The importance of Innovation on Performance of Public Services:** Innovations of public sector have an effect on community, due to they affect the basic public services. Hence, innovations of public sector getting great public interest (Mulgan, &Albury, 2003). Therefore, the importance of innovation in the public sector is considered as hugely necessary due to the increasing demands from the community as well as the globalization and dynamism in the world. Hence, these demands can only be met via innovations (Moore, & Hartley, 2008). Moreover, in relation to that, innovation in providing services is considered as very important due to speedy predilection for changes and the emergence of several types of clients with various values, patterns and tastes (Chen, Tsou, & Huang, 2009).

**METHODOLOGY AND DISCUSSION**

The main idea of this research paper is concentrate on of public services performance of public sector of Bahrain, by there is direct relationship of staffs innovation as independent variable and its effect on performance of public services as dependent variable. The basic sample size for this research paper was 384, where it was distribute the questionnaires to citizens in the four goveromates (Capital, Muharraq, Southem and Northem) by using the systematic random sampling technique. In order to analysis the data SPSS program was used version 23.

**RESULTS OF ANALYSIS**

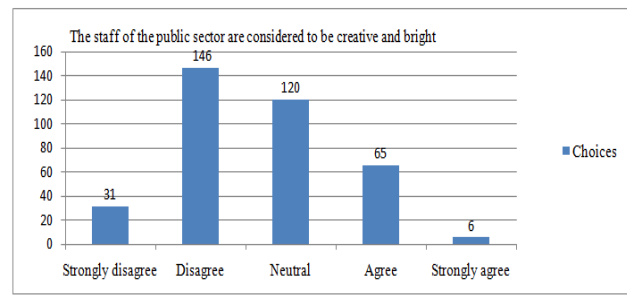
There were three questions which concentrated on variable of staffs innovation which has relationship with public services performance: (1-The staffo fthe public sector are considered to be creative and bright), (2-The staff of the public sector are able to focus on the quality ofservices provided), (3-The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services relationships with others.).The analysis of staffs innovation as independent variable in this research paper through the three questions that mentioned above. The findings of the respondents on the three questions as shown below in Table and figure1, 2 and 3.

**Table 1. The choices of respondents on the first question**

Question 1	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The staff of the public sector are considered to be creative and bright	31	146	120	65	6

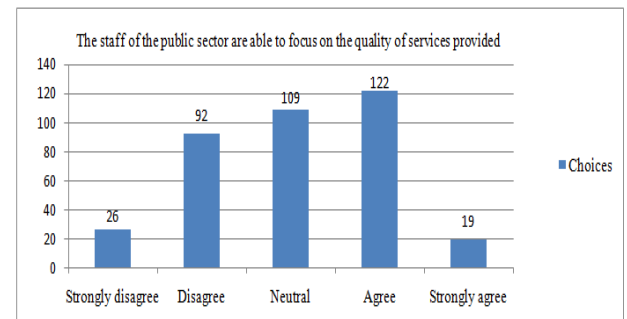
**RESULTS OF ANALYSIS**

Table and Figure 4&5 below shows the findings of Mean, Standard Deviation Factor and Communalities of the three questions.



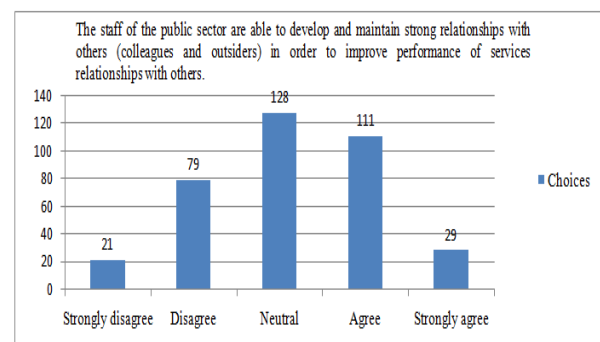
**Table 2. The choices of respondents on the second question**

Question2	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The staff of the public sector are able to focus on the quality of services provided	26	92	109	122	19



**Table 3. The choices of respondents on the third question**

Question3	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services relationships with others.	21	79	128	111	29



**Table 4. Mean and Standard deviation Analysis of the three questions for independent variables taffs innovation**

No.	Statement	Mean	SD
1	The staff of the public sector are considered to be creative and bright	2.64	0.92
2	The staff of the public sector are able to focus on the quality of services provided	3.04	1.04
3	The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of services relationships with others.	3.13	1.02

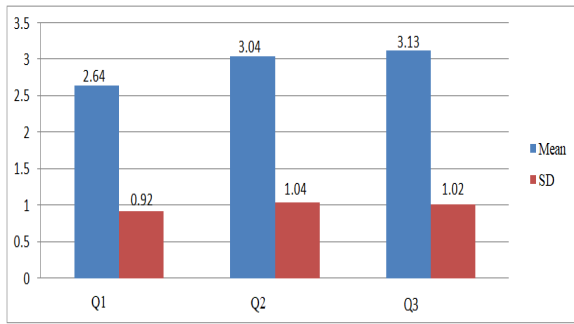


Figure 4. Mean and Standard Deviation for the three questions

Table 5. Factor and Communalities Analysis of the three questions for independent variable staffs innovation

Nq.	Statement	Factor	Communalities
1	The staff of the public sector are considered to be creative and bright	.709	.570
2	The staff of the public sector are able to focus on the quality of services provided	.599	.552
3	The staff of the public sector are able to develop and maintain strong relationships with others (colleagues and outsiders) in order to improve performance of servicesrelationships with others	.726	.570

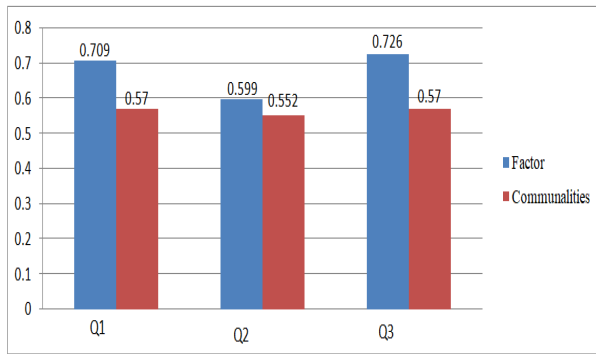


Figure 5. Factor and Communalities for the three questions

**Conclusion**

Innovations of public sector have an effect on community, due to they affect the basic public services. In addition, innovations of public sector getting great public interest. Hence, human capital drives the delivery of services and production of goods and new innovations. Thus, this research paper has highlighted the importance of staffs innovations as an important factor to improving the performance of public services in organizations of public sector of Bahrain. Moreover, this research paper has discussed three questions that relating staff innovation and the extent of its impact on developing and enhancing the performance of public services in the public sector of Bahrain. The results of these three questions regarding innovation indicated to that the mean value of staffs innovations in the range of the moderate (2.64 – 3.13).

This research paper is expected to contribute to increase attention about the staffs innovations and works to a raise it as an important factor for efficiency and quality of the performance of public services, as well as to enhancing and improving the competitive advantage.

**Recommendations**

The officials in the public sector organizations in Bahrain and in the world must be concentrating on the importance of staff innovation to increase and improve services provided to citizens and users.

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