



Faculty of Technology Management and Technopreneurship



**THE EFFECTS OF ORGANISATIONAL INNOVATION AND
CREATIVITY ON HUMAN RESOURCES PRACTICES IN THE
MINISTRY OF INTERIOR UAE**

Fatima Ali Rashed Naser Althehli

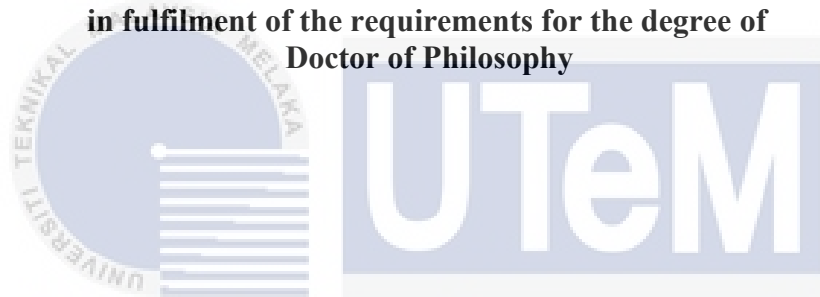
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**THE EFFECTS OF ORGANISATIONAL INNOVATION AND CREATIVITY ON
HUMAN RESOURCES PRACTICES IN THE MINISTRY OF INTERIOR UAE**

FATIMA ALI RASHED NASER ALTHEHLI

**A thesis submitted
in fulfilment of the requirements for the degree of
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Faculty of Technology Management and Technopreneurship

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2024

DECLARATION

This thesis, entitled "The Effects of Organisational Innovation and Creativity on Human Resources Practices in the Ministry of Interior UAE," is the result of my own research, except as cited in the references. The thesis has not been accepted for any degree and is not being considered for any other degree.

Signature : *fatima*

Name : Fatima Ali Rashed Naser AlThehli

Date : 13th May 2024



اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

APPROVAL

I hereby declare that I have read this thesis and that, in my opinion, this thesis is sufficient in terms of scope and quality for the award of the degree of Doctor of Philosophy.

Signature : اميرالدين
Associate Professor Dr. Amiruddin bin Ahamat

Supervisor : _____

Date : 13th May 2024



DEDICATION

To my beloved father and mother.



ABSTRACT

Well-managed businesses traditionally view creativity and innovation as a path to success. Creativity stimulation and the exploration of wholly new and uncharted territory result in a rise in the organisation's production. The key to cost-effective company solutions is encouraging people to think creatively and providing them with the resources and time to explore new areas for innovative ideas. Creativity enhances the problem-solving process. Creativity is essential for organisations today, especially given the market's dependence on cutting-edge technologies. The combination of creative minds has the potential to bring innovative company concepts to fruition. This study aimed to assess the effects of innovation and creativity on human resources practices in the Interior Ministry of the UAE. This study employs a quantitative approach by using a questionnaire as an instrument for data collection. In the data collection, 300 employees from the Ministry of Interior based in Abu Dhabi were chosen as the respondents. SPSS and PLS-SEM software were used for the data analysis. The findings show that there is an insignificant causal relationship between administrative innovation and human resources practices, while process innovation has a significant causal relationship with human resources practices, with a path coefficient of 0.229, a t-statistic of 2.166, and a p-value of 0.031. Cumulatively, about 45.1 percent of the variance in human resources practices in the UAE is explained by administrative innovation, process innovation, government services, motivation, communication, and technology creativity, as indicated by the coefficient of determination (R^2) value of 0.451. To attain successful human resources practices in the United Arab Emirates, the research suggests devoting special attention to innovation and creativity in the ministry since they affect human resources practices. There is a need to enhance process innovation by implementing systems that can accept process modifications and execution, hence encouraging a methodical search for new product ideas. The use of additional technology-based innovations to create human resources practices is vital, especially in the management of departmental data demands, the use of technology to speed up the decision-making process, and the utilisation of technology tools in data collection and usage.

KESAN INOVASI ORGANISASI DAN KREATIVITI TERHADAP AMALAN SUMBER MANUSIA DI KEMENTERIAN DALAM NEGERI UAE

ABSTRAK

Dalam perniagaan yang diurus dengan baik, kreativiti dan inovasi secara tradisinya dianggap sebagai jalan menuju kejayaan. Rangsangan kreativiti dan penerokaan wilayah yang baru sepenuhnya dan belum dipetakan mengakibatkan peningkatan dalam pengeluaran organisasi. Kunci kepada penyelesaian syarikat yang kos efektif ialah menggalakkan orang ramai berfikir secara kreatif dan menyediakan mereka sumber dan masa untuk meneroka bidang baharu bagi idea inovatif. Kreativiti meningkatkan proses penyelesaian masalah. Kreativiti adalah penting untuk organisasi hari ini, terutamanya memandangkan pergantungan pasaran pada teknologi termaju. Gabungan minda kreatif berpotensi untuk membawa konsep syarikat yang inovatif menjadi kenyataan. Kajian ini bertujuan menilai kesan inovasi dan kreativiti terhadap amalan sumber manusia di Kementerian Dalam Negeri UAE. Kajian ini menggunakan pendekatan kuantitatif dengan menggunakan soal selidik sebagai instrumen pengumpulan data. Dalam pengumpulan data, 300 kakitangan Kementerian Dalam Negeri yang berpangkalan di Abu Dhabi telah dipilih sebagai responden. Perisian SPSS dan PLS-SEM telah digunakan untuk analisis data. Dapatan kajian menunjukkan terdapat hubungan sebab akibat yang tidak signifikan antara inovasi pentadbiran dan amalan sumber manusia, manakala inovasi proses mempunyai hubungan sebab akibat yang signifikan dengan amalan sumber manusia, dengan pekali laluan 0.229, statistik t 2.166, dan nilai p. daripada 0.031. Secara kumulatif, kira-kira 45.1 peratus varians dalam amalan sumber manusia di UAE dijelaskan oleh inovasi pentadbiran, inovasi proses, perkhidmatan kerajaan, motivasi, komunikasi dan kreativiti teknologi, seperti yang ditunjukkan oleh nilai pekali penentuan (R^2) 0.451. Untuk mencapai amalan sumber manusia yang berjaya di Emiriah Arab Bersatu, penyelidikan mencadangkan menumpukan perhatian khusus kepada inovasi dan kreativiti dalam kementerian, kerana ia mempengaruhi amalan sumber manusia. Terdapat keperluan untuk meningkatkan inovasi proses dengan melaksanakan sistem yang boleh menerima pengubahsuaian dan pelaksanaan proses, justeru menggalakkan pencarian berkaedah untuk idea produk baharu. Penggunaan inovasi berasaskan teknologi tambahan untuk mewujudkan amalan sumber manusia adalah penting, terutamanya dalam pengurusan permintaan data jabatan, penggunaan teknologi untuk mempercepatkan proses membuat keputusan, dan penggunaan alat teknologi dalam pengumpulan dan penggunaan data.

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LIST OF ABBREVIATIONS

HR	-	Human Resource
HRM	-	Human Resource Management
UAE	-	United Arab Emirates
GCC	-	Gulf Cooperation Council
GDP	-	Gross Domestic Product
RBV	-	Resource-based View
AMO	-	Ability, Motivation and Opportunity
IT	-	Information Technology
SME	-	Small and Medium-sized Enterprise
UN	-	United Nations
CEO	-	Chief Executive Officer
UK	-	United Kingdom
RandD	-	Research and Development
LMX	-	Leader-member Exchange
KSA	-	Knowledge, Skill and Ability
SPSS	-	Statistical Package for Social Sciences
PLS	-	Partial Least Square
SEM	-	Structural Equation Modelling
AVE	-	Average Variance Extracted
VIF	-	Variance Inflation Factor
B. sc	-	Bachelor of Science
Ph.D	-	Doctor of Philosophy
HTMT	-	Hetrotrait-Monotrait
GoF	-	Goodness-of-Fit

LIST OF PUBLICATIONS

SCOPUS INDEXED JOURNAL

Al-Thehli, F.A.R. and Ahamat, A., 2019. Managing innovation and creativity in human resource management: A critical review of literature. *Humanities and Social Sciences Reviews*, 7(2), pp. 21–29.

Al-Thehli, F.A.R. and Ahamat, A., 2022. Effects of Innovation and Creativity on Human Resources Practices in Ministry of Interior UAE. *Tianjin Daxue Xuebao/ Journal of Tianjin University of Science and Technology*. Vol. 55. Issue 6. pages 517-535. ISSN 0493-2137.



CHAPTER 1

INTRODUCTION

1.1 Background of the Research

Globally, an organisation's human resources (HR) are its lifeblood, and the use of technology in contemporary business management indicates that HR is still important and its most flexible resource (Park, Graham, and Foster, 2022). When compared to other passive resources employed in production, such as land, capital, and technology, human resources are more competitive because they can make decisions. Additionally, HR develops strategies that effectively achieve the specified goals of the firm by integrating other resources into the optimal mix (Ananthavinayagan, 2022).

The policies and procedures involved in carrying out the "human resource" aspects of a management position, such as job analysis, recruitment, selection, orientation, compensation, performance evaluation, training and development, and labour relations, are collectively referred to as human resource management (HRM) (Aunguroch, Gunawan, and Fisher, 2022). Procedures, processes, and policies comprise HRM, influencing the actions, thoughts, and performance of workers (Hassan, 2022).

To achieve its goals, strategies, and objectives, human resource management (HRM) ensures the acquisition and preservation of an organisation's operational resources. HRM, in other words, is concerned with acquiring, keeping, and employing competent employees, which is critical to an institution's short- and long-term existence (Irani, Kiliç, and Adeshola, 2022). In managing people in businesses, the term "human resource planning" (HRM) has essentially supplanted "personnel management" (PM). While some

describe human resource planning as a strategic and coordinated approach to the organization's most valuable asset, the workforce, no such description exists. The primary function of the personnel department is to manage the paperwork associated with recruiting and paying employees (Turulja and Bajgoric, 2018).

Human resource management plays a critical role in organisations because it works with humans, which differs from the other elements involved in terms of traits, features, physiological dispositions, socio-economic backgrounds, and cultural situations. As a result, managers shifted their traditional focus from "employer benefits" to "employee-oriented strategies" that seek to create mutual benefit for both workers and employers and respond to changes in the internal and external environment of the organization. Most notably, changes in the lives of employees are made by an individual's behaviourism.

In the ten years since implementing Vision 2021, the nation's new strategic plan, the United Arab Emirates (UAE) has made tremendous strides towards diversifying its economy (Sharafi, 2022). With persistent work, the oil and gas industry's percentage of GDP dropped from 66 percent in the middle of the 1970s to less than 30 percent in 2015. Additionally, the UAE has made significant advancements in technological innovation and readiness. Over the past ten years, the economy has expanded dramatically, and highly qualified HRM is largely responsible for this performance (Mohamed, Disli, Al-Sada, and Koç, 2022). The government of the United Arab Emirates is cognizant of the critical importance of human resource capabilities to the nation's long-term strategy and the growth of an advanced knowledge-based economy.

In terms of development, the nations of the Gulf Cooperation Council (GCC) as a whole and the United Arab Emirates in particular have set an example for the rest of the world. These nations have advanced economically while being developing nations (Al-Khars, Al-Wahaishi, Fallatah, and Kayal, 2022). The most urgent problem at the moment

is human resources. The importance of human capital in a company's resource base is growing. Human ingenuity and inventiveness are the "key components" that determine whether a corporation succeeds or fails, and they are entirely dependent on human resources (Folarin, 2021).

In the intricate tapestry of government entities, the Ministry of Interior in the United Arab Emirates (UAE) holds a pivotal role in ensuring the nation's security, stability, and well-being. Behind the scenes of this multifaceted organisation are the human resources practices that form the backbone of its functionality (Cameron and Spreitzer, 2012). This discussion seeks to delve into the intricacies of these practices, shedding light on their significance and impact within the context of the Ministry of Interior.

Recruitment and Selection:

At the forefront of any successful organisation lies a well-crafted recruitment and selection process (Damanpour and Schneider, 2009). In the Ministry of Interior, UAE, this process is not merely about finding individuals with the requisite skills; it's about identifying candidates who align with the organisation's values and are dedicated to upholding the nation's security. The meticulous vetting process ensures that each member joining the ministry contributes to the overarching mission of safeguarding the UAE.

Training and Development:

The ever-evolving landscape of security demands a workforce that is not only proficient in current practices but also adaptable to emerging challenges (Breaugh and Ritz, 2007). The Ministry of Interior invests significantly in the training and development of its personnel. Whether it be advancements in technology, changes in legislation, or emerging threats, continuous learning is paramount. This commitment to ongoing education reflects the ministry's dedication to maintaining a highly skilled and prepared workforce.

Employee Well-Being and Engagement:

Recognising the demanding nature of the work, the Ministry of Interior places a premium on the well-being of its employees. From health and safety initiatives to comprehensive employee assistance programmes, the Ministry ensures that its workforce is not only physically but also mentally resilient. Moreover, fostering a sense of belonging and engagement is crucial. Regular communication channels, feedback mechanisms, and recognition programmes contribute to creating a positive and motivated work environment (Damanpour and Schneider, 2009).

Diversity and Inclusion:

In the pursuit of excellence, the Ministry of Interior understands the importance of diversity and inclusion. Reflecting the multicultural fabric of the UAE, the organisation actively promotes an inclusive workplace where individuals from diverse backgrounds feel valued and contribute to overall success. This not only enhances creativity and innovation but also reinforces the ministry's commitment to representing the nation it serves (Cameron and Spreitzer, 2012).

Ethical Leadership and Governance:

Ethical leadership is the cornerstone of the ministry's human resources practices (Jansen, Vera, and Crossan, 2009). From top-tier officials to entry-level recruits, a strong ethical framework guides decision-making at every level. Transparent governance practices, adherence to principles of fairness, and the promotion of accountability underscore the Ministry's commitment to maintaining the highest standards of professionalism and integrity.

In the Ministry of Interior, UAE, human resources practices are not just administrative functions; they are the threads that weave the fabric of an organisation dedicated to safeguarding the nation. By prioritising recruitment, training, well-being,

diversity, and ethical leadership, the Ministry builds a workforce capable of meeting the evolving challenges of the modern world. In doing so, it not only secures the present but also lays a robust foundation for the future of security in the United Arab Emirates.

Ineffective HRM strategies have led to a rise in employee turnover in the United Arab Emirates. Researchers have also determined that the Ministry of Interior's HRM competence significantly influences its ability to make informed decisions and align with effective, outcome-oriented HRM practices (Sharma and Rahim, 2021). Nonetheless, the United Arab Emirates (UAE) Interior Ministry has not yet investigated the factors that lead to improved HRM practices. The Ministry of the Interior employs most people on a casual basis, and there appears to be a significant turnover rate among its staff. Therefore, the goal of this study is to look at how innovation and creativity affect the UAE Ministry of Interior's human resource policies.

1.2 Problem Statement

The productivity of any public organisation depends mainly on the performance of its people (e.g., the management and subordinates). For this success to be achieved, the human resource management in the organisation needs to be addressed and managed (Masenya, 2022). Furthermore, it is now common knowledge that employees create an essential source of competitive advantage for organizations. Therefore, an organisation must adopt human resource management practices that best use its employees (Pereira and Bamel, 2021).

Therefore, one of the challenges facing HRM practices in the UAE is productivity, which is why most workplaces in the UAE adopt principles and practices from other countries (Elsawy, 2022). Nevertheless, most organisations are characterised by a lack of funding for human resource management research and development. Government policies

and legislation are other problems in HRM because there are laws on minimum wages, recruitment and selection (focusing on federal character), training and development, compensation, integration, and separation of employees from the organisations.

In 2022, Abboh, Majid, Fareed, and Abdussalaam wrote about the problems with hiring people for the public service in the UAE. These problems included politicians meddling in the hiring process based on feelings and other important factors, making sure that applicants from all geopolitical zones had the same chances, and hiring people based only on their skills and technical abilities, not their character or positive attitude. Also, the most prominent challenges to HRM include policies and procedures that hinder the process and delay recruitment and retention; very centralised and fragmented HR management systems; a lack of incentives; poor utilisation of current staff; and the absence of proper leadership (Berman, 2015).

Although effective human resources management is essential for the success of organisations, limited knowledge is available about the challenges and the nature of interventions utilised by human resource managers in departments and ministries, including enabling factors and the competencies they have or require (Dhakal, Chand, Shrestha, Dhakal, Karki, Shrestha, and Kattel, 2022). In addition, limited knowledge is available on the number, qualifications, experience, and competencies of existing HR managers in ministries.

However, poor work environments and the absence of good recruitment and retention practices are some of the critical human resources challenges facing many Middle Eastern ministries (Rehman and Khatoon, 2022). These obstacles have resulted in growing staff shortages, attrition, early retirement, poor staff satisfaction, high turnover, and emigration. Many departments and ministries suffer from insufficient managerial and

planning capacity in human resources and a lack of recruitment and retention strategies. Such strategies are essential for planning, job satisfaction, and the intent to stay.

The study's dependent variable is "human resource practice," because human resource challenges in the Ministry of Interior in the UAE have been a subject of concern. Human capital is an increasingly important part of the resource base of firms. Human resources have been called the critical ingredient to organisational success or failure (Zaim, Demir, and Budur, 2021). One of the challenges concerning human resources is that the ministry still accounts for a low percentage of the workforce despite attractive incentives and better working conditions (Kutieshat and Farmanesh, 2022).

Furthermore, the rapid demographic issues result from the steady development of expatriates' rights and duties, or the number of nationals and their contribution to all economic aspects and values (Kutieshat and Farmanesh, 2022). Overall, the assessment of the effects of innovation and creativity on human resources practices in the Ministry of Interior, UAE, in particular, is a topic that needs reassessment. However, there is minimal literature on the relation of innovation and creativity to human resources practices.

The available literature in the UAE either focuses generally on human resources practices, on human resources practices related to other industries, or on human resources management in health care services. None of the previous literature explicitly narrows the scope of the work to innovation and creativity in the Ministry of Interior, UAE, concerning human resources practices. Examples of related literature in the UAE include BaniMelhem, Elanain, and Hussain (2018), who evaluated the impact of human resource management practices on employees' turnover intentions in United Arab Emirates (UAE) healthcare services.

Aburumman, Salleh Omar, and Abadi (2020) examined the impact of human resource management practices and career satisfaction on employee turnover intentions.