

An Examination of the Factors Influencing Omnichannel Retail Performance: A Comparative Analysis between the UAE and Pakistan

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Abstract:

This study examines how organizational knowledge transformation shapes omnichannel adoption and performance in retailing, drawing comparative evidence from two distinct national contexts: the United Arab Emirates ($n = 224$) and Pakistan ($n = 210$). Structural equation modeling (PLS-SEM) examined direct, mediated, and moderated relationships. Findings indicate that organizational learning from failure adversely impacts organizational unlearning while positively affecting omnichannel retailing adoption; organizational unlearning is a strong predictor of omnichannel retailing adoption, which subsequently improves both innovation and e-commerce performance. Mediation analyses reveal that organizational unlearning and omnichannel retailing adoption function as key mechanisms linking failure-based organizational learning to performance and organizational unlearning to performance, respectively. The degree of internationalization exerts a significant moderating effect only in the UAE: it weakens the influence of failure-based organizational learning on omnichannel retailing adoption, while strengthening the effect of omnichannel adoption on innovation performance. Cross-country comparisons indicate that in the United Arab Emirates, sophisticated infrastructures and institutional maturity enhance the beneficial moderating effects of internationalization, facilitating organizational unlearning and expediting omnichannel-driven innovation and e-commerce advancements. By contrast, these impacts are offset by limitations in infrastructure and in the regulatory environment; therefore, firms are more likely to rely on adaptive and incremental strategies.

Keywords:

Knowledge transformation, omnichannel retailing adoption, internationalization, innovation, cross-country study.

JEL codes: F20, O31, M15