

Determinants of human resource practices: Empirical study of Abu Dhabi Ministry of Interior

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Abstract

Purpose: The purpose of this study is to assess the impact of innovation and creativity on human resource practices within the Ministry of Interior in Abu Dhabi, UAE. The study specifically examines how various dimensions of innovation, including administrative innovation, process innovation, and technology, along with creativity factors like motivation and communication, influence HR practices. The objective is to determine the extent to which these factors contribute to enhancing HR effectiveness and fostering a competitive edge within the ministry.

Design/methodology/approach: This study employs a quantitative research design, utilizing a structured questionnaire to collect data from 300 employees of the Ministry of Interior in Abu Dhabi. The sample was selected to represent a cross-section of the ministry's workforce, ensuring that the findings are reflective of the broader organizational environment. The collected data were analyzed using SPSS for descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships between innovation, creativity, and HR practices.

Findings: The findings reveal a differentiated impact of the studied variables on HR practices. Process innovation, communication, and technology were found to have significant positive relationships with HR practices, indicating that these factors are critical drivers of effective HR management in the ministry. In contrast, administrative innovation, government services, and motivation did not show significant causal relationships with HR practices. The model explains 45.1% of the variance in HR practices, underscoring the substantial influence of the examined innovation and creativity factors on HR outcomes.

Research limitations/implications: The research is limited to the context of the Ministry of Interior in Abu Dhabi, which may constrain the generalizability of the findings to other sectors or geographical regions. Additionally, the study focuses on specific innovation and creativity factors, potentially overlooking other relevant variables that could influence HR practices.

Practical implications: The findings suggest that to achieve effective HR practices, the ministry should prioritize the development and integration of these factors. Specifically, enhancing process innovation by implementing systems that facilitate the adoption and execution of innovative practices is crucial. The ministry should also focus on improving

communication channels and leveraging technology to support HR functions, ultimately contributing to a more competitive and effective organizational environment.

Originality/value: This study contributes to the existing literature by providing a focused examination of the role of innovation and creativity in shaping HR practices within a governmental context in the UAE. It offers original insights into the specific factors that influence HR effectiveness in the Ministry of Interior, highlighting the critical role of process innovation, communication, and technology. The study's findings have practical implications for policymakers and HR professionals in similar public sector organizations, emphasizing the need to foster a culture of innovation and creativity to enhance HR practices and overall organizational performance.

Keywords: Innovation, Creativity, Human Resource Practices, Motivation, Government, UAE.

Introduction

Internationally, human resources (HR) are vital to an organisation's success, and despite the increasing role of technology in modern business management, HR remains highly relevant and adaptable (Park, Graham, & Foster, 2022). Unlike other passive resources such as land, capital, or technology, human resources are dynamic and capable of making decisions, which gives them a significant competitive advantage. HR is essential in strategically combining other resources to create the right balance, allowing organisations to achieve their desired goals (Ananthavinayagan, 2022). Human resource management (HRM) encompasses the policies and practices that manage the HR functions within an organisation, including workforce planning, job analysis, recruitment, selection, orientation, compensation, performance evaluation, training, development, and labour relations (Aungsuroch, Gunawan & Fisher, 2022). Through these policies, practices, and systems, HRM has a direct impact on employee behaviour, attitudes, and performance (Hassan, 2022).

Integrating innovation and creativity with HRM is a strategic approach that emphasizes the value of talented employees. An organisation recognises skills as intellectual capital, a critical competitive asset that significantly fosters innovation (Muhammad et al., 2021). In a rapidly changing world driven by globalization and technological advancements, innovation and creativity are essential for long-term business growth and sustainability. Managing organisations in such complex environments is challenging because it necessitates new product designs, shifts in industry economics, competency restructuring, exploration of new market opportunities, and investments with unpredictable outcomes. In such settings, an organisation's capacity to innovate is a key determinant of its success (Datta et al., 2021).

Numerous studies have highlighted the critical role that human resources and HRM practices play in helping organisations maintain a competitive advantage by fostering creativity and innovation (Chawla et al., 2021). Despite their frequent interchange, creativity and innovation clearly distinguish themselves. Creativity refers to the generation of new ideas, while innovation involves implementing those ideas (Tang, 2017). Both creativity and innovation are essential to an organisation's sustainability, efficiency, and quality, especially in today's competitive and globalised world (Muchiri, Kibati, & Mwaura, 2021). Typically, we classify creativity into three forms: individual, group or team, and organisational, with this research concentrating on the latter. On the other hand, we can divide innovation into two categories: incremental (additive) innovation and disruptive innovation.

Several factors influence organisational creativity, including the corporate environment, organisational culture, management practices, capabilities, and expertise, as well as processes and structures (Nabi, Liu, & Hasan, 2022). Similarly, five key factors shape organizational

innovation: innovation policies, team composition, leadership behavior, support from middle managers, and effective innovation management (AlMazrouei, Zacca, & Mustafa, 2022).

Background of the Study

Over the past decade, the United Arab Emirates (UAE) has made substantial efforts to diversify its economy in accordance with the strategic initiative, Vision 2021 (Sharafi, 2022). These persistent endeavours have effectively diminished the oil and gas sector's contribution to GDP from 66 percent in the mid-1970s to below 30 percent in 2015. Moreover, the UAE has attained significant advancements in technical readiness and innovation. Highly qualified human resource management has substantially contributed to economic progress over the past decade (Mohamed, Disli, Al-Sada, & Koç, 2022). The leadership of the UAE acknowledges the essential role of human resource competencies in the nation's long-term strategy and the advancement of a sophisticated knowledge-based economy.

The Gulf Cooperation Council (GCC) nations, especially the United Arab Emirates, have shown progress for the global community. Despite being classified as developing nations, they have achieved notable economic advancement (AlKhars, Alwahaishi, Fallatah, & Kayal, 2022). The most urgent concern is human resources. Human capital is increasingly vital to a company's resource portfolio. Experts have identified human resources as the "crucial element" that dictates a business's success or failure, since it depends on human ingenuity and creativity (Folarin, 2021). The deficiency of efficient HRM practices in the United Arab Emirates has led to an increase in employee turnover rates. The proficiency of the Ministry of Interior's Human Resource Management (HRM) significantly influences its capacity to adopt effective and results-driven HRM practices and to make informed choices (Sharma & Rahim, 2021). Nonetheless, the factors that enhance HRM practices remain unexamined inside the interior ministry of the United Arab Emirates (UAE).

The Ministry of the Interior typically employs casual workers, with a high rate of entry and exit. The Ministry of Interior (MoI) of the United Arab Emirates (UAE) is a key governmental body responsible for ensuring public safety, security, and order within the nation. Established in 1971, the MoI oversees a wide range of functions, including law enforcement, immigration control, civil defence, and the protection of infrastructure and key assets. Its mission is to maintain internal security, protect human rights, and uphold the rule of law through effective governance and innovative policing strategies. The Ministry plays a critical role in the UAE's stability and development, contributing to its reputation as one of the safest in the world. This study's investigation into the Ministry of Interior (MoI) is crucial for several reasons, including its strategic significance. Abu Dhabi, the capital city, holds significant political, economic, and administrative importance. The MoI's policies and practices here set precedents for the rest of the country.

Secondly, the selection demonstrates a pivotal role in security and safety. The MoI's effectiveness directly impacts the nation's security and safety, making it a critical area for understanding how human resource (HR) practices can enhance performance and operational efficiency. The UAE is undergoing rapid modernisation, and the MoI is at the forefront of adopting new technologies and practices. Examining its HR practices reveals the integration of traditional and modern approaches to address contemporary challenges. Thirdly, consider the context of the diverse workforce. The MoI employs a highly diverse workforce, reflecting the multicultural environment of the UAE. This diversity presents unique challenges and opportunities for HR practices, making it an intriguing case study for examining the determinants of effective HR management in a multicultural setting.

Finally, policy, governance, and innovative practices. As a leading government entity, the MoI's HR practices can influence broader public sector policies. Understanding its

determinants can offer valuable lessons for other government agencies and contribute to the overall improvement of public administration in the UAE. Furthermore, the MoI is known for its innovative approaches to security and management. Examining its HR practices reveals how the MoI fosters and manages innovation in a high-stakes, high-pressure environment. In summary, examining the Ministry of Interior in Abu Dhabi offers a thorough comprehension of the shaping and implementation of HR practices in a crucial and dynamic industry. The insights gained can have broader implications for public administration and governance in the UAE and beyond.

The problems outlined above demonstrate that there is a dearth of empirical research on how innovation and creativity affect HR procedures. Thus, this study will experimentally tackle this issue. In order to close the gap, it will therefore add to the little body of research on innovation, creativity, and human resources practices in the UAE Interior Ministry. The purpose of the study is to ascertain the type of human resources methods used by the UAE Ministry of Interior as well as the types of innovation and creativity that exist there. The study will also look at how creativity and innovation affect the UAE Interior Ministry's HR procedures.

Literature Review

HR practices

Human resource (HR) practice encompasses the procedures and principles that govern employee behaviour and productivity (Meijerink & Keegan, 2019). Anwar and Abdullah (2021) define human resources practices as the deliberate and cautious selection of new staff, the cultivation of self-directed employees, the maintenance of stable employment, the decentralisation of policy-making, the establishment of fundamental administrative structures, and the implementation of comprehensive training programs. In their study, Yusoff, Nejati, Kee, and Amran (2020) found that staffing and assortment, exercise and development, performance appraisal, and return are the HR practices that have the most impact on a company's performance. Researchers worldwide have established that implementing a set of HR practices that are well-aligned with each other has a good impact on the performance of organisations (Yusoff et al., 2020; Mohammad, Darwish, Singh, & Khassawneh, 2021).

Mahmoud (2019) emphasised the significance of HRM practices in attaining superior performance, specifically focussing on the proactive utilisation of recruitment and selection methods in enterprises operating in the Iraqi oil and gas sector. Their study established a direct link between active recruitment and assortment procedures and performance, as assessed by labour efficiency, product quality, administrative innovations, and customer satisfaction. According to Pattnaik and Sahoo (2020), their study of 104 traineeships determined that the scheme approach employed by HRM had a beneficial impact on administrative performance. Harney and Alkhalaf (2021) have discovered that HRM beliefs have a significant impact on output, albeit the effect is quite small. Batra, Sharma, Dixit, and Vohra (2018) discovered that HRM procedures in the SME sector in India were only somewhat formalised. This formalisation was more prevalent in larger firms and less so in smaller ones.

Difficulties in Human Resource Management

HR activities in businesses encounter several problems, such as changes in activities, the calibre of available personnel, an increase in temporary employees, technology advancements, gender and racial diversity, age restrictions, globalisation, and organisational restructuring. Nevertheless, we analyse HRM issues by considering both internal and external factors, and categorise them into three distinct groups (Werner, 2021). These include: (i) structural difficulties, which are inherent in nature and often arise from external environmental influences.

Several issues arising from organisations include structural restructuring, organisational culture, outsourcing, economic factors, and decentralisation. Additionally, there are environmental challenges that arise from the external context in which the corporation operates, which significantly impact organisational performance. These factors encompass law, globalisation, labour supply and demand, and workforce diversity; and (iii) individual obstacles that unify the issues related to workers. Nevertheless, the current treatment involves the process of aligning individuals with suitable organisations, fostering worker growth, addressing job instability, and implementing reward systems that impact the overall performance of the structure.

Organisational innovation

Adopting a strategy or behaviour that is novel to the organisation adopting it is what defines organisational innovation (Simao & Francisco Franco, 2018). Innovation serves as a driving force behind an organization's ability to adjust to external shifts or take intentional steps to impact the environment. Innovation is described as encompassing a broad range of forms by Frishammar, Richtnér, Brattström, Magnusson, and Björk (2019). Examples of these include new goods or services, new technology approaches, new organisational structures or processes, and new strategies or programs involving persons within an organisation. A review of the literature indicates that structural innovation may be divided into two categories: bodily innovation and technical or technological innovation (Frishammar et al., 2019; Simao & Francisco Franco, 2018). Technical or technological innovation was divided into two additional aspects by Simao and Francisco Franco (2018): product innovation and method innovation. But body innovation is not the same as these two categories. It is correct to characterise innovations as having a multidimensional structure given the ongoing adoption of innovations by businesses.

A successful and powerful leader, according to Elzahra (2018), is someone who develops, nurtures, and promotes novel concepts, goods, or services while simultaneously being prepared to improve people's capacities and interpersonal connections. People will surely make use of and take advantage of the skills found in companies to foster authority and innovation. Unfortunately, a lack of strategic leadership designs makes it difficult for UN organisations to operate at high levels. Al-Husseini, El Beltagi, and Moizer (2021) assert that by inspiring followers and attending to their higher-level demands, leaders may influence followers' creative thinking both directly and indirectly. They unintentionally foster an extra atmosphere that promotes original thought and taking chances without fear of unfavourable outcomes.

Process innovation pertains to the creation and execution of novel or enhanced methodologies, strategies, or frameworks that augment the productivity, efficacy, or calibre of a given process. In the manufacturing system of a good or service, novelty refers to the application of new or modified methods for performing basic tasks. Companies prioritise making technical changes to get a competitive edge in their environment within the scope of method innovation (Areed, Salloum, & Shaalan, 2021). creative organisations use creative techniques to maximise resource utilisation and accomplish profitable and sustainable production. The leadership and dedication to innovation exhibited by the top management determines this (Rauter, Globocnik, Perl-Vorbach & Baumgartner, 2019). Innovation is the process of introducing new methods, techniques, financial initiatives, structural changes, and the installation of the newest equipment to transform raw materials into finished products or services at every stage of the production cycle, according to Weerawardena, Salunke, Haigh, and Mort (2021).

The practices of organisational innovation (OI) and human resource management (HRM) are the main subjects of the research. According to Ogbonnaya and Valizade (2018), the AMO hypothesis suggests that when employees have the ability, motivation, and opportunity, they

will perform better, which will increase the performance of the organisation. According to Gope, Lamb, and Passiante (2018), HRM practices are important because they may operate as a strong catalyst to encourage employees to exhibit positive attitudes and behaviours. A company's competitive strategy cannot be upheld or carried out without each of these elements. According to Botelho (2020), a more successful outcome in structural innovation may result from the implementation of a collection or bundle of complementary HRM approaches. According to their study, the company's emphasis on innovation is greatly aided by the adoption of specific HRM practices, such as promoting employee engagement and making use of promotion plans.

According to Anwar and Abdullah (2021), companies should regularly modify their HRM strategies to align with the changing needs of the workforce as well as the dynamic business environment. By using this strategy, the business may foster employee commitment, which will improve output and foster the development and well-being of the workforce. A comprehensive review of the HRM literature has revealed five tried-and-true practices—performance appraisal, career management, training, reward systems, and achievement—that are guaranteed to yield noticeable variations in business outcomes, even though there is no agreement on what constitutes best practices (Anwar & Abdullah, 2021). Employees will be inspired to experiment, develop a shared understanding, and carry out operational improvements inside the company when top-notch HRM practices are put into place. These actions will facilitate innovation in the best possible way.

The correlation between Human Resource Management (HRM) and innovation

Prior to the 2000s, the innovation literature was notable for its narrow emphasis on HRM activities and their influence on the success of innovation (Lertxundi et al., 2019). One notable deviation from this trend is the inquisitiveness of several scholars into Japanese companies and their capacity for innovation. According to Jacoby (2018), Japanese engineers, workers, and executives are used to thinking of the manufacturing process as a technique and combining process and product design. They frequently cover horizontal knowledge flows, quality control, and other facets of contemporary HRM procedures. Wier and Reynolds (2017) made use of an extensive dataset that included 2044 Dutch firms and four waves of survey data from 1993 to 2001. Both measured dependent and independent variables were present in the dataset. It was also shown that, as indicated by the percentage of new product sales in the market, worker flexibility, the degree of training attained, and a highly skilled workforce all significantly impact the success of product innovation. A representative sample of 3,203 businesses was used by Zoghi et al. (2010) from the Canadian Workplace and Jobs Survey. Three enquiries of HRM practices were made in 1999, 2001, and 2003.

The dependent construct describes how the specified company carried out product innovation throughout the assigned year. Decentralisation, information sharing, bonus payments, and the relationships between them make up the independent variables. To lessen the issue of contemporaneous bias and time-lagging business heterogeneity, the researcher used a model with straggle-dependent characteristics and an assigned effect framework. A strong and positive association between these traits and product inventiveness has been found by the researchers. However, the findings imply that these relationships are not reciprocal. The findings show that, while still important for knowledge dissemination, the association between human resource management (HRM) activities and innovation is relatively weaker when decentralised decision-making or incentive pay schemes are in place.

Organisational creativity

Daniel (2018) regarded power as a fundamental element of competitive advantage for

organisations. The most lucrative new products are those that outperform competitors' offerings in meeting client wants, hence attaining widespread appeal among a big customer base. However, it is important to note that innovation and the ability to generate profits directly contribute to the growth and improvement of companies' sales and overall effectiveness. An organisation that successfully implements a streamlined approach to power and innovation is likely to experience the positive social benefits that come from effective teamwork and motivated employees (Daniel, 2018). Priyono, Moin, and Putri (2020) examine innovation as a process in which ideas are developed and transformed for the purpose of implementing them in commercial products and services. The manifestation of power is seen in the use of the innovative methodology. Innovation often occurs through four distinct stages: plan formulation, screening, feasibility assessment, and implementation.

Researchers also suggest that individual competence is crucial for fostering innovation (Hong, Hou, Zhu, & Marinova, 2018; Magadán & Rivas, 2018) and is vital for long-term organisational survival and success. In order to enhance the probability of enduring success, organisations should prioritise the cultivation of individual support skills within their specific geographical area. Rahim (2017) asserts that there are hindrances to the complete realisation of artistic potential in both individuals and structures, but there are strategies to overcome these obstacles. Recent popular approaches to developing talent include brain talent management programs, utilisation of fisher association lists, engaging in enjoyable games in small groups, and establishing a talent gift. It is equally crucial to execute premeditated solutions in order to assess their efficacy in identifying structural problems.

Human Resource Management (HRM) and creativity

Previous studies in human resources management and creativity have mostly examined the impact of individual characteristics on motivation, data analysis, and creative abilities. Priyono et al. (2020) contend that HRM activities that foster a sense of autonomy among employees can enhance team performance by effectively addressing challenges and producing innovative solutions that align with task requirements. The job position in question requires a high level of independence and a diverse range of skills. It is believed to be a key factor in fostering innovation. The study conducted by Bartol et al. (2017) revealed that both job autonomy and worker authorisation had a significant impact on investigative findings. Specifically, innovation has required resourcefulness in areas such as time, money, data, and significant capability. It was previously suggested that the scarcity of resources could serve as a catalyst for innovation, running parallel to the present understanding. Enterprises frequently face this circumstance throughout their initial stages of operation. Instead of relying on resources, they utilise inspiration, devotion, and imagination (Crilly & Cardoso, 2017). The desire to be inventive in a specific location and take personal responsibility is regarded as a crucial factor in attracting and motivating workers. Moreover, there were also rumours suggesting that it had a positive and invigorating influence on subordinates' creativity, making them perceive the work environment as appealing. In addition, it has been recognised as essential to foster an innovative culture within a business by effectively communicating its unique identity (Crilly & Cardoso, 2017).

The intersection between technology and human resource practices.

Technology is crucial in determining the practices of human resource management (HRM), impacting both the effectiveness of day-to-day operations and the development of strategic innovations in organisations. The incorporation of technology in HRM, commonly known as e-HRM, has revolutionised conventional HR practices by automating repetitive duties, improving data administration, and facilitating strategic decision-making processes

(Bondarouk & Ruel, 2018). Strohmeier (2020) states that e-HRM allows organisations to enhance talent management procedures, enhance employee engagement, and facilitate organisational innovation by improving information flows and decision-making capacities. Moreover, research has shown that integrating cutting-edge technology such as artificial intelligence (AI) and machine learning into human resource management (HRM) improves the effectiveness of recruitment, performance management, and learning and development procedures. These technologies enable the implementation of more precise talent acquisition and retention strategies, which are essential for sustaining a competitive advantage (Bresciani et al., 2021). Moreover, HRM practices that are powered by technology can improve the agility of an organisation by facilitating faster reactions to market fluctuations and more effective management of human resources (Marler & Fisher, 2018).

The relationship between motivation and human resource practices.

Employee performance and organisational success are heavily influenced by motivation. Ryan and Deci (2020) suggest that motivation may be categorised into two types: intrinsic and extrinsic. Intrinsic motivation stems from internal happiness, whereas extrinsic motivation is impacted by external incentives. Within the realm of Human Resource Management (HRM), the implementation of efficient incentive tactics holds great importance in cultivating employee engagement, productivity, and innovation. The Self-Determination Theory (SDT) posits that motivation is driven by the fulfilment of three essential psychological needs: autonomy, competence, and relatedness. When human resource management (HRM) procedures are in accordance with these needs, individuals are more inclined to be internally motivated, resulting in elevated levels of creativity and innovation (Gagné & Deci, 2021). Providing employees with autonomy in their work can result in increased job satisfaction and a better probability of engaging in innovative behaviour (Cerasoli et al., 2014). Furthermore, Herzberg's Two-Factor Theory emphasises the significance of both motivators (such as success and recognition) and hygiene factors (such as wage and job security) in impacting employee motivation. HR strategies that prioritise offering meaningful tasks, prospects for career progression, and suitable incentives are crucial for maintaining employee engagement and fostering organisational innovation (Herzberg, 2017).

The HRM combines technology with motivation.

In the modern digital age, the convergence of technology and motivation in HRM practices is becoming more pertinent. Technological improvements empower HR departments to create and execute motivational tactics that are highly individualised and based on data. Research has demonstrated that the use of gamification approaches, which involve incorporating game-like features into non-game situations, can increase employee motivation by making activities more intriguing and satisfying (Sailer et al., 2017). Furthermore, technology can facilitate the implementation of ongoing feedback systems, allowing employees to track their progress and receive prompt acknowledgement. This, in turn, boosts their motivation and job satisfaction (Pulakos et al., 2019). Employing technology to provide customised learning and development opportunities also addresses employees' inherent drive for growth and expertise, hence enhancing their capacity for innovation (Stone et al., 2020). Integrating technology and motivation into HRM processes is essential for improving organisational performance and fostering innovation. As firms increasingly adopt digital transformation, technology will play a more significant role in driving HR strategies. Likewise, comprehending and utilising the motivational variables that influence employee behaviour will continue to be a significant obstacle for HR professionals seeking to cultivate a culture of ongoing innovation.

The conceptual foundation

Three sub-constructs supported the conceptual framework of the study: government services, process innovation, and administrative innovation (Rahmah et al., 2020; Tan & Nasuridin, 2011). Originally, researchers evaluated creativity using three factors: technology, communication, and motivation (Stenmark, 2002). The research team evaluated the human resources procedures (Banerjee, 2016). Figure 1 shows the conceptual framework for the investigation.

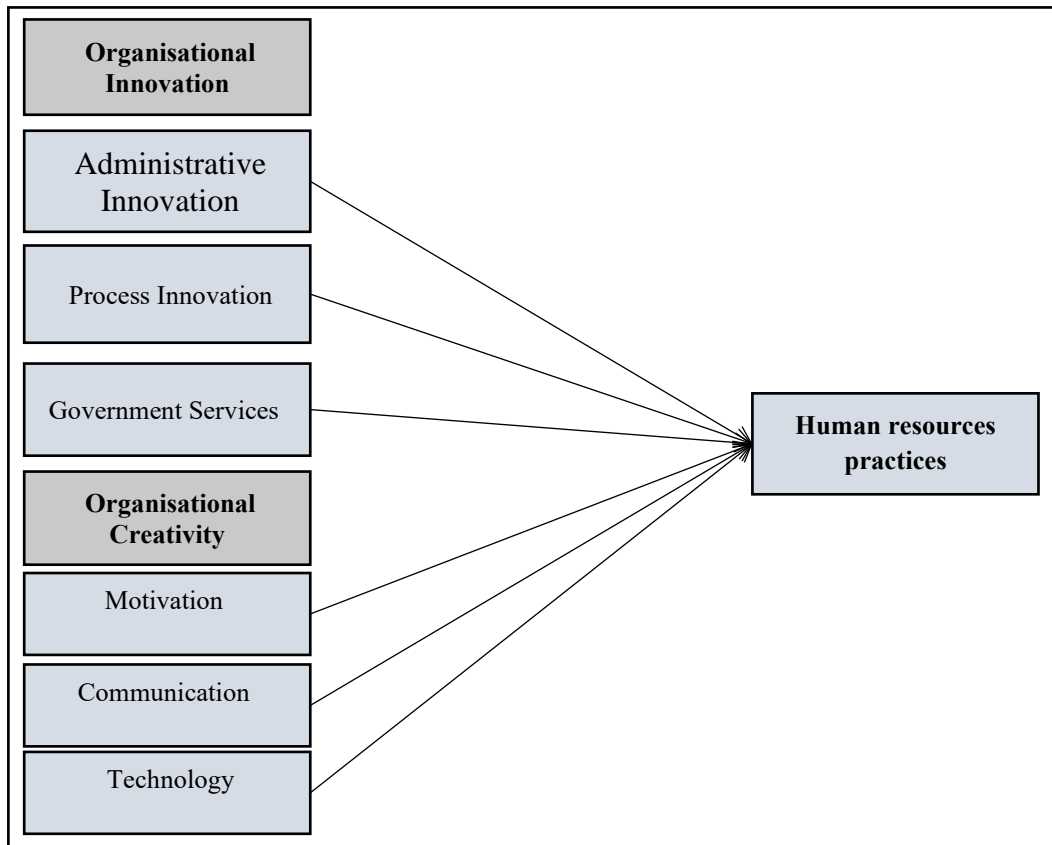


Figure 1: Conceptual framework

Figure 1 illustrates the conceptual framework, which delineates three interdependent construct aspects deemed crucial by the author for HR activities within the Ministry of Interior, UAE. The conceptual framework shows that organisational creativity (which includes things like motivation, communication, and technology) and organisational innovation (which includes things like administrative innovation, process innovation, and government services) may have a direct effect on human resources practices in the area that was studied.

Hypothesis Development

Structural Model Evaluation

The assessment of the structural (interior) model is the second step of the PLS-SEM evaluation criteria (Hair et al., 2014). Hair et al. (2014) assert that the structural model establishes the causal links between the measurement models. The listed relationships aim to address the research questions and bolster the research theories. Evaluating a structural model's quality mostly involves determining how well it can predict endogenous components. The structural model is evaluated using the path coefficients and their significance through the bootstrapping

process, the endogenous construct's coefficients of determination (R²), the effect sizes of the exogenous measurement model through Cohen's f², the predictive relevance of the model using cross-validated redundancy (Q²), and the global goodness of fit of the model (GoF). We have consulted the following sources: Lowry & Gaskin (2014), Memon & Rahman (2013), Vinzi et al. (2010), Wong (2016), Goh, Ali, & Rasli (2014), Hair et al. (2014), Hair et al. (2011). Figure 2 displays the structural model, which shows the coefficients of the most recent run model after the modification of the first run model.

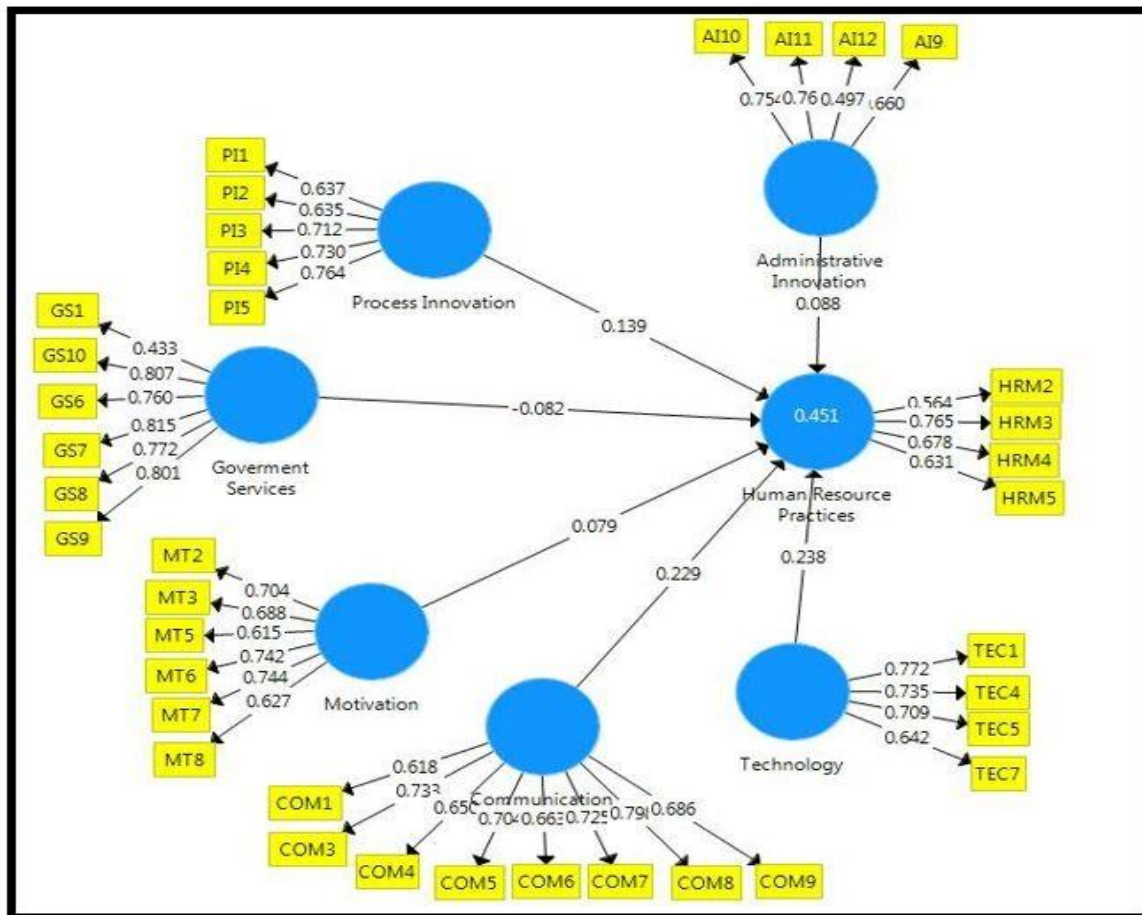


Figure 2: Final Model

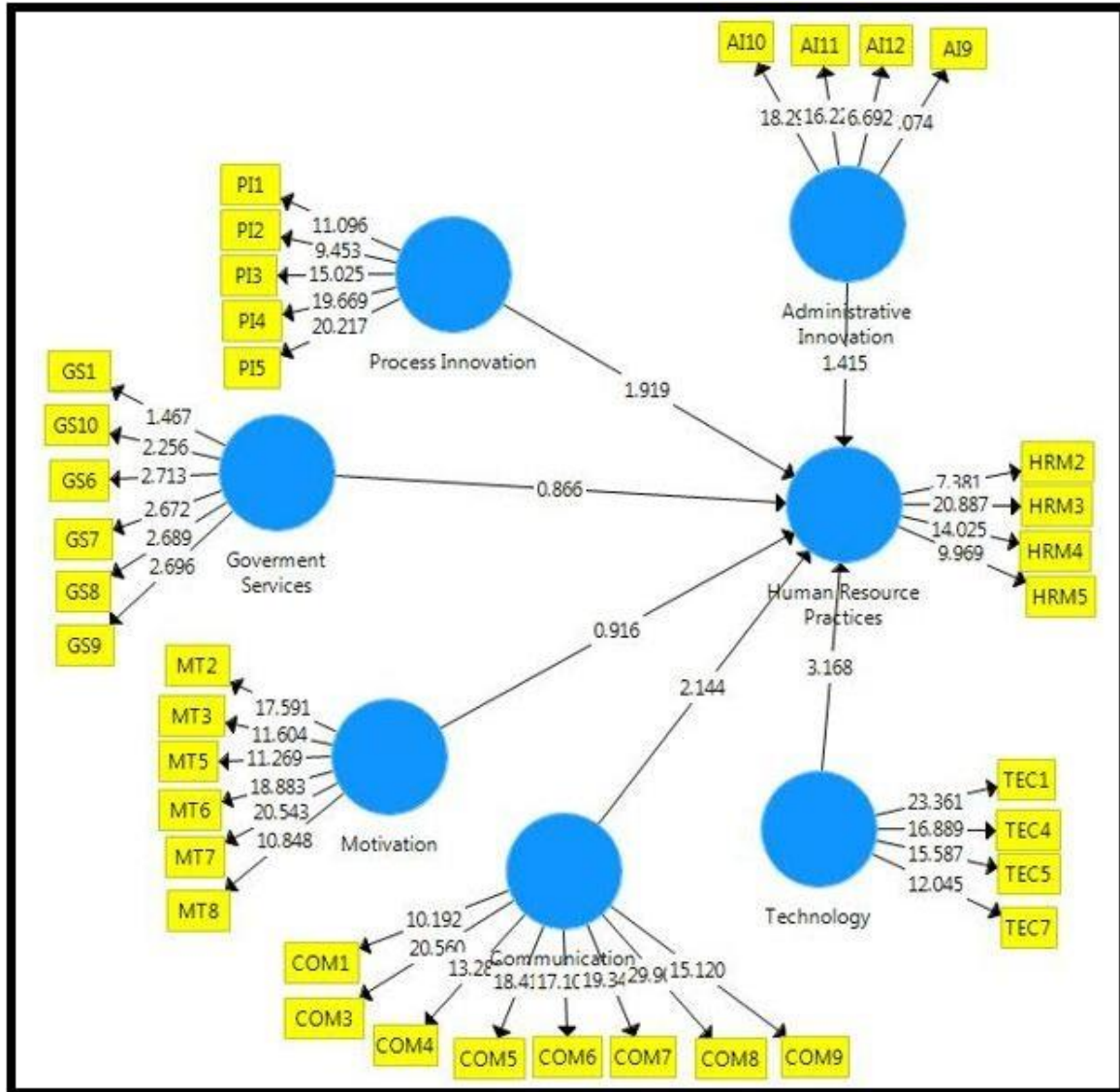


Figure 3: Final Model T-statistics

Figures 2 and 3 display the ultimate model and its t-statistic, respectively. Figure 4.6 displays the coefficient of determination (R2) and the path coefficients, whereas Figure 4.7 shows the t statistics, which reflect the level of significance. The structural model encompasses the essential data required to evaluate the formulated assumptions. The primary hypothesis of the research posits a substantial correlation between innovation, creativity, and human resources practices within the UAE's interior ministry. The model's path coefficient and significance offer the necessary information for testing the stated study hypotheses. Table 1 presents the results of testing the hypotheses.

Table 1: Hypothesis testing

Paths	Hypothesis	Path Coefficient	T Statistics	P Values	Remark
AI -> HRM	H1	0.088	1.392	0.164	Not Supported
PI -> HRM	H2	0.229	2.166	0.031	Supported
GS -> HRM	H3	-0.082	0.793	0.428	Not Supported

MT -> HRM	H4	0.079	0.879	0.380	Not Supported
COM -> HRM	H5	0.139	2.058	0.040	Supported
TEC -> HRM	H6	0.238	2.997	0.003	Supported

The structural model consists of six (6) routes that represent the inquiry's formulated hypotheses. Table 1 supports three hypotheses, while the other three do not. The findings indicated a lack of significant correlation between administrative innovation and human resources practices. The path coefficient was 0.088, the t-statistics value was 1.392, and the p-number was 0.164. This does not support Hypothesis H1. However, there is a significant correlation between process innovation and human resources practices, as evidenced by a path coefficient of 0.229, a t-statistic of 2.166, and a p-value of 0.031. This provides evidence in favour of hypothesis H2. The hypothesis H3 postulated that there existed a substantial correlation between government services and human resource practices. Based on the research findings, there was no substantial cause-and-effect connection observed between government services and human resources practices. A path coefficient of -0.082, t-statistics of 0.793, and a p-value of 0.428 support this.

The path coefficient of 0.079, t-statistics value of 0.879, and p-value of 0.380 indicate that there is no statistically significant causal association between motivation and human resource practices. This does not provide support for Hypothesis H4. In contrast, there is a strong connection between process innovation and human resources practices, as evidenced by a path coefficient of 0.139, a t-statistic of 2.058, and a p-value of 0.040. This provides support for hypothesis H5. H6 postulated that there existed a substantial correlation between technology and human resource practices. The study discovered a substantial cause-and-effect connection between technology and human resources practices. A path coefficient of 0.238, t-statistics of 2.997, and a p-value of 0.003 demonstrated this. The R² value of 0.451 suggests that administrative innovation, process innovation, government services, motivation, communication, and technological inventiveness together account for around 45.1 percent of the variation in human resources practices in the UAE.

Methods

This study uses a questionnaire as a quantitative tool for gathering data. The research population is made up of personnel employed by the Ministry of Interior (MoI) in Abu Dhabi, United Arab Emirates (UAE). The Ministry of Interior is a prominent governmental organisation that is accountable for maintaining public safety, enforcing laws, and safeguarding national security in the UAE. Therefore, studying the Ministry's workforce is crucial for analysing the interplay between innovation, communication, motivation, technology, and human resource (HR) practices. The investigation selected a sample of 300 employees. To ensure the statistical significance of the study's findings and their applicability to the broader MoI employee group, an acceptable sample size must be identified. A sample size of 300 is appropriate for conducting statistical analyses using programs such as SPSS and PLS-SEM. This sample size provides enough power to discover connections among variables.

The study employs probability sampling methods as a sample strategy. Quantitative research favours probability sampling approaches as they reduce selection bias and ensure that each member of the population has an equal opportunity to be included. The study employed a questionnaire as the main tool for collecting data. Questionnaires are a type of survey instrument. By efficiently collecting data from a substantial number of respondents through questionnaires, we can acquire standardised information for quantitative analysis. The process entailed disseminating the questionnaires to the designated sample of 300 employees, either by

face-to-face interaction, email correspondence, or an online survey platform. The questionnaire would have contained items assessing the primary factors of interest: administrative innovation, process innovation, government services, motivation, communication, technology, and HR practices. Subsequently, we aggregated and scrutinised the participants' responses utilising statistical tools. We specifically intended the measurement items in this study to capture the constructs of administrative innovation, process innovation, government services, motivation, communication, technology, and HR practices. We most likely assessed each component using a set of Likert-scale questions, where participants indicated their level of agreement with various assertions on a scale ranging from 1 (strongly disagree) to 5 (strongly agree). Following the collection of data, we employed SPSS (Statistical Package for the Social Sciences) and PLS-SEM (Partial Least Squares Structural Equation Modelling) to assess the gathered replies. We utilised SPSS to conduct preliminary studies such as descriptive statistics and reliability tests. Additionally, we employed PLS-SEM to examine the causal links between the variables. When dealing with intricate models, partial least squares structural equation modeling (PLS-SEM) is highly advantageous because it enables researchers to evaluate the structural connections between hidden structures.

The data revealed both statistically significant and statistically insignificant causal correlations between the variables. We found substantial links between process innovation, communication, and technology with HR practices, highlighting their importance in influencing HR results within the ministry. However, it is worth noting that administrative innovation, government services, and motivation did not have a substantial impact on HR practices. This implies that more research or alternative strategies may be necessary to improve their effectiveness. The total model accounted for 45.1% of the diversity in HR practices. This demonstrates that the combination of innovation, communication, motivation, and technological factors significantly impacts HR outcomes at the Abu Dhabi Ministry of Interior; however, it is not the sole determinant. We conducted the data analysis using SPSS and PLS-SEM software. The findings show that administrative innovation and HR practices have a minor causal relationship, as shown by the p-value of 0.164, the path coefficient of 0.088, and the t-statistics value of 1.392. A path coefficient of 0.229, a t statistic of 2.166, and a p value of 0.031 all point to a statistically significant relationship between process innovation and HR practices. A path coefficient of -0.082, a t statistic of 0.793, and a p value of 0.428 all point to a poor correlation between government services and HR practices.

With a route coefficient of 0.079, a t-statistics value of 0.879, and a p-value of 0.380, the relationship between motivation and HR practices is poor. A path coefficient of 0.139, a t statistic of 2.058, and a p-value of 0.040 all point to a statistically significant relationship between communication and HR practices. Path coefficients of 0.238, t statistics of 2.997, and p values of 0.003 all point to a statistically significant relationship between technology and HR practices. The R² value of 0.451 indicates that the administrative innovation, process innovation, government services, motivation, communication, and technological inventiveness collectively contribute to approximately 45.1% of the diversity in human resources practices in the United Arab Emirates.

Findings

The aim of this study was to provide a new paradigm for comprehending how innovation and creativity affect human resource management in the UAE's Ministry of Interior. This research looks at how the Ministry of Interior in the United Arab Emirates manages its human resources, innovation, and creativity. The study aims to identify various instances of innovation and creativity within the United Arab Emirates Ministry of Interior. Additionally, to what extent are the UAE Interior Ministry's human resources protocols effective? Finding out how

innovation and creativity affect human resources procedures in the UAE's interior ministry was the main goal of the study.

The study's conclusions imply that organisational structures encourage administrative creativity rather than inhibit it, leading to a high degree of innovation. Despite its high respect, a reward and recognition system encourages innovation. The government is a leader in service innovation, particularly when it comes to paying traffic fines and providing criminal record certifications to foreign-based clients. Furthermore, there's a noticeable degree of innovation when it comes to renewing registration cards and approving licenses for the movement of large vehicles. The results also demonstrated a significant level of motivation among team members in terms of their connection to creativity, the presence of diverse personality traits within the group, and their personal satisfaction with their work. There is a high degree of communication in the sharing of information and a considerable degree of communication in the exchange of ideas and help across various departments. The application of technology to improve target tracking and reporting demonstrates a significant level of technological creativity. Additionally, the results showed a high level of technical creativity in leveraging technology to streamline departmental data requirements and expedite the decision-making process. The HRM processes are quite effective; they provide fair remuneration, encourage problem-solving, and encourage participation in a variety of workshops and seminars.

The findings show that administrative innovation and HR practices have a minor causal relationship, as shown by the p-value of 0.164, the path coefficient of 0.088, and the t-statistics value of 1.392. A path coefficient of 0.229, a t statistic of 2.166, and a p value of 0.031 all point to a statistically significant relationship between process innovation and HR practices. A path coefficient of -0.082, a t statistic of 0.793, and a p value of 0.428 all point to a poor correlation between government services and HR practices. With a route coefficient of 0.079, a t-statistics value of 0.879, and a p-value of 0.380, the relationship between motivation and HR practices is poor. A path coefficient of 0.139, a t-statistic of 2.058, and a p-value of 0.040, among other statistically significant values, indicate a statistically significant relationship between communication and HR practices. A causative factor has a significant impact on the relationship between technology and HR practices, as evidenced by a p-value of 0.003, a t-statistic of 2.997, and a path coefficient of 0.238. The R² value of 0.451 indicates that the administrative innovation, process innovation, government services, motivation, communication, and technological inventiveness collectively contribute to approximately 45.1% of the diversity in human resources practices in the United Arab Emirates.

Discussion and Conclusion

This study backs up what Madanat and Khasawneh (2018) found in Jordan. They showed that a high level of success was achieved by combining all HRM activities with four specific practices: HR planning, staffing, training and development, and performance appraisal. However, the effectiveness of administrative innovation was only moderate. These results also align with the conclusions from Korean research by Cho, Lee, and Shin (2019), which provided empirical evidence that implementing process and administrative innovation increases the likelihood of successfully achieving new product development goals. The study also found that HR policies that promote innovation, such as talent development initiatives and job autonomy, improve the efficiency of process and administrative innovations.

Additionally, the study highlights that organisations can secure a long-term competitive position in the product market by consistently employing innovative practices in their operations. We encourage businesses to foster a creative environment by implementing effective HR practices that encourage and manage innovation. The research by Vrontis, Christofi, Pereira, Tarba, Makrides, and Trichina (2022), which challenges previous

assumptions, aligns with these findings. Their study shows that intelligent automation technologies offer a new approach to managing human resources and improving overall business performance. However, while these technologies provide numerous opportunities for HRM, they also introduce significant technological and ethical challenges.

Nevertheless, the results of Singh, Darwish, Wood, and Mohamed's (2017) investigation in Asia differ from this outcome. The study could not find any evidence indicating that integrated HR systems were more successful in that context. This suggests the extent to which the sector may meet its human resources needs by considering foreign labour markets for both highly trained and unskilled personnel. Simultaneously, they discovered that the effectiveness of HR procedures differed based on the features of the organisation. Even in difficult situations, companies may develop their own solutions based on their abilities and resources. The result presented here contradicts the findings of Zhdankin, Suanov, and Sharipov (2019), who ranked the activities related to innovation and identified that the most important activity for creating innovation is the development of a strategic plan that takes into account the implementation of new technologies and the growth of small and medium-sized enterprises, resulting in a significant impact.

This outcome is in direct opposition to the discoveries made by Widhiastuti (2012), as the transmission of information inside a hierarchical organisational framework is frequently impeded by bureaucratic processes. This is because the target's goals, program timeline, specific decisions, and the organization's mission are not compatible with objections. Unequal socialisation was one of the main causes of long-term bureaucracy. Additionally, the study corroborated the findings of Yousifi and Khayyat (2019). The findings indicate that the utilisation of ICT inside the organisation has had a significant impact on HRM. The advent of the World Wide Web has revolutionised various aspects of human resource management, including human resource planning, recruitment, selection, performance management, workflow, training, and pay. This study identified the main persistent issues associated with the implementation of innovation and creative management in the Ministry of Interior, United Arab Emirates. In order to address the prevailing leadership challenges, the findings indicate that the Ministry of Interior, UAE, may improve its performance by adopting innovative and creative management approaches, resulting in efficient outcomes. The study also uncovered that more UAE institutions have the potential to investigate the Ministry of Interior's model for institutional excellence. This paper proposes a highly efficient suggestion approach for fostering innovation and creativity inside the Ministry of Interior in the United Arab Emirates (UAE).

The terms creativity and innovation are sometimes used interchangeably, but they have separate meanings. Creativity refers to the creation of new ideas, whereas innovation involves the implementation of those ideas. In the current era of globalisation and intense competition, companies consider innovation and creativity to be crucial factors for their long-term viability, productivity, and exceptional performance. This study specifically emphasises on four types of creativity: individual creativity, group or team creativity, organisational creativity, and organisational creativity. Innovation can be categorised into two types: radical innovation and gradual innovation. Organisational creativity is shaped by various factors including the organisational environment, culture, management style, capabilities, abilities, structure, and processes.

The five elements that influence organisational innovation include open innovation strategies, organisational structure, top managers' leadership style, support for middle managers, and effective methods for managing innovativeness. Knowledge and learning are essential factors in ensuring high-quality production and driving innovation that adds value. While single-loop and double-loop learning within the HR management dimension might be advantageous for

incremental innovation, radical innovation necessitates triple-loop learning. The company's inventiveness is expected to boost its level of creative excellence, while the organization's innovativeness is expected to enhance its level of production excellence. The combined presence of creativity and innovativeness would enhance the organization's competitiveness and excellence. The developmental process commences with the manifestation of creativity. Innovation often occurs through a series of four stages: concept generation, screening, feasibility assessment, and execution. The process of developing a new product idea entails the intricate workings of creativity. Creativity is the act of formulating and bringing to life an imaginative and original concept. Consequently, innovation takes these ideas and turns them into tangible outcomes, improving and putting them into practice. Creativity involves a cognitive process that is flexible and adaptable, while design requires a more linear and progressive approach.

Theoretical Implications

The study contributes significantly to the body of knowledge concerning the intersection of human resource management (HRM), innovation, and creativity. By aligning with and building upon prior studies, such as those by Madanat and Khasawneh (2018), Cho, Lee, and Shin (2019), and others, this research reinforces the notion that innovation—particularly process and administrative innovation—can substantially influence HR practices. The study supports the concept that HRM practices are not only tools for managing personnel but also pivotal in fostering an environment conducive to innovation. Furthermore, it adds to the theoretical understanding that innovation-supporting HR practices, such as talent development and work autonomy, are critical for achieving organizational innovation goals.

The findings challenge the generalisability of HRM frameworks across different contexts, as seen in the contrast with Singh et al.'s (2017) study in Asia. This suggests that while some aspects of HRM and innovation are universally applicable, others may be context-specific, influenced by factors such as industry demands and labour market dynamics. The study also nuances the debate on the role of communication in innovation, presenting a counterpoint to Widhiastuti's (2012) findings on the challenges posed by hierarchical structures in bureaucracies.

Practical and Social Implications

Practically, the study offers actionable insights for the Ministry of Interior in the UAE and similar organizations. It underscores the importance of focussing on process innovation, communication, and technology to enhance HR practices and, by extension, overall organisational performance. The study suggests that for organisations to sustain their presence in competitive markets, they must not only innovate their products and services but also continuously refine their internal processes and HR strategies. This has direct implications for policymakers and HR professionals, who should prioritise creating a supportive environment for innovation through targeted HR practices. Socially, the study highlights the role of innovation and creativity in organisational sustainability and excellence. By emphasising the need for a creative environment within organisations, it addresses broader societal issues such as workforce development, job satisfaction, and organisational adaptability in the face of rapid technological change. The findings suggest that fostering innovation within public sector organisations like the Ministry of Interior can have a ripple effect, enhancing public service delivery and contributing to societal well-being.

Limitations and Suggestions for Future Research

While the study makes valuable contributions, it is not without limitations. Firstly, the Ministry of Interior in Abu Dhabi is the sole focus of the research, limiting the generalizability of the findings to other sectors or regions. Future studies could expand the scope to include a more diverse set of organisations and geographical locations to validate the findings. Secondly, the study focusses on specific dimensions of innovation (administrative and process) and creativity, potentially overlooking other relevant factors such as technological innovation or cultural creativity. Future research should consider a broader range of innovation types and creative processes to provide a more comprehensive understanding of their impact on HR practices. Furthermore, the reliance on quantitative methods may limit the depth of insights into the nuanced experiences of employees and managers regarding innovation and HR practices. Future studies could incorporate qualitative methods, such as interviews or case studies, to capture these perspectives and provide a richer understanding of the dynamics at play. Finally, the study highlights the need for further exploration of the interplay between innovation, creativity, and HRM in different organisational contexts, particularly in relation to emerging technologies like intelligent automation. As technology continues to evolve, future research should investigate its implications for HR practices, ethical considerations, and the broader organisational environment.

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