

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

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Abstract

The human resource management ecosystem will be reshaped into a more adaptive, innovative, and creative system to achieve organisational success. This could only be implemented with solid leadership and management. This study aimed to assess the effects of innovation and creativity on human resources practices in the ministry of interior UAE. This study employs a quantitative approach by using a questionnaire as an instrument for data collection. In 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 analyses. The findings show that there is an insignificant causal relationship between administrative innovation and human resources practices, with a path coefficient of 0.088, the t-statistics value of 1.392 and a p-value of 0.164. Process innovation has a significant causal relationship with human resources practices, with a path coefficient of 0.229, t-statistics of 2.166 and p-value of 0.031. There is an insignificant causal relationship between government services and human resources practices with a path coefficient of -0.082, t-statistics of 0.793 and p-value of 0.428. There is an insignificant causal relationship between motivation and human resources practices, with a path coefficient of 0.079, a t-statistics value of 0.879 and a p-value of 0.380. Communication has a significant causal relationship with human resources practices, with a path coefficient of 0.139, t-statistics of 2.058 and p-value of 0.040. There is a significant causal relationship between technology and human resources practices, with a path coefficient of 0.238 with t-statistics of 2.997 and a p-value of 0.003. Cumulatively, about 45.1 per cent of the variance in human resources practices in 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. The study recommends giving special attention to innovation and creativity in the ministry to achieve effective human resources practices in UAE as they influence human resources practices. There is a need for the ministry to improve awareness of the importance of innovation to compete. There is a need to improve process innovation through mechanisms to accommodate process changes and implementation. This is to encourage a systematic search for new product ideas. It is necessary to improve the ministry services such as issuance of heavy vehicles transportation permits and renewal of registration. The ministry should also improve knowledge sharing (via formal/ informal meetings, etc.), thinking about the future and the organization's (internal and external) networks. This study can be of importance in addressing challenges in innovation and creativity management and human resource management. The ability of organizations to be adaptive to such challenges may lead to organizational competitiveness that allows sustainable performance and growth.

Keywords: Innovation, Creativity, Human Resource Practices

Introduction

Internationally human resources (HR) are the lifeblood of an organization and the application of technology in modern business management; human resources are still relevant and the most adaptive resources of the organization (Park, Graham & Foster, 2022). The strategic values of the HR system from the fact that apart from other resources employed in the cause of production (land, capital, technology etc.), which are passive, human resources are endowed with decision-making power and thus have a competitive advantage over other resources. Besides, HR combines other resources in the right mix to formulate appropriate strategies for accomplishing the enterprise's desired objectives (Ananthavinayagan, 2022). Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR) aspects of a management position, including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Aungsuroch, Gunawan & Fisher, 2022). HRM is composed of policies, practices, and systems that influence employees' behaviour, attitude, and performance (Hassan, 2022).

The combination of the words innovation, creativity and "HRM" has a management logic that leads to an emphasis on talented employees. Skills are regarded as intellectual capital and significant competitive advantage, and they will eventually be a component of employee innovation (Muhammad et al., 2021).

"Creativity" and "innovation" play a significant role in businesses' long-term development and sustainability in a dynamic environment marked by fast globalisation and breakthroughs in science and technology. Managing firms in this complex environment are challenging because they demand different product architectures, alter industry economics, destroy existing competencies, build different market opportunities to compete, and necessitate investment projects with highly unpredictable outcomes. Companies' performance in this setting is determined by their ability to innovate (Datta et al., 2021). Many studies and literature have also stressed the critical importance of Human Resources (HR) and Human Resource Management (HRM) practices in strengthening a firm's competitive edge in such competitive contexts, which include innovation and creativity (Chawla et al., 2021).

Creativity and innovation are sometimes interchangeable, but there is a substantial difference allying innovation and creativity. The latter is the production of ideas and the earlier being introduced (Tang, 2017). Creativity and innovation are contemplated crucial components of organizations' sustainability, effectiveness, and quality in this age of globalization and competitiveness (Muchiri, Kibati & Mwaura, 2021). At the same time, creativity is usually of 3 (three) kinds, namely organizational creativity, individual creativity, and group/team creativity. Consequently, this research focuses on organizational creativity.

Innovation is categorized as additive (incremental) innovation and disruptive innovation. Five factors that influence organizational creativity would be a corporate environment, organizational culture, management control, capabilities and expertise, and formation and processes (Nabi, Liu & Hasan, 2022). In addition, five factors that influence organizational innovation are innovation policies, composition, leader's

behaviour, support from middle managers, and successful innovation management (AlMazrouei, Zacca & Mustafa, 2022).

The United Arab Emirates (UAE) has undertaken significant efforts to diversify its economy during the previous decade in accordance with the country's new strategic plan, Vision 2021 (Sharafi, 2022). These constant efforts have succeeded in reducing the oil and gas sector's share of GDP from 66 per cent in the mid-1970s to less than 30 per cent in 2015. Furthermore, the UAE has achieved considerable progress in technical preparedness and innovation. The economy has significantly grown in the last decade; a large part of this success can be attributed to the highly qualified HRM (Mohamed, Disli, Al-Sada & Koç, 2022). The UAE's leadership understands the crucial necessity of human resource skills for the country's long-term strategy and the development of a sophisticated knowledge-based economy. The Gulf Cooperation Council (GCC) countries in general and the United Arab Emirates in particular, have set an example for the rest of the globe in terms of development. Even though they are developing countries, they have made significant economic progress (AlKhars, Alwahaishi, Fallatah, & Kayal, 2022). Human resources are currently the most pressing issue. Human capital is becoming an increasingly essential aspect of a company's resource base. Human resources have been dubbed the "key component" in determining whether a business succeeds or fails, and all depend on human innovation and creativity (Folarin, 2021).

It has been noted that the lack of effective HRM practices in the United Arab Emirates has led to an increase in the employee turnover rate. It has also been established that the ability of the ministry of interior to align itself with sound and result-oriented HRM practices and make informed decisions depend mainly on the level of its HRM capability (Sharma & Rahim, 2021). However, the variables that contribute to better HRM practices remain unexplored in the interior United Arab Emirates (UAE) ministry. More often than not, employees of the ministry of the interior are employed on a casual basis, and their entry and exit seem to be very high. Therefore, it is against this background that this study will intend to investigate the effects of innovation and creativity on human resources practices in the ministry of interior UAE.

Based on the identified issues above, it is established that there is a dearth of empirical literature on the effect of innovation and creativity on human resources practices. This study will, therefore, empirically address this concern. Thus it will contribute to the scarce literature on the innovation, creativity, and human resources practices in the ministry of interior UAE to bridge the gap. The study will determine the nature of human resources practices in the ministry of interior UAE and identify the forms of innovation and creativity in the Ministry of Interior, UAE. The study will also assess the effects of innovation and creativity on human resources practices in the ministry of interior UAE.

LITERATURE REVIEW

Human resources practices

Human resource (HR) practice refers to the processes and guidelines that oversee employee conduct and performance (Meijerink & Keegan, 2019). According to Anwar and Abdullah (2021), human resources practices include the appointment of new

personnel with care, self-managed players, constancy of employment, policymaking decentralization, the basics of administrative design, and widespread training.

Yusoff, Nejati, Kee and Amran (2020) displayed that the utmost broadly used HR practices that touch a firm's performance have been recognized as staffing and assortment, exercise and development, performance appraisal, and return. Scholars across the world have settled that a bundle of jointly well-matched HR practices positively affects organizational performance (Yusoff *et al.*, 2020; Mohammad, Darwish, Singh & Khassawneh, 2021). Mahmoud (2019) highlighted the significance of HRM practices to attain more significant performance with special reference to the active use of enrolment and collection practices in oil and gas sector companies in Iraq. Their study exhibited that active recruitment and assortment practices had an optimistic connection with performance signified by labour efficiency, produce quality, administrative innovations, and client satisfaction. Pattnaik and Sahoo (2020), after they studied 104 traineeships, settled that HRM in its scheme method has been found to matter for administrative performance in positive wisdom. In their research, Harney and Alkhalaf (2021) have exposed that the effect of HRM beliefs on output is highly noteworthy, though the effect is minor. In the same appearances, Batra, Sharma, Dixit and Vohra (2018) found a small level of solemnization of HRM practices in the SMEs sector in India; the formalization was advanced in average enterprises and lesser in smaller complements.

Challenges of HRM

HR activities in organizations face some challenges in observe, like activity shifts, quality of accessible men, growth in casual staff, technological changes, gender diversity, racial/ethnic diversity, age limit, globalisation, and structure restructuring. However, HRM area unit challenges are seen from two perspectives, internal and external, and will be classified into three (Werner, 2021). These include; (i) structure challenges these area units internal in nature and infrequently results from environmental forces that area unit external naturally. A number of the problems emanating from the organizations embody structure restructuring, structure culture, outsourcing, economy, and decentralization; (ii) environmental challenges they're problems emanating from the external context wherever the corporate operates that has a nice influence on performances of organizations. These include; legislation, globalisation, labour demand and provide, and work diversity; and (iii) individual challenges area unit the problems concerning workers. However, they're being treated, matching people with organizations, worker development, insecurity, and reward systems that affects structure performance.

Organisational Innovation

Organizational innovation is distinct because of adopting a plan or behaviour unaccustomed to the adopting organization (Simao & Francisco Franco, 2018). Innovation is formed to adjust a company, either as a response to changes within the external setting or as a preventive action to influence the environment. Frishammar, Richtnér, Brattström, Magnusson and Björk (2019) viewed innovation as encompassing a spread of varieties, new products or services, new method technologies, and new structure structures or body systems, or new plans or programs relating to structure members. A literature review indicates that structure innovation is

often divided into two distinctive varieties that embrace technical or technological innovation and body innovation (Frishammar *et al.*, 2019; Simao & Francisco Franco, 2018). However, Simao and Francisco Franco (2018) classified technical or technological innovation into secondary dimensions: product innovation and method innovation, whereas body innovation remains distinct from the opposite two. Since organizations adopt innovations ceaselessly over time, it'd be a lot correct to depict innovations as comprising multiple sides structure

According to Elzahra (2018), an associate degree influencing and effective leader is the one who will invent, develop, and commercialize, whereas he/she is ready to develop human and social capital. Indeed, he/she will turn and exploit the skills operating in organizations to foster power and innovation; however, sadly, UN agencies can do a high performance with higher strategic leadership designs square measure scarce. Per Al-Husseini, El Beltagi and Moizer (2021), leaders will influence the followers' innovation method in direct and indirect ways through motivation, and better level wants. Indirectly, they produce an adjunct atmosphere to plan out of the box without fearing adverse outcomes.

Innovation categories in organization

Researchers have discussed and defined three types of innovation which include product innovation, process innovation, and managerial innovation that provides for (Rauter, Globocnik, Perl-Vorbach and Baumgartner, 2019).

Process innovation

Novelty in the production system of product or service, the new or modified method to perform structure operations thought-about underneath the construct of method innovation, organizations focus on initiating changes to adopt technology to achieve advantages in competitive surroundings (Areed, Salloum & Shaalan, 2021). Innovative capabilities of organization embrace innovative initiatives in method modification for utilization of resources effectively and with efficiency for meeting inventive production through that structure success and property determined by social control apex (Rauter, Globocnik, Perl-Vorbach & Baumgartner, 2019).

Weerawardena, Salunke, Haigh and Mort (2021) conceptualized innovation in updating structure operational method with novelty and techniques, monetary initiatives, structural changes, latest instrumentation installation to remodel raw to finished product or services every activity for a complete production cycle.

Product innovation

Organizations specialize in their client and try to meet the demand of their market. Therefore, organizations develop their products or services with innovative ideas to meet external needs (De Smet, Lurie & St Saint George, 2018). Falahat, Ramayah, Soto-Acosta & Lee (2020) delineate product innovation as the development of recent products or services with essential changes compared to promotion and competitors; initiation of current and rising ideas at a good time with significance and novelty. The impact of product innovation offered by structure management occupies market share, grasps edges, and contends in the international market with a competitive advantage (Falahat *et al.*, 2020).

Managerial innovation

Santoro, Vrontis, Thrassou and Dezi (2018) distinct the conception of innovation with association with the social control aspect; social control or body innovation concepts square measure referred to as the system of managing resources, conducting numerous operational processes, procedures, and techniques that found to be influential regarding worker and accomplishment of goals. Further, Nasution *et al.* (2011) distinct social control innovation as conducting firms' operations with novelty and new emerged processes in operations. This sort of innovation includes modified structure policies, worker attitudes, operating practices, and 60 minutes relations together with reward strategy and quality implementation of those practices in adopting the latest technological advancements to keep up sensible quality (Santoro, Vrontis, Thrassou & Dezi, 2018). Tiny and medium-sized companies play an essential role in economic development and attempt to keep up their position in a competitive environment; for the reasons above, companies ought to introduce ceaselessly all told aspects to realize a competitive edge.

Human resource management (HRM) practices and organization innovation (OI)

The ability, motivation, and chance (AMO) theory contends that once workers' area unit is motivated, they will perform higher, resulting in higher firm performance (Ogbonnaya & Valizade, 2018). Gope, Lamb and Passiante (2018) proved the role of HRM practices as a robust force in motivating workers to exhibit favourable attitudes and behaviours. All of those area units needed to support and implement a company's competitive strategy.

According to Botelho (2020), a more robust result on structure innovation is expected by adopting a group or bundle of complementary HRM practices. Their study is unconcealed that adopting some HRM practices (such as participation and use of promotion plans) considerably justifies the firm's innovation orientation. Anwar and Abdullah (2021) argued that organizations have to be compelled to regularly modify their HRM practices in line with the ever-changing business environment and growing expectations and aspirations of the workforce. By doing this, worker commitment will be fostered, which successively causes improved performance for the organization and improved well-being and development for the staff. Though no agreement has been created on what constitutes best practices, a review of the literature on HRM practices has known five standard practices that square measure guaranteed to generate a distinction to the business results: performance appraisal, career management, training, reward system, and accomplishment (Anwar & Abdullah, 2021). Through effective HRM practices, staff will be inspired to experiment with new ideas, develop a shared understanding, and implement changes in structure activities, all of which contribute to structuring innovation in the square measure possible.

Relationships between HRM and innovation

The innovation literature was distinguished until around the 2000s by comparatively limited concentration on HRM activities and how they impact innovation's success (Lertxundi *et al.*, 2019). The apparent exception to this is the curiosity of some academics about Japanese organisation and their innovation. Jacoby (2018) thus

specifically states how Japanese executives, engineers, and workers have grown accustomed to seeing the entire manufacturing process as a method and considering the product and process design in tandem, and routinely refers to quality control, horizontal knowledge flows, as well as other characteristics of contemporary HRM practices.

Wier and Reynolds (2017) used a consolidated dataset focused on four waves of 2044 companies' Dutch survey data from 1993-to 2001, with measured dependent variables and measured independent variables. They also found that effective versatility (inside workers adaptability), training attainment, and considerably skilled workers significantly impact product innovation (percentage of new product sales to the market). An equitable console of 3,203 companies from that of the Canadian Workplace and Jobs Survey was used by Zoghi et al. (2010). The questions were raised in 1999, 2001, and 2003 about HRM practices. The dependent construct indicates how the provided organization implemented product innovation in the specified year. The independent variables comprise (and relations between them) decentralisation, information-sharing, and bonus payments. The researcher used an allotted impact framework and a model with straggle dependent constructs to minimise the issue linked to time trailing company heterogeneous and simultaneousness prejudice. The researchers find a strong positive relationship between these variables and product innovation. However, the outcomes indicate that these correlations are also not reciprocal. The findings suggest that for decentralised decision-making or incentive pay systems, the link between HRM activities and innovation persists for knowledge-spreading as it is much weaker.

Organisational creativity

Daniel (2018) thought of power as a component of competitive advantage for organizations. the foremost profitable new merchandise is going to be people who meet the client wants a lot of effectively than the competitor's merchandise, and area unit thus most popular by a lot of clients. On the far side, innovation and power profit corporation's direct sales growth or potency enhancements. An organization that establishes an efficient power and innovation method is additional doubtless to understand social advantages that arise from team operating and worker motivation (Daniel, 2018). Priyono, Moin & Putri (2020) appearance at innovation as a method wherever concepts are unit generated and reworked for implementation in business merchandise and services. Power is seen because of the face of the innovation method. Innovation generally happens through four stages: plan generation, screening, feasibility, and implementation.

Researchers additionally recommend that individual ability is essential to structure innovation (Hong, Hou, Zhu & Marinova, 2018; Magadán & Rivas, 2018), that successively is imperative to extended-term structure survival and success, to boost the probabilities of extended-term survival, organizations ought to target individual supporting ability within the geographic point. Rahim (2017) claims that their square measure obstacles to the total development of the artistic potential of each structure and people and their square measure ways to beat these obstacles. Recent well-liked developments for developing ability square measure brain talent management program, use of fisher association lists, game enjoying in small teams, and

establishing a gift for ability. It's equally vital to implement planned solutions to see their effectiveness for determining structure issues.

HRM and creativity

Prior human resources management and creativeness analysis had focused on the influence of private traits that have contributed to the worth of motivation, data, and creativeness skills. Priyono *et al.* (2020) cope with the thought that HRM activities that inspire staff to a consciousness of independence would lead to team turning into additional thriving in eliminating problems and generating contemporary ideas to benefit task necessities. Job issue at the distinct position needs an excellent extent of autonomy and variety of talents and is speculated to be a significant construct that inspires innovation. It had been conjointly found that job autonomy and worker authorization influenced investigational findings (Bartol *et al.*, 2017). Especially, resourcefulness like time, money, data, and substantial capability has been necessary for innovation. Parallel to the current, it had been conjointly indicated that the shortage of resources was an attainable driver of innovation.

It's declared that this situation is often the very fact for businesses throughout their start-up stages. They use inspiration, commitment, and imagination by lacking resources instead (Crilly & Cardoso, 2017). The will to be innovative at the geographic point and have a personal responsibility selected is considered a vital worker attraction and motivation. Furthermore, it had been conjointly rumoured to possess a favourable and stimulating impact on subordinates' creativeness to look at the work setting as enticing. Moreover, communication of the organisation's inventive identification is another side that has been deemed necessary for triggering innovative culture (Crilly & Cardoso, 2017).

Conceptual framework of the study

The conceptual framework for this study was supported by the three sub-constructs of administrative innovation, process innovation, and government services (Rahmah *et al.*, 2020; Tan & Nasurdin, 2011). First, creativity was measured by motivation, communication, and technology (Stenmark, 2002). The human resources practices were measured as studied (Banerjee, 2016). Figure 1 displays the conceptual

framework of the study.

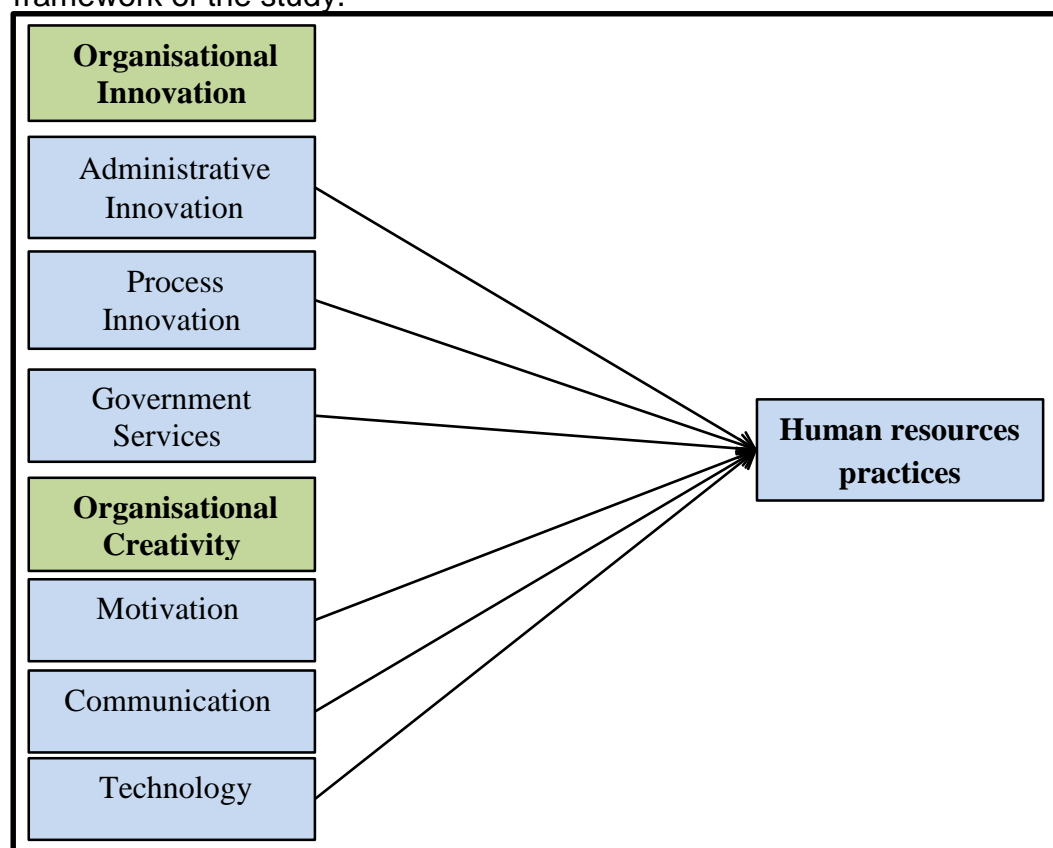


Figure 1: Conceptual framework of the study

As shown in Figure 1, the conceptual framework presents three interdependent construct dimensions conceived by the author to be essential to HR in practices in the ministry of interior UAE. First, the conceptual framework shows that organisational innovation (administrative innovation, process innovation and government services) and organisational creativity (motivation, communication and technology) can directly affect the human resources practices in the study area.

Research Methodology

This study employs a quantitative approach by using a questionnaire as an instrument for data collection. In 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 analyses. The findings show that there is an insignificant causal relationship between administrative innovation and human resources practices, with a path coefficient of 0.088, the t-statistics value of 1.392 and a p-value of 0.164. Process innovation has a significant causal relationship with human resources practices, with a path coefficient of 0.229, t-statistics of 2.166 and p-value of 0.031. There is an insignificant causal relationship between government services and human resources practices with a path coefficient of -0.082, t-statistics of 0.793 and p-value of 0.428. There is an insignificant causal relationship between motivation and human resources practices, with a path coefficient of 0.079, a t-statistics value of 0.879 and a p-value of 0.380. Communication has a significant causal relationship with human resources practices, with a path coefficient of 0.139, t-statistics of 2.058 and p-value of 0.040.

There is a significant causal relationship between technology and human resources practices, with a path coefficient of 0.238 with t-statistics of 2.997 and a p-value of 0.003. Cumulatively, about 45.1 per cent of the variance in human resources practices in 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.

Results and Analysis

Evaluation of Structural Model

The second stage of PLS-SEM evaluation criteria is the evaluation of the structural (inner) model (Hair et al., 2014). The structural model establishes the causal relationships between the measurement models in the structural model (Hair et al., 2014). The specified interrelationships are intended to answer the research questions and test the research hypotheses. The major objective of structural model evaluation is to assess the model quality based on its ability to predict the endogenous constructs. The structural model is evaluated by assessing the path coefficients and their significance through bootstrapping procedure; the coefficients of determination (R^2) of the endogenous construct; the effect sizes of the exogenous measurement model through Cohen's f^2 ; the model's predictive relevance using cross-validated redundancy (Q^2); and the global goodness of fit of the model (GoF) (Goh, Ali, & Rasli, 2014; Hair et al., 2014; Hair et al., 2011; Lowry & Gaskin, 2014; Memon & Rahman, 2013; Vinzi et al., 2010; Wong, 2016).

The structural model is presented in Figure 2, depicting the last run model's coefficients after the modification of the first run model.

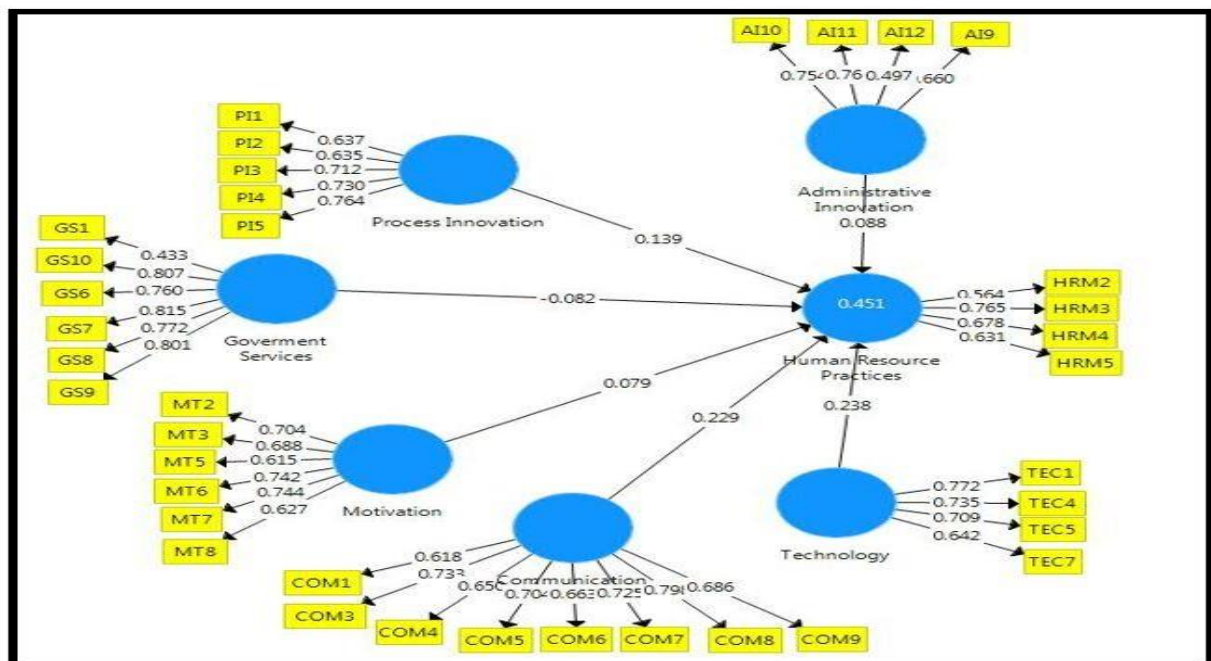


Figure 2: Final Model

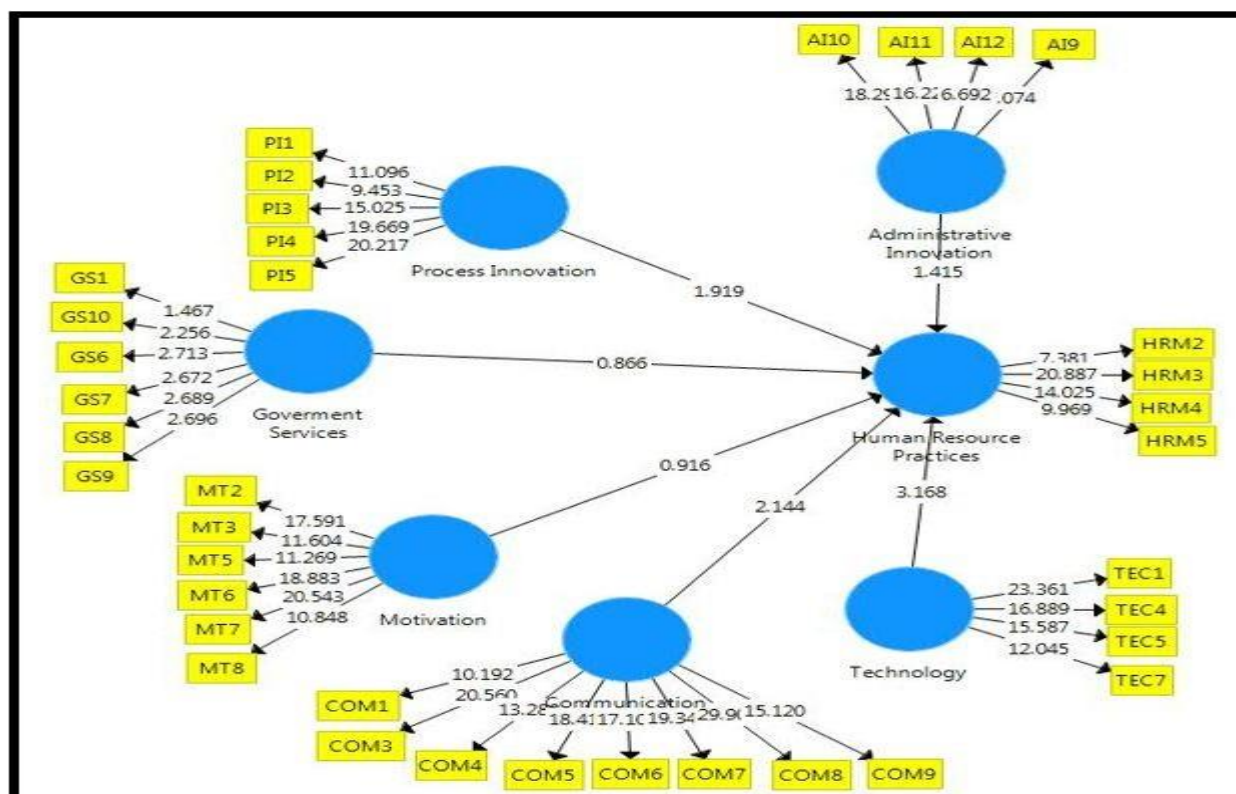


Figure 3: Final Model T-statistics

Figures 2 and 3 are used to present the final model and its t-statistics, respectively. The coefficient of determination (R^2) and the path coefficients are presented in Figure 4.6, while the t-statistics, which show the significance level, are presented in Figure 4.7. The information in the structural model is used in testing the formulated hypotheses. The main hypothesis for the research is that there is a significant relationship between innovation and creativity and human resources practices in the ministry of interior UAE. The model's path coefficient and significance provide the required information for testing the stated research hypotheses. The hypotheses are tested as presented in Table 1 below.

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

In the structural model, six (6) paths represent the formulated hypotheses of the research. Table 1 shows that three (3) hypotheses are supported, and three (3) are not supported. The result indicated an insignificant causal relationship between administrative innovation and human resources practices as indicated by the path coefficient of 0.088 with a t-statistics value of 1.392 and p-value of 0.164; Thus, not supporting hypothesis H1. Contrary, process innovation has a significant causal relationship with human resources practices as indicated by a path coefficient of 0.229 with t-statistics of 2.166 and p-value of 0.031, therefore, supporting hypothesis H2. The H3 hypothesized a significant relationship between government services and human resources practices. The research found no significant causal relationship between government services and human resources practices as indicated by a path coefficient of -0.082 with t-statistics of 0.793 and a p-value of **0.428**.

The result further indicated that there is no significant causal relationship between motivation and human resources practices as indicated by the path coefficient of 0.079 with a t-statistics value of 0.879 and p-value of 0.380; Thus, not supporting hypothesis H4. Contrary, process innovation has a significant causal relationship with human resources practices as indicated by a path coefficient of 0.139 with t-statistics of 2.058 and p-value of 0.040, therefore, supporting hypothesis H5. H6 hypothesized a significant relationship between technology and human resources practices. The research found a significant causal relationship between technology and human resources practices as indicated by a path coefficient of 0.238 with t-statistics of 2.997 and a p-value of 0.003.

Cumulatively, about 45.1 per cent of the variance in human resources practices practice in 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. The quality of the structural model is further evaluated in the following subsections.

Discussion of findings

This research aimed to establish a new paradigm for the effect of innovation and creativity on human resources management at the Ministry of the Interior, UAE. This study recognises forms of human resources management, innovation and creativity management in the Ministry of Interior UAE. Two study questions are posed in response to this: (i) what are the forms of innovation and creativity in the Ministry of Interior, UAE? And (ii) what is the effectiveness of human resources practices in the ministry of interior UAE? Then the research's overall objective was to determine the effects of innovation and creativity on human resources practices in the ministry of interior UAE.

Based on this study's results, there is very high administrative innovation in organisational structure as it supports innovation and does not stifle it. While ranked as high, the use of a reward and recognition system supports innovation. There is very high government services innovation in the area of traffic fines payment, criminal record certificate for clients outside the country, and results also reported high government services innovation in the area of heavy vehicles transportation permit, renewal of registration card.

The result also indicated very high motivation in the team members' identification with creativity, and diverse personality traits in the team, individual work satisfaction. There is very high communication in the transfer of ideas and help from other departments and a high level of communication in the area of knowledge sharing. There is very high technology creativity in the use of technology to improve target monitoring and reporting. At the same time, results also reported high technology creativity in the use of technology to facilitate better management of departmental data needs and use of technology to make the decision-making faster. There is very effective human resource management practice in payment adequacy, encouragement to discuss problems, and encouragement to participate in various seminars and workshops.

The findings further show that there is an insignificant causal relationship between administrative innovation and human resources practices, with a path coefficient of 0.088, the t-statistics value of 1.392 and a p-value of 0.164. Process innovation has a significant causal relationship with human resources practices, with a path coefficient of 0.229, t-statistics of 2.166 and p-value of 0.031. There is an insignificant causal relationship between government services and human resources practices with a path coefficient of -0.082, t-statistics of 0.793 and p-value of 0.428. There is an insignificant causal relationship between motivation and human resources practices, with a path coefficient of 0.079, the t-statistics value of 0.879 and the p-value of 0.380. Communication has a significant causal relationship with human resources practices, with a path coefficient of 0.139, t-statistics of 2.058 and p-value of 0.040. There is a significant causal relationship between technology and human resources practices, with a path coefficient of 0.238 with t-statistics of 2.997 and a p-value of 0.003. Cumulatively, about 45.1 per cent of the variance in human resources practices in 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.

Therefore, this study agrees with the study conducted in Jordan by Madanat and Khasawneh (2018). The results revealed a high level of effectiveness of all HRM practices combined and for four individual practices (HR planning, staffing, training & development and performance appraisal), while a medium level of administrative innovation effectiveness was yielded. Also, this result is in line with the finding in the study conducted in Korea by Cho Lee and Shin (2019). Empirically the study demonstrates that process and administrative innovation increase the likelihood of achieving new product development goals. The findings also show that innovation-supporting human resource practices such as talent development programs and work autonomy increase the effectiveness of the process and administrative innovations. Also, the study suggests that organisations can achieve a sustainable presence in the product market when they constantly innovate the way they run themselves. Additionally, organizations should nurture a creative environment by devising effective, innovation-supporting human resource practices to manage such innovation. It also agrees with Vrontis, Christofi, Pereira, Tarba, Makrides and Trichina (2022). Instead, the results show that intelligent automation technologies constitute a new approach to managing employees and enhancing firm performance, thus offering several opportunities for HRM and considerable challenges at a technological and ethical level.

However, this result disagrees with the study conducted in Asia by Singh, Darwish, Wood and Mohamed (2017). The study found no evidence to suggest that integrated HR systems were any more effective there. This may reflect the extent to which the industry's HR needs may be resolved by turning to overseas labour markets – both for skilled and unskilled labour. At the same time, they found that the efficacy of HR practices varied according to firm characteristics: even in challenging contexts, firms may devise their solutions according to their capabilities and endowments. This result also disagreed with the work conducted by Zhdankin, Suanov and Sharipov (2019), where the ranking of the developed activities showed that the main one for creating innovations is the development of an effective strategy taking into account the introduction of innovative technologies and development of small and medium business, which gives an explosive effect.

This result disagrees with the work of Widhiastuti (2012) result of the reality that the communication of hierarchical organizational structure faces some problems in the role of bureaucracy, its cause the goals of the target, programme schedule, some decisions, and also the organization purpose weren't compatible with the expectation. Unequal socialization was also one of the causative agents due to the long term bureaucracy. Also, the study agreed with the work of Yousifi and Khayyat (2019). The result showed that HRM has also been affected by the tremendous increase in ICT usage within the organization. The World Wide Web has transformed human resources practices, for example, human resource planning, recruitment, selection, performance management, workflow, training, and compensation.

This research indicated the primary recurring problems with using innovation and creativity management in the Ministry of Interior UAE. To overcome the prevalent leadership issues. The finding also disclosed that innovation and creativity management conditions in the Ministry of Interior, UAE, can enhance its effectiveness, resulting in efficient results. This research also discovered that the Ministry of Interior's institutional excellence model practice could be explored in other UAE organisations. This study comes out with an effective recommendation model of innovation and creativity for the Ministry of Interior, UAE.

Creativity and innovation are frequently used interchangeably; however, creativity and innovation are explicitly distinct; the former is the emergence of thoughts and the latter being incorporated. Innovation and creativity are seen in this era of globalisation and competitiveness as essential variables for organisations' sustainability, performance, and excellence. Although three kinds of creativity traditionally occur, this study focuses solely on organisational creativity, individual creativity, the group/team's creativity, and organisational creativity. Innovation is also defined as radical innovation and incremental innovation. The organisational environment, culture, management style, capabilities and abilities, and structure and processes influence organisational creativity.

Five variables that impact organisational innovation are open innovation strategies, structure, top managers' style, and support for middle managers and efficient ways to handle innovativeness. Knowledge and learning have critical positions in the production of quality and innovation of value. Although single loop and double loop learnings as part of the HR management dimension are beneficial for incremental innovativeness, radical innovativeness needs to learn triple loops. It is believed that

creativity in the company will boost creativity excellence, and the organisation's innovativeness will amplify production excellence. Collectively, creativity and innovativeness would promote the competitiveness and excellence of the organisation.

Creativity is regarded as the forepart ending of the developmental processes. Innovation usually takes place across four stages, i.e., idea generation, screening, feasibility and execution. Creativity is the mechanism included in the development of a new product idea. Creativity is the procreation of vision. Thus, innovation sifts these thoughts into reality, refines and implements them. Therefore, creativity needs a varying thought process; however, the design requires an onwards one.

Research Contributions and Conclusion

The contributions of this study are three folds; which are theoretical, methodological and practical contributions. The practical significance of the current research is in two categories, also. It will help the interior ministry minimise the cost of operation, improve service delivery to the public, and increase public service image. The study findings would open a door for employee training and engagement in the change for excellence process that will transform the entire UAE's public service. On a theoretical note, a clear gap in the available research material in UAE for this study is observed. Therefore, this research focused on the survey results to resolve the research gap reported concerning institutional excellence during the literature review. Few existing theories will be reviewed about institutional excellence. This is an academic outcome. The practical contribution aspect of the research is linked to the findings during this study.

Methodologically, this study's contribution to the frame of knowledge will be of academic significance. The study empirically tested independent variables of innovation and creativity with six subconstructs of administrative innovation, process innovation, government services, Motivation, Communication, and Technology, which all proved to be reliable.

The practical significance of this study is portrayed in understanding correlations between innovation and creativity in human resources management in the Government of UAE and its effect on institutional excellence. The study results and recommendations make an initial contribution to the current course of knowledge on innovation and creativity. Recognizing the inadequacy of previous research on the apprehension of the effects of innovation and creativity on human resources management in the Ministry of the Interior of the UAE, this analysis has contributed to the present body of creativity and innovation-related literature.

Lastly, the innovation and creativity in human resource management play a significant role in ensuring efficient and effective service delivery. Having reputable and sustainable innovation and creativity in the human resource of the ministry of interior UAE will boost the performance of the sector and adequate utilization of the human resource will embark, among the benefit that UAE will drive is that adequate information of human resource management has been added by the study. Having "Creativity" and "innovation" plays a significant role in the long-term development and sustainability of businesses in a dynamic environment like the UAE, marked by fast globalisation and breakthroughs in science and technology.

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