



## STRATEGIC AMBITIONS OF HUMAN RESOURCES AND STRATEGIC GOALS OF ADMINISTRATIVE INNOVATION IN DUBAI

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### Abstract

This study aimed to clarify the relationship between Strategic ambitions of human resources and strategic goals of administrative innovation in Dubai. The number of respondents in Ministry of Economy were 55 (55%), while those in the Ministry of Community Development was 45%. The following figure illustrates this. The research data were analyzed using the statistical methods and indicators appropriate to the nature of the objectives of the study using the statistical package for the social sciences SPSS program to obtain more accurate results. Where the researcher entered the data 'to the memory of the computer according to five-Likert scale.

### Introduction

Human resources are considered the base of any strategic process in the modern world there are so many changes due to Innovative which have made business to face complex environments such as political, or cultural, social or economic....etc While the processes of innovation and creative administrations of human resources are considered the base of the development of the governmental and private organizations without any exception, human resources are addressed in the UAE because human resources are very important in the world economy. The primary goal of managing individuals in all small and large public and private organizations is to provide the organization with effective human resources and to develop individuals to meet their needs and the needs of the organization. The UAE has developed systems that protect the rights of its human resources in all sectors because human resources management is very important in the institution which drives of all works and is capable of achieving goals in innovative and modern ways.

### Human Resources Development and Management in Dubai

The foundation of any organization is providing a set of resources to help them achieve the objectives. These resources are mainly human resources, financial resources, material resources, and technological resources, which must be provided in proportion to the activity of the organization.

The basis of these resources is the human resources, attention to human resources in any organization is the basis for success in achieving a competitive advantage.

In many organizations today, management has adopted the principle of caring for human beings as one of the strong influences that gives a competitive advantage especially with the entry into the 21st century, which focuses on the knowledge economy and innovation management. The productivity of human capital or intellectual capital is the main driver of excellence of any organization. The driving force of these organizations is the individuals with the innovation, knowledge, intelligence and skills that fit the requirements of this century.

The government agencies in the UAE are competing to be more innovative and creative in doing business, so it was necessary for these organizations to develop their human resources to motivate them to innovate and innovate more because they are the intellectual capital of any organization.

Human resources, today, are not like those in the past. They become one of the centers that have entered the world of modernity and development. In many countries, including the Emirate of Dubai, the human resources have become one of the most important standards of success in performance through which it is looked at the level of measurement of the institution to the standards of upgrading and quality in performance. Human resources indexes are one of the most important criteria through which quality certificates are awarded to any production.

### The Importance of Development in Dubai

The past 10 years have seen tremendous growth in all sectors of Dubai's economy. The Government of the UAE is constantly working to improve the level of economic transparency and introduce dynamic regulations that help to create small to medium-sized enterprises and gain the ability to meet global financial challenges. Dubai's economy is no longer oil-dependent but has become more diversified and heavily dependent on trade, services and finance. With its central geographic



location in the Asian and European markets, Dubai has tried to consolidate its position as an integral part of global business and this has enabled Dubai to become a popular destination for tourists.

Over the last three decades, Dubai has witnessed dramatic economic developments. It has become an important trading center and its economy became more active and diversified. Dubai has a strategic location and is one of the largest re-export centers in the Arab world and the Middle East. The emirate has attracted large numbers of investors and businessmen due to its excellent infrastructure, international prospects, liberal economic policy and the low costs.

The various sectors in the emirate have achieved continuous growth, enabling their economy to achieve high levels of expansion, diversification and development.

The Dubai economy has a combination of cost, market and environmental advantages and provides an ideal and attractive investment climate for both national and foreign companies. In fact, these advantages do not only put Dubai at the top as a diversified trading center in the Arabian Gulf but also makes it one of the world's booming, stable and dynamic market economies.

Dubai has been renowned for its longstanding tradition of trade and maritime activity and has been recognized as the main commercial hub in the Middle East for a long time and has emerged as a leading re-export center in the region. Over the past few years, Dubai has been home for a number of growing activities such as:

1. Meetings, conferences, exhibitions and tourism.
2. Main regional corporate centers.
3. Regional Center for Transport, Distribution and Logistics.
4. Banking, finance and insurance.
5. Information and communication technology.
6. Light and medium manufacturing industries.

All this has been achieved due to the perseverance of the people of Dubai, and due to the sophisticated infrastructure, luxury and economic policies of the world's future prospects.

With its commitment to an advanced self-vision and keenness to diversify its economy and move away from dependence on diminishing oil revenues, Dubai has begun to grow to be the first international trading hub in the Arabian Gulf and the region. The following are some of the factors that have contributed to the continues success story of this strategic location. Dubai is an appropriate time zone between the Far East and Europe on the East and West axis, the Commonwealth of Independent States and Africa on the North and South axis. Also, it is the gateway to a vast market. There are well established business relationships with more than 5.1 billion people in the region including the Gulf, the Middle East, the Eastern Mediterranean, the Commonwealth of Independent States, Central Asia, Africa and the Indian Subcontinent.

With an infrastructure and a world-class service sector, Dubai has been driven by its conscious policy of investing in transportation and wireless communications, energy and infrastructure to own one of the best structural facilities in the world. This has also contributed significantly to its continued prosperity and attraction to international companies.

The emirate has seven industrial zones, a complex of companies, three highly specialized and internationally recognized free zones, two international seaports, a major international airport, a freight village, a modern high-speed network, reliable wireless communication and reliable power, and facilities that collectively offer efficiency, flexibility, reliability, cost and volume. Dubai is complementing its high-end infrastructure with sector of services that regional and international shipping companies, shipping companies, insurance companies, major international hotels, banks, financial services, law and accounting offices, consulting and advertising agencies, international exhibition and conference facilities, luxury offices, luxury residences, hospitals, schools, shopping centers and leisure facilities.

Regarding the economic developments, the researcher believes that such developments indicate wise leadership in making innovative decisions supported by people whose human resources seek development and improvement and support the views and aspirations of the wise leadership to reach a growing economic level and a leadership that seeks prosperity and happiness for those living in Dubai.

#### **Human Resources Development Methods in Dubai**

The strategy of the Government of the United Arab Emirates has always emphasized the priority of investment in national human capital and to strengthening the leadership of the government sector. According to the vision of the UAE 2021, the UAE will try its best to become one of the best countries in the world.



The focus will be on developing a knowledge-based competitive economy, where the opportunity of sustainability is associated to human capital will all play a vital role. In this regard, the ministries and the federal agencies must be effective when providing services to citizens and business and they must be efficient, as well.

The Federal Human Resources Authority has launched a series of frameworks, policies, and systems, for example, human resources law, its executive regulations, and a management performance system of federal government employees, training and development system, professional conduct document, Human Resources Information System (Bayanati), (Maarif), (Mawred), (Job Evaluation and Characterization System), etc. Developing the performance of human resources departments in the federal government of the United Arab Emirates is considered as a major leap that will allow the development of human resources trends within the federal government.

Within this approach, the Ministerial Council for Services approved in its resolution No. (52/4/2) for the year 2013 on the project of developing and improving the performance of human resources departments in the federal bodies through the use of a balanced performance card for human resources departments.

The development of the performance of human resources departments is a methodology that is based on completing and harmonizing business ability of motivating in order to determine how the departments of human resources are performing within the Ministry / Organization, which helps them to fulfill their commitments and promises and the expectations of its stakeholders. This work begins with the adoption of a clear basis for the procedures and development of the performance of human resources departments, where improvement is often occurred within the department when a manager criticizes HR practices, employees, etc. It is important that the change should be done according to the feedback, the needs of the work and expectations of dealers.

The recommendation of the Development Framework for the "Performance of Human Resources Departments" in the Government Dubai is a four-stage methodology, where the development of the performance of human resource departments is not limited to carrying out the functions of human resources, but to contribute effectively to achieve the institutional success. The focus here will not be on the process of change but on the final results according to the organizational and institutional capacities. The guide will help us to develop performance of human resources departments in a sustainable manner through the application of guidance accompanying it.

#### **Development of Human Resources Innovation in Dubai:**

The human brain has a wonderful ability to change and evolve continuously throughout life, which means that any human resource can develop your intelligence and develop your mental abilities at any age, and that the weakness of mental abilities is not related to age, and intelligence is not related to the young age, but most of the conditions in which there is decline of intelligence and the weakness of mental abilities with age is due to laziness and lack of training and stimulation of the mind. In this sense and belief of the leadership of the Emirate of Dubai in the intelligence of human resources, it instilled the love of innovation.

The researcher believes that the leadership sought to establish the foundations of the self-development of human resources through the opening of the system of creative initiatives for employees. With self-development, the researcher means the building of the personality which is the development and acquisition of information, behavior, or skills that make the individual feel good about him and seeks to highlight his achievements by following methods and means developed by the leadership through the system of initiatives. Such methods and means help him to focus on his goals in innovating and setting goals that make him the focus of attention of the means established by the wise leadership of recognition and motivation. The human resource in the Emirate of Dubai works to achieve excellence work more than any other employee in another place because he aspires to be in the honored positions of the wise leadership led by His Highness Sheikh Mohammed bin Rashid, Ruler of Dubai. The human resource in Dubai has the readiness to deal with any obstacle that affects his development and self-building.

#### **Dubai Smart**

The human resource in Dubai is ambition which makes him to follow the steps of Dubai's vision of making Dubai the smart city. From this point of view, a smart gate. This Smart Gate is the window for the public to benefit from its useful information. Its design is based on three layers of information and the information of the Emirate.

Dubai Smart Gate provides information about 8 to 10 local government companies in Dubai, whether it is about statistical and service data or about examination of smart usage information for the public for its services. The second period includes the rest of the regional government sector companies, followed by the third period targeted at the dedicated business sectors.



The Government Foundation of Smart Dubai is the technical arm of Smart Dubai, which seeks to transform Dubai into the smartest and most successful city in the world. As the institution operates under the umbrella of the Dubai Smart City Office, its vision is compatible with the plans of the agencies with making Dubai the happiest city on earth. The organization is officially responsible for managing and supervising the implementation of electronic and intelligent transformation in the Government of Dubai.

The Government Foundation of Smart Dubai undertakes many tasks and permissions, including: proposing the general strategy of the smart government, supervising smart transformation processes at the governmental level, reviewing government plans and budgets related to smart transformation, information technology, smart services and infrastructure, and proposing legislation to facilitate the transformation process smart transformation.

It is predicted that the platform will be completed by 2020, to become an international model for this type of smart work to get constant development and modernization in the services and data management.

The concept of the platform and its gate is based on facilitating the lives of individual residents and visitors in general and also collecting the information that any individual needs about the emirate in all its sectors.

In order to attract the talent of human resources in Dubai a platform (Dubai Jobs) has been developed which represents the smart generation of recruitment platforms and competency management in the region through a press conference between Smart Dubai Office, the Department of Human Resources, Oracle and LinkedIn. (Dubai Jobs) is an innovative tool developed by the Smart Dubai Government Foundation, the technical arm of the Smart Dubai Initiative, to change the concept of Dubai employment from job seeking to find a job path for the future. The gate will provide job seekers, from the UAE and the world, with access to the professional opportunities available in the government agencies in Dubai in the first stage and in the private sector in Dubai later. This central platform was designed to provide a smart mechanism for handling recruitment applications and to be one of the innovative solutions to attract talent.

Smart City cannot be achieved by technology alone, but by a person qualified to manage and operate technology and applications. He is the cornerstone of achieving the vision of leadership to find the smartest city in the world. Since Dubai has made progress in the most developed cities in the world in the field of human resource management and employment, this makes it a city ready for what the future demands from today. "

Platform of (Dubai Jobs) will be the smart mind to manage and invest competencies in Dubai and provide government institutions and the private sector with the best competencies in various fields from one hand, and it will also serve as a tool to raise government efficiency in the field of employment and shorten the time and effort of both institutions and researchers on the other hand. At the same time, it will provide smart tools for job seekers to develop themselves and learn what they should know about career competition and self-development. "There is one common element that combines all the national strategies led by the future government and is centered on (human), which is the main address of our initiative today, which is to empower people and invest in their capabilities."

Platform of (Dubai Jobs) aims to create strategic perceptions of available talent through a single, comprehensive view of professional competencies across all sectors. Therefore, "this solution will help Smart Dubai to easily access human resources, and hire the most qualified professional talent, refine and keep them through talent management tool based on participation and social networking and characterized with its plentiful rich data."

### **The Importance of Good Strategic Management of Human Resources**

The management of good human resources strategy derives its importance from the following advantages:

1. Linking the movement of human resources management with the aim of the ministry of innovative goals, and this means that the management of human resources good help the ministry to achieve what it targets through innovative employees who achieve the aspirations of management innovatively.
2. Ensuring coordination and cooperation between the human resources department and the senior management of the ministry, which must be good in making decisions.
3. Ensuring that the ministry's resources are channeled from human, financial and technological resources to achieve the objectives of the Ministry in an innovative and good manner.
4. Identifying the strengths and weaknesses of innovative human resources so that these innovations and possibilities will continue in a manner that achieves the objectives of senior management in ways that are good when implementing the ministry's strategies.



5. Ensuring that innovative human resource management activities are directed in the same direction as the activities of the ministry in innovative ways.

### The Research Problem

The research problem comes from determining the degree of weakness in adopting the bases of the Innovative of human in some governmental organizations in the UAE.

### Objectives of study

#### This Study Aims To Achieve The Following

1. To study human resources development in UAE and Emirate of Dubai.
2. To study human resources management in UAE and Emirate of Dubai.
3. To study development of innovative in Innovative UAE and Emirate of Dubai.

### Hypothesis of the study

There are significant difference between the rational governance and strategies of administrative creativity. This hypothesis is divided into two subgroups as follow:

1. There is statistical significant relation between rational governance of Human Resources and the application of training strategy.
2. There are statistical significant relations between rational governance of human resources and technological innovative methods in administrative work.

### Methods of Data Collection

1. Nature and method of data collection : The study will rely on primary as well as secondary data .
2. primary data are collected via the questionnaire as a basic means to information collection .
3. Secondary data are collected via Arabic and foreign books, some of the published and non-published theses and dissertations.
4. Newspapers and magazines
5. Reports and laws
6. Internet

### Research Population and Sample Size

#### The population of study

There are many ministries of the federal government in the UAE with human resources. The number of ministries of the federal government in the United Arab Emirates about 17 ministries and federal ,The researcher has chosen tow ministries to form a research community for easy access to the higher departments.

**The Sample Size:** The study Sample Size consisted from human resources of the Ministry of Economy , Ministry of Community Development , where the sample of the study will be the managers and heads of departments in those ministries in Emirate of Dubai.

Table No(1)

Ministries	Frequency	Percent
Ministry of Community Development	45	45.0
Ministry of Economy	55	55.0
Total	100	100.0

According the table, the response of the Ministry of Economy was greater than Ministry of Community Development. The number of respondents in Ministry of Economy were 55 (55%), while those in the Ministry of Community Development was 45%. The following figure illustrates this

### Study Limitation

Place Limitation: The study sample included managers and departmental heads in tow government ministries in the Emirate of Dubai in the United Arab Emirates:

Ministry of Community Development

The Ministry of Economy.

Time limitation: From 2014 to 2017





### The Psychometric Characteristics of the Study Instrument

The validity and reliability of the study instrument was ensured in order to verify its validity and its ability to achieve the objectives of the study.

#### 1.9.1 Validity of the study instrument:

To measure the validity of the tool, the researcher used content validity where he distributed the instrument to a group of experts to get their views on all variables related to the study, know how accurate and clear the questions are scientifically, and determine their validity in measuring what it is required to measure and their relevance to the study objectives. (Al-Tayeb, 1999: p. 291).

The researcher used this kind of validity and distributed the instrument to a group of six experts specialized in the field of management. The experts provided some valuable notes and suggested to make modifications. None of the experts mentioned deleting or adding any items.

#### Reliability of the Study Instrument

To determine the reliability of the instrument as a whole, the coefficient of reliability of Corbache Alpha (0.96). In addition, Spearman-Brown Spilt Halfcoefficient was found to be (0.93) indicating that the coefficients are high in value which make the instrument suitable for study and measure what it was designed to measure. Table ( ) shows the reliability coefficient of Cronbach Alpha and the Spearman coefficient for each of the six fields of study.

#### Statistical Analysis

##### For The Analysis of Data, Various Statistical Tools Were Used In This Study Such As

1. Frequency and percentages to know the characteristics of the study sample.
2. The mean and the standard deviations.
3. T-test for one sample to find the differences between the means and the assumption mean of the study (3).
4. To test hypothesis validity, the researcher used the Pearson correlation coefficient and the level of significance.
5. Kay square (Corbache Alpha) and Spearman coefficient to test the reliability of the study instrument.

**Table. 1, Values of Five-Likert Scale**

Opinion	To a very large extent	To a large extent	To a moderate extent	To a small extent	To very small extent
Value	5	4	3	2	1

The research data were analyzed using the statistical methods and indicators appropriate to the nature of the objectives of the study using the statistical package for the social sciences SPSS program to obtain more accurate results. Where the researcher entered the data 'to the memory of the computer according to five-Likert scale.

#### Conclusions

The following is a summary of the findings that reached by the researcher:

Group	Statistics	Rational Management of Human Resources
<b>Administrative Innovation Strategies</b>	Correlation coefficient	0.84
	Level of significance	0.000

The results of the test of the relationship between the application of the strategy of administatrtive training and human resources management through Pearson correlation coefficient showed a strong correlation between them. The correlation coefficient between them was (0.84). When testing the statistical significance of the correlation coefficient through T test it was found that this coefficient is statistically significant at 0.05 or less where T significance reached (0.000), which is less than the significance level of this study (0.05).

That is, the more the administatrtive training strategy is implemented, the more it will lead to the development of rational human resources management and vice versa.

Group	Statistics	Rational Management of Human
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Administrative Innovation Strategies		Resources	
		Correlation coefficient	0.86
		Level of significance	0.000

The results of the test of the relation between administrative innovation strategies and human resources rational management through Pearson correlation coefficient showed a strong correlation between them. The correlation coefficient between them was (0.86). When testing the statistical significance of correlation coefficient through T-test, it was found that his coefficient is statistically significant at (0.05) where the the T significance reached (0.000), which is less than the significance level of the study (0.05).

That is, the more administrative innovation strategies are used, the more likely it will lead to the development of human resources rational management and vice versa. As a result, we will accept the first main hypothesis (there is a statistically significant relationship between human resources rational management and administrative innovation strategies).

### Results of Statistical Analysis Showed

1. There is a desire of the good management in administrative innovation, and this confirms the ambitions desired by the emirate of Dubai through its innovative leadership. The item was significant and has received a very high degree of agreement.
2. The administrative goals set in the government ministries are rational due to the leaders who are always seeking for progression and administrative development. This item has been significant and has achieved a very high degree of agreement.
3. Administrative leadership is rational in decision-making. This confirms that administrative decisions are made after thinking and are not random . It is the wisdom of leadership makes decisions good. This item has been significant and has achieved a very high degree of agreement.
4. There are technical possibilities in the administration to help innovation and creativity. This item has been significant and has achieved a high degree of agreement due to the diversity of technological means used within the government ministries in Dubai.
5. Good governance decisions help to innovate. This item has been significant and has achieved a high degree of agreement. This confirms that the leadership is encourages to motivate its cadres in the development of creativity and managerial innovation.
6. Good governance is characterized by innovation outside the organization. This item was significant an has received a very high degree of agreement. This is the result of partnerships conducted by government ministries with other parties. The aim is to develop innovation and benefit from the experience of other parties.
7. Human resources management is flexible because it helps in the innovation of employees. This item was significant and has received a high degree of agreement. The human resource is the basis of managerial development and when the administration develops him, it earns his trust and makes him shows all his creative potential.
8. There is a specialized department in the rationalization of administrative decisions. This item was significant and has received a high degree of agreement. The presence of such departments helps to rationalize decisions and often are the management of excellence or the strategic management.
9. The training programs of the Ministry contribute to develop the skills of innovation in their field of work. This item was significant and has achieved a very high degree of agreement. The wise leadership always tries to renew and develop the level of human resources in an innovative manner by following everything new in the field of training and human resource development in an innovative and distinctive way.
10. Training contributes to the development of scientific thinking and the spirit of innovation and creativity. This item was significant and has achieved a very high degree of agreement. When the human resource receives continuous training courses, this contributes to the development of their intellectual and managerial performance and thus they become innovators.
11. Ministry employees, who have received training programs, have a higher level of innovation in their performance. This item was significant and has achieved a high degree of agreement. The performance of employees, who receive training courses, becomes better because they contribute to innovation and improve the level of organized performance within government ministries. Thus they become innovators, creative, and rational decision makers.
12. The Ministry provides the necessary financial resources necessary to implement the training strategies. This item was significant and has achieved a high degree of agreement. Financial resources are the main sources through which strategic goals are achieved.



13. There are managers who are innovative in the development of training methods. This item was significant and has achieved a high degree of agreement which confirms that the level of managerial innovation and guidance reached by human resources is the result of training possibilities and specialists in high quality training.
14. Innovative training methods contribute to the needs and development of employees. This item was significant and has achieved a high degree of agreement. The training methods are of an innovative and creative quality, and the trainers are highly trained.
15. Diversification in training programs helps rationalize administrative decisions. This item was significant and has achieved a high degree of agreement. Renewal and diversification of human resources training raises the motivation of human resources to get the training courses. The human mind, by its nature, seeks renewal and avoids routine work. Change and diversity make it more intelligible to knowledge and become more rational in job performance.

#### **According To the Study Findings, the Researcher Recommends The Following**

Policies and programs must be developed to help satisfy the psychological, economic and social needs of human resources so as to encourage individuals to develop and exploit their skills in a creative and innovative manner

1. Human resources departments should understand the strategy of the ministry or federal agency and the expectations of stakeholders, and recognize the institutional needs and external variables.
2. The wise leadership must establish a culture of the future as a government orientation, raise awareness of its importance, build capacity and strengthen the UAE's status as a global destination for the future
3. Rational leadership should develop a strong organizational and material infrastructure to build the future and invest in national cadres.

#### **Conclusion**

Results of the study showed That is, the more administrative innovation strategies are used, the more likely it will lead to the development of human resources rational management and vice versa. As a result, we will accept the first main hypothesis (there is a statistically significant relationship between human resources rational management and administrative innovation strategies).

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