



Cambridge
International

Professional Research Thesis

Titled

**The Impact of Administrative Innovation on Business
Management Success in a Competitive Environment**

Researcher

Yasmine Yahia Nabawi Ibrahim

Supervisor signature

Dr. Hager Refaat

2025



ACKNOWLEDGMENT

I extend my sincere thanks and appreciation to Professor Dr. Hager Refaat, supervisor of this thesis, for her precise scientific supervision, constructive opinions, sound suggestions that enriched the work, and for the effort and support she provided throughout the research phases. Her guidance had a profound impact on enriching the scientific content and refining my research experience.

DEDICATION

I dedicate this thesis to my dear mother, who has always been a source of love, prayer, and support.

To my late brother, may God have mercy on him, whose spirit continues to inspire me with patience and strength.

To my sisters, my constant support in life after God Almighty.

To every ambitious person who still believes they have the power, will, and determination to develop and advance toward better.

STUDY SUMMARY

This study aims to analyze the impact of administrative innovation on business management success within governmental universities in the Arab Republic of Egypt, in a changing competitive environment characterized by accelerating challenges and increasing organizational pressures. The study relied on the descriptive analytical method, through reviewing scientific literature and related previous studies, and analyzing the reality of administrative innovation in Egyptian governmental universities. The study addressed a set of basic axes, most notably: identifying organizational and procedural obstacles that limit the application of administrative innovation, exploring the effectiveness of innovative administrative methods in improving educational service quality, enhancing employee and beneficiary satisfaction, and raising the competitive capability of university institutions.

The study reached a set of findings, most important among them: the existence of a clear gap in adopting administrative innovation within governmental universities, the absence of specialized institutional entities for developing administrative performance, in addition to limited directed training programs, and weak actual employee participation in decision-making. The study also showed that administrative innovation

is considered a strategic entry point for improving institutional performance and enhancing universities' ability to adapt to variables.

In light of these findings, the study presented a set of practical recommendations, most notably: establishing internal units for administrative innovation, designing specialized training programs, developing participatory mechanisms for decision-making, launching an internal digital platform for exchanging creative solutions, in addition to reconsidering university legislation, and updating criteria for selecting leaders in a manner that considers efficiency and renewal capability.

INTRODUCTION

In light of the accelerating changes witnessed by the modern business environment, educational institutions, primarily governmental universities, face increasing challenges related to performance quality, administrative structure efficiency, and improving educational services provided in light of growing competition. These challenges become more acute with competition from private and international universities, necessitating the adoption of more innovative and flexible administrative methods.

This study aims to analyze the impact of administrative innovation on business management success within governmental universities in the Arab Republic of Egypt, as service institutions with an academic and administrative character, providing diverse services to a wide community of students, employees, and beneficiaries. The importance of this study lies in its ability to propose practical, applicable solutions that can contribute to improving educational service quality, raising administrative performance efficiency, enhancing employee and client satisfaction, and achieving strategic objectives.

The study focuses on highlighting the relationship between administrative innovation and business management success in a

competitive environment, through identifying existing administrative problems, applying innovative administrative methodologies that keep pace with changes, and providing scientific recommendations that contribute to developing governmental universities, positively reflecting on higher education level and enhancing the role of these institutions in supporting the national economy and achieving sustainable development.

RESEARCH PROBLEM

Governmental universities in Egypt face increasing challenges in a competitive environment characterized by continuous change, especially with significant expansion in private and international universities, imposing increasing pressures on these institutions to develop their educational services and raise their administrative performance efficiency. Despite the importance of administrative innovation as one of the modern methods that contribute to improving performance and achieving institutional excellence, its application within governmental universities remains limited and faces many organizational and procedural obstacles.

The research problem is represented in the question about the extent of administrative innovation's impact on business management success within these institutions, and how it can be practically employed to achieve strategic administrative transformation in service level and enhance the competitive capability of governmental universities in Egypt.

RESEARCH SIGNIFICANCE

First: Theoretical Significance

The theoretical significance of this study stems from the need to enrich scientific literature related to administrative innovation in higher education institutions, especially in the Egyptian context, which still suffers from limited applied studies in this field. The study contributes to presenting a scientific framework that helps understand the relationship between administrative innovation and business management success within governmental universities, through analyzing concepts related to institutional excellence, competitive environment, and the role of leadership and organizational creativity. The study also adds to the knowledge field by integrating modern Arabic and foreign models and references, enhancing the integration of theoretical vision about administrative innovation in higher education.

Second: Practical Significance

From a practical perspective, the study's significance is represented in providing practical, implementable mechanisms for activating administrative innovation within Egyptian governmental universities, contributing to improving educational service quality, enhancing administrative structure efficiency, and achieving beneficiary satisfaction

with these institutions' services. The study also aims to support decision-makers in developing administrative policies, through providing recommendations based on scientific results, contributing to raising universities' competitive capability, enhancing their role in serving society, achieving sustainable development goals, and elevating higher education level in Egypt in light of digital era challenges and the changing competitive environment.

RESEARCH OBJECTIVES

This study aims to achieve a set of objectives directly related to challenges facing governmental universities in Egypt:

- 1. Analyze the impact of administrative innovation on business management success within governmental universities, in a changing competitive environment.*
- 2. Identify the most prominent administrative obstacles that limit innovation application within these institutions and attempt to understand their causes.*
- 3. Explore the effectiveness of innovative administrative methods in improving educational service quality and enhancing employee and beneficiary satisfaction.*
- 4. Propose a set of practical recommendations that can contribute to developing administrative performance and raising governmental universities' competitive capability, supporting their role in serving society and achieving sustainable development.*

RESEARCH HYPOTHESES AND QUESTIONS

First: Research Hypotheses

Based on the theoretical framework and the stated problem, the study assumes the following:

- 1. Administrative innovation contributes to enhancing business management success within governmental universities, as indicated by related literature and previous studies.*
- 2. There is a set of organizational and procedural obstacles that limit administrative innovation application within governmental universities in Egypt.*
- 3. Innovative administrative methods are among the factors affecting educational service quality improvement and raising institutional performance efficiency.*
- 4. Applying administrative innovation is linked to increasing governmental universities' competitive capability and supporting their role in achieving strategic and developmental goals.*

Second: Research Questions

This study seeks to answer a set of questions that form the core of the stated problem:

1. *What is the extent of administrative innovation's impact on business management success within governmental universities in Egypt?*
2. *What are the most prominent challenges hindering administrative innovation application in the governmental university environment?*
3. *How can innovative administrative methods be employed to improve educational service quality and raise performance efficiency?*
4. *To what extent does administrative innovation contribute to enhancing governmental universities' competitive capability and achieving their strategic goals?*

RESEARCH METHODOLOGY

This study relied on the descriptive analytical method. This method is based on analyzing literature and previous studies related to the concept of administrative innovation and business management within universities, aiming to understand the relationship between the study's basic concepts and extracting general indicators that can contribute to developing administrative performance within governmental universities in Egypt. Focus was placed on systematic review of a set of published scientific studies and analyzing their results and implications, helping to build a comprehensive theoretical conception about administrative innovation reality, challenges related to it, and possible opportunities for employing it in improving institutional performance.

RESEARCH LIMITATIONS

Spatial Limitations

The study was limited to governmental universities within the Arab Republic of Egypt, without addressing private or international universities.

Temporal Limitations

This study was conducted in the period from 2015-2025.

RESEARCH PLAN

The study plan will be organized as follows into several chapters, sections, requirements, and a conclusion.

Chapter One: Theoretical Framework and Scientific Concepts

Section One: Concept of Administrative Innovation, Its Dimensions, and Importance

First: Concept of administrative innovation

Second: Dimensions of administrative innovation

Third: Importance of administrative innovation

Section Two: Competitive Environment and Business Management

First: Concept of competitive environment in higher education

Second: Role of administrative innovation in facing competitive challenges

Third: Improving internal work environment as a step toward institutional excellence

Section Three: Relationship Between Administrative Innovation and Organizational Success

First: Administrative innovation as a strategic tool for achieving excellence

Second: Applied models of successful institutions that adopted administrative innovation

Third: Role of leadership and organizational creativity in enhancing the relationship between innovation and success

Chapter Two: Applying Administrative Innovation in Competitive Environment

Section One: Requirements and Success Factors of Administrative Innovation

First: Organizational environment supportive of administrative innovation

Second: Human and technical resources as basic inputs for success

Third: Institutional policies and procedures stimulating administrative innovation

Section Two: Challenges and Obstacles of Applying Administrative Innovation

First: Organizational and administrative obstacles within governmental universities

Second: External challenges related to competitive environment

Third: Human and cultural obstacles affecting administrative innovation application

Section Three. Strategies and Recommendations for Enhancing Administrative Innovation

First: Building institutional culture stimulating administrative innovation

Second: Developing administrative policies and systems in line with administrative innovation requirements

Third: Enhancing partnerships and institutional cooperation to support administrative innovation

Chapter Three. Applied Analysis of Administrative Innovation Reality in Egyptian Governmental Universities

Section One. Effectiveness of Innovative Administrative Methods in Improving Educational Service Quality and Enhancing Employee and Beneficiary Satisfaction

First: Analysis of educational services reality in Egyptian governmental universities

Second: Role of administrative innovation in improving educational service quality and enhancing employee and beneficiary satisfaction

Third. Applied models from Arab and international universities in adopting administrative innovation to improve educational service quality and enhance employee and beneficiary satisfaction

Section Two: Proposed Conception for Activating Administrative Innovation

First. Basic axes of proposed conception

Second. Realistic implementation steps applicable within governmental universities

Third. Role of proposed conception in improving institutional performance and enhancing competitive capability

Section Three. Indicators for Evaluating Proposed Administrative Innovation

First. Administrative performance indicators related to innovation

Second. Measurement and monitoring tools for evaluating administrative innovation application

Third. Feedback mechanisms and continuous development of applied model

CONCLUSION

In light of the accelerating changes witnessed by the higher education sector, the urgent need to develop administration methods within governmental universities emerges, keeping pace with the times' requirements and enhancing their ability to compete and sustain. This study addressed the impact of administrative innovation on business management success in a competitive environment, through analyzing concepts related to it, reviewing the most prominent challenges hindering its application, and presenting an applied conception considering Egyptian context specificity.

The study results showed that administrative innovation is not merely an organizational option but a strategic necessity imposed by the nature of this stage, especially in light of private and international university expansion and increasing beneficiary expectations of educational services. It became clear that activating administrative innovation requires a flexible organizational environment, policies encouraging experimentation, participatory leadership believing in employee empowerment and trusting their capabilities, alongside clear mechanisms for monitoring and evaluation.

The study also confirmed that business management success within universities is not achieved only through developing structures or improving procedures but through building an institutional culture encouraging creativity, focusing on change, and considering each institution's specificity in terms of capabilities and human resources. Hence, administrative innovation can be considered a comprehensive entry point contributing to improving educational service quality, raising performance efficiency, enhancing employee and student satisfaction, and achieving sustainable development goals.

This study contributes to filling a clear research gap by presenting an applied model that redeploys knowledge accumulation in previous literature and provides practical, implementable solutions within Egyptian governmental universities. It also represents an open invitation to decision-makers to adopt more flexible policies considering local reality and enhancing educational institutions' ability to adapt, develop, and compete in a changing global environment.

Finally, it can be said that administrative innovation is not merely a theoretical idea but an effective tool for change if activated thoughtfully and within a clear vision considering humans before the system,

appreciating capabilities, and believing that real development begins from within.

FINDINGS

Through analyzing previous literature and reviewing concepts and applied models related to administrative innovation, the study reached a set of important findings that contribute to understanding the relationship between administrative innovation and business management success within Egyptian governmental universities.

- Administrative innovation is one of the basic factors in improving institutional performance, especially in a competitive environment requiring organizational flexibility and ability to adapt to changes.*
- Egyptian governmental universities suffer from clear deficiency in institutional training and development centers, limiting their ability to provide systematic programs contributing to raising administrative performance efficiency for employees. These institutions also lack a sufficient number of qualified specialists to design and implement those programs and monitor their impact according to each administration's needs, weakening developmental initiatives' effectiveness and limiting their sustainability.*
- Activating administrative innovation requires participatory leadership believing in employee empowerment, encouraging*

experimentation, and reducing centralization, contributing to creating an organizational environment stimulating creativity and development.

- *There is a clear link between administrative innovation and raising educational service quality, improving employee and student satisfaction, and enhancing governmental universities' competitive capability.*
- *Benefiting from international experiences in administrative innovation can contribute to developing an administrative model suitable for the Egyptian context, provided these experiences are redeployed considering institutional and environmental specificity.*
- *Governmental universities can achieve a qualitative leap in their performance through adopting flexible policies, developing organizational structures, and activating monitoring and evaluation mechanisms, within an innovative administrative framework focusing on results and enhancing sustainability.*

Proving Study Hypotheses Validity

In light of findings reached, it can be said that study hypotheses have been proven valid, as follows:

- **First Hypothesis:** *Administrative innovation contributes to enhancing business management success within governmental universities → Proven through direct relationship between innovation and improving institutional performance.*
- **Second Hypothesis:** *There are organizational and procedural obstacles limiting administrative innovation application → Proven through monitoring challenges such as administrative centralization and weak participation.*
- **Third Hypothesis:** *Innovative administrative methods affect improving educational service quality and raising performance efficiency → Proven through study results confirming participatory leadership and flexible policies effectiveness.*
- **Fourth Hypothesis:** *Applying administrative innovation is linked to increasing governmental universities' competitive capability → Proven through analyzing successful university models in adapting to changes and achieving institutional excellence.*

RECOMMENDATIONS

Based on study findings and in light of challenges facing governmental universities in Egypt, a set of recommendations can be formulated that contribute to activating administrative innovation and improving institutional performance.

- 1. Establish internal units for administrative innovation within universities' organizational structure, undertaking monitoring administrative challenges, proposing innovative solutions, and coordinating developmental initiatives, transforming administrative innovation into sustainable institutional practice.*
- 2. Design specialized training programs according to each university administration's needs, linking them with performance evaluation plans, ensuring programs are directed and based on accurate analysis of skill gaps.*
- 3. Develop participatory mechanism for administrative decision-making relying on multidisciplinary work teams within governmental universities, contributing to generating, evaluating, and implementing ideas, enhancing innovation culture and reducing centralization.*

4. *Launch internal digital platform for institutional innovation allowing employees to submit developmental proposals, monitor their implementation, and exchange expertise between administrations, contributing to building organizational environment stimulating experimentation and continuous learning.*
5. *Include administrative innovation indicators within governmental universities' institutional performance evaluation criteria, linking them with improvement and development plans, enhancing innovation sustainability and elevating it from individual initiatives to being part of institutional culture.*
6. *Reconsider university legislation and regulations allowing more administrative flexibility, reducing bureaucratic constraints hindering administrative innovation adoption, and providing universities wider space to experiment with new organizational models.*
7. *Reformulate state vision in selecting university leaders, so selection is not based only on age or career progression but considers efficiency and innovative leadership capability, providing opportunities for young cadres to assume leadership positions after*

passing objective tests and providing specialized training programs qualifying them to practice leadership effectively in changing university environment.

8. Benefit from successful international experiences, considering Egyptian university environment specificity, to avoid literal transfer and focus on what can actually be applied.

These recommendations represent an extension of study findings, presenting a practical conception for activating administrative innovation within Egyptian governmental universities through organizational, training, and legislative mechanisms contributing to building institutional environment stimulating renewal, enhancing universities' ability to adapt to variables, and achieving excellence in an accelerating competitive environment.

REFERENCES

- بدوي، محمود فوزي أحمد، وعماد نجم عبد الحكيم مصطفى. "تعزيز تنافسية التعليم العالي المصري مدخلاً لتطوير واقع مؤسساته في تصنيفات نخبة الجامعات العالمية." *المجلة التربوية لكلية التربية بسوهاج*، العدد 53، 2018، الصفحات 327-412.
- جامعة القصيم. توصيات مؤتمر دور الجامعات السعودية في تفعيل رؤية 2030. بريدة: جامعة القصيم، 2017.
- عبد الله، وردة رجب محمد. "معوقات الإبداع الإداري لدى رؤساء الأقسام العلمية بجامعة طبرق." *مجلة جامعة بني وليد للعلوم الإنسانية والتطبيقية* 7، عدد 2 (2022): 1-31.
- عرقاوي، سامر محمد، فادي أحمد حرزالله، سهى مفيد أبو حفيظة، ومهند أبو موبس. "الابتكار الإداري واستراتيجية قيادة الأعمال: العلاقة والأثر - دراسة حالة في الشركة الإسلامية الفلسطينية للتنمية." *مجلة جامعة فلسطين التقنية للأبحاث*، المجلد 8، العدد 1 (فبراير 2020): 47-64.
- علوان، سهام، وهناء شحته. "فاعلية القيادة التحويلية في تحقيق الإبداع الإداري لدى القيادات الجامعية: دراسة تطبيقية على الجامعات المصرية." *مجلة كلية التربية - جامعة طنطا*، العدد 90 (أكتوبر 2024).
- عيد، هالة فوزي محمد. "تصور مقترح لتحقيق القيادة الإبداعية لدى القيادات الجامعية بالمملكة العربية السعودية." *مجلة دراسات عربية في التربية وعلم النفس*، العدد 61 (مايو 2015).
- العساف، محمد، والبشاشة، أحمد. "أثر القيادة الاستراتيجية في تعزيز الثقافة التنظيمية ودعم الابتكار المؤسسي - دراسة تطبيقية." *المجلة الدولية للبحوث العلمية المحكمة (IJRSP)*، العدد 58، 2022.
- النشومي، مراد محمد، وهدى أحمد الدعيس. "الإبداع الإداري وعلاقته بتحقيق الميزة التنافسية في الجامعات الخاصة في اليمن." *المجلة العربية لضمان جودة التعليم الجامعي*، المجلد 10، العدد 29 (2017). <https://doi.org/10.20428/AJQAHE.10.3.8>

النويصر، مشاعل موسى حمود. "الإبداع الإداري وأثره في تحقيق التميز المؤسسي لدى العاملين في جامعة الملك سعود". رسالة ماجستير، جامعة الملك سعود، 2022.

القطان، عروب أحمد. "آليات تنفيذ متطلبات الإبداع الإداري بكلية التربية الأساسية بدولة الكويت: تصور مقترح". مجلة كلية التربية - جامعة طنطا، العدد 90 (أكتوبر 2024).

رتيمي، أسماء، ورحيمة غضبان. "معوقات الإبداع والعوامل المؤثرة في الابتكار في المؤسسة". مجلة التنمية وإدارة الموارد البشرية 3، عدد 8 (2017): 94-113.

سعد، السيدة محمود إبراهيم. "العلاقة بين الثقة التنظيمية والأداء الابتكاري لدى مديري الجهاز الإداري بجامعة الإسكندرية". دراسات تربوية ونفسية - كلية التربية، جامعة الزقازيق، العدد 81 (أكتوبر 2013): 391-502.

الصعب، منال بنت محمد بن سعد. "تنمية الإبداع الإداري لدى القيادات الجامعية السعودية في ضوء القيادة الإبداعية: جامعة شقراء نموذجًا". مجلة التربية - كلية التربية، جامعة الأزهر، العدد 201، الجزء 3، يناير 2024: 1-23. <https://doi.org/10.21608/jsrep.2024.344499>

معهد الإدارة العامة. توصيات مؤتمر التنمية الإدارية في ظل التحديات الاقتصادية. الرياض: معهد الإدارة العامة، 2016.

Foreign References

Alshammari, M., and Alqahtani, A. "Administrative Innovation in Higher Education Institutions: A Strategic Tool for Organizational Performance." *International Journal of Educational Management*, 2023.

Ayikue, Mary Assumpta. 2021. *The Influence of Innovative Leadership on Management of Institutions: A Case of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (Aa-MUSTED) in the Kumasi Metropolis*. *Global Journal of Arts, Humanities and Social Sciences* 9 (4): 1–15.

Baolong, Zhang, and Jayson Agapay. "Innovative Strategies for Enhancing Administrative Management in Higher Education Institutions: A Case-Based Analysis." *International Journal of Scientific Engineering and Applications (IJSEA)*.

Boselie, Paul. "Collaborative Innovation in Academia: In Search for Coalitions and Strategic Alliances for HRM Transformation." In *HRM and Performance: Achievements and Challenges*, 2024. Emerald Publishing. <https://doi.org/10.1108/978-1-80262-685-820241009>

Chen, Chunlian, Babar Nawaz Abbasi, and Ali Sohail. "Scientific Research of Innovation Ability of Universities in the United States of America and China." *Sustainability* 14, no. 21 (November 2022).

Chen, Lu, Yaping Gong, Yifan Song, and Mo Wang. 2021. "From Creative Environment to Administrative Innovation: Creation and Implementation in Top Management Teams." *Journal of Creative Behavior* 55 (3): 604–621. <https://doi.org/10.1002/jocb.475>.

El Baradei, Laila, Ashraf Abdel Wahab, Passant E. Moustafa, and Nashwa Salem. "AI Meets Public Policy: Tackling Higher Education Challenges in Egypt." *Journal of Higher Education Policy and Leadership Studies* 6, no. 1 (2025): 128–150.

<https://dx.doi.org/10.61186/johepal.6.1.128>

Embaby, Omnia Moustafa Adly. "Egyptian Higher Education System: Core Challenges and Reform Plans in the Context of Vision 2030." *International Journal of Novel Research and Development* 6, no. 4 (2025): 1–20.

Fumasoli, Tatiana, and Myroslava Hladchenko. "Strategic Management in Higher Education: Conceptual Insights, Lessons Learned, Emerging Challenges." *Tertiary Education and Management* 29, no. 4 (2024): 331–339. <https://doi.org/10.1007/s11233-024-09134-5>

Gorzelay, Julia, et al. "Finding Links Between Organisation's Culture and Innovation: The Impact of Organisational Culture on University Innovativeness." *PLOS ONE* 16, no. 10 (2021): e0257962. <https://doi.org/10.1371/journal.pone.0257962>

Hall, Randolph, and Anthony Boccanfuso. *University–Industry Collaboration: Innovation at the Interface*. Springer, 2025. <https://doi.org/10.1007/978-3-031-94913-5>

Hall, Bianca, et al. "The Future of Leadership Survey: 2024." Seton Hall University – Stillman School of Business, October 2024.

Hojeij, Zeina. "An Overview of University–Industry Collaboration in the Arab World." *Journal of Innovation and Entrepreneurship* 13, no. 40 (2024). <https://doi.org/10.1186/s13731-024-00400-9>

Jiang, Hui, Qing-Pu Zhang, and Yang Zhou. "Dynamic Creative Interaction Networks and Team Creativity Evolution: A Longitudinal Study." *The Journal of Creative Behavior* 50, no. 1 (2016): 1–37. <https://doi.org/10.1002/jocb.141>

Khairullah, Suleman Ahmad, et al. "Implementing Artificial Intelligence in Academic and Administrative Processes." *Frontiers in Education* 10 (2025): Article 1548104. <https://doi.org/10.3389/feduc.2025.1548104>

Kim, Joshua. "Future Labor Shortages and the University as a Workplace." *Inside Higher Ed*, June 12, 2023.

Lantsoght, Eva O. L. "Improving Work–Life Balance in Academia After COVID-19 Using Inclusive Practices." *Societies* 15, no. 8 (2025): 220. <https://doi.org/10.3390/soc15080220>

Magcalas, Maria. "Bureaucracy and Innovation in Public Institutions: Challenges and Opportunities." *Journal of Public Administration and Governance* 11, no. 2 (2021): 45–62. <https://doi.org/10.5296/jpag.v11i2.18745>

Mohamed, Mohamud Ahmed, Fartun Ahmed Sheikh Mohamud, Ibrahim Hassan Mohamud, and Mohamed Ali Farah. 2024. "The Influence of Workplace Relationships and Job Satisfaction of Private Universities in Mogadishu: Employee Performance as a Mediator Variable." *Frontiers in Education* 9: 1485356. <https://doi.org/10.3389/feduc.2024.1485356>..

Ojha, Megha, Vinay Kandpal, and Archana Singh. 2025. "Examining the Mediating Role of Employee Creativity: A Study of How Knowledge Management Influences Employee Performance in Higher Education Institutions." *Future Business Journal* 11: 81. <https://doi.org/10.1186/s43093-025-00480-3>.