

A STUDY OF INNOVATIVE HR METHODS AND TECHNIQUES IMPLEMENTED IN THE UAE GOVERNMENT DEPARTMENTS

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Abstract

The aim of this research study is to identify the innovation methods and techniques that are implemented in the government departments of the UAE. In this research study, primary and secondary research methods have been used to collect information related to the research topic. The secondary data is collected from scholarly articles, reports and websites. The primary data has been collected using the qualitative approach. The interview has been conducted with the employees of government departments. 5 employees have been selected using the convenience sampling method. The data collected helped in identifying the innovative techniques implemented in the UAE government departments. It has been found that innovations were introduced in recruitment and selection, employee security, compensation management, performance management, career development, employee motivation and training and development. Innovative techniques for the management of employees have been implemented in the UAE government departments, which helped them attain success through effective human resource management.

Keywords: Human resource management, innovative HR practices, career development, HR practices, employee motivation

INTRODUCTION

Human resource management is one of the areas in which theoretical and methodical researches have been conducted. This is because awareness among the people related to the importance of human resources and the benefits of effective management of human resources on the performance of an organization is low. Human resource management is focused on the

management of the human resources. It is important to plan, retain and acquire the right people and manage them in an effective manner. Innovation is one of the factors that help in reducing the operational cost of the organization. It helps in enhancing the profitability of the organization. There are many activities that are undertaken for the effective management of the human resources. The different methods and techniques are widely used by organizations for the purpose of making sure of effective management of the human resources. Some of the methods and techniques that are mainly used by organizations include job analysis, personality tests of the candidates for recruitment, interviews, training programs, balanced score card, mentoring, positive and negative verbal feedback and such others. Innovation in the field of managing the human resources can help in retaining the employees, motivating them and increasing their commitment and loyalty towards the organization. Hence, the methods and techniques for human resource management that are improved and are newly introduced can be referred to as the innovative methods and techniques of HRM. Innovation in general can help in enhancing the ability of an organization to manage the employees in more effective and efficient manner (Nicolescu, 2009).

Research objectives

- To identify and evaluate the innovative methods and techniques of HRM that is used in the UAE government departments.
- To recommend innovative methods and techniques of HRM that can be implemented in the UAE government departments.

LITERATURE REVIEW

Need of effective human resource management

Human resources are considered as the most important assets of an organization. The management of human resources is important in order to retain the right employees in the organization. It is important that the employees of an organization are highly qualified. The organization needs to adopt motivation enhancing practices, skill enhancing practices, opportunity enhancing practices, promote the collaboration, integration and use of the technology in the organization. All these practices can help organizations to manage their employees in an effective manner (Wilkins, 2002). It is necessary for organizations to manage the human resources in an effective manner such that they can attain job satisfaction and stay motivated. It is considered that human resources are the major contributors in the success of an organization (Ahmad & G.Schroeder, 2003). The contribution of employees can help organizations to attain profitability. Retaining the talented, skilled and highly qualified employees

in the organization is the need of any organization. The efforts of the employees results in a positive boost in the performance of the organization (Hertog, et al., 2010).

Innovation in HRM

Innovation and improvements in the field of HRM evolved decades ago. The focus of implementing innovation in the field of HRM was to follow a value driven, proactive and integrative approach for the management of human resources (Agarwala, 2003). Human resources are the major assets of any organizations. The management of the human resources can be effective if the practices that are followed for human resource management are improved over time. It is important to bring changes in the HRM practices so that the process of managing the human resources can be improved. It is important to offer the right opportunities to the employees. Attracting employees by providing incentives and other benefits is important. Innovation in the HRM mainly refers change or improvement in the practices related to HRM (Laursen & Foss, 2003).

Innovation is the need of every organization for establishing a competitive advantage. It can help in keeping the employees satisfied. The objective behind the innovative techniques of HRM can be achieved through reviewing the need for change in the organization. Reviewing the human resource management techniques can help in identifying the weak areas of the technique. An improvement in the techniques or methods of HRM can provide much needed support to the organization (Chowhan, et al., 2017).

Innovative HR practices

A review of the literature was conducted by Kumar & Archana (2017) on innovative human resource practices. The paper by the authors identified the gap in the existing literature and helped in providing a direction for the future researches. The study helped in providing the information that there is a relationship between the innovative practices of HR and HR outcomes. The innovative human resource practices help in improving employee productivity. The innovative HR practices like career planning, rewards and recognition, compensation and incentives, employee retention strategies, employee acquisition strategies and performance appraisals, are helpful in enhancing the performance of the employees, HR department and the organization on the whole. The operational performance of the organization can be enhanced with the help of implementing innovative HR practices in the organization. These practices help in increasing the commitment of the employees towards the organization (Kumar & Archana, 2017).

Innovative human resource practices are helpful in influencing employee job involvement. The HR practices related to establishing effective employee relations such as training and development and recruitment and selection can help in effectively increasing their job involvement. Along with this, the compensation, recruitment and selection and performance management is helpful in increasing the commitment of the employees towards the organization (Edralin, 2008).

The innovative HR practices and policies can help in achieving success with recruitment and maintain employee satisfaction. Organizations understand that it is important to provide the employees with leaves for vacations. It helps in increasing the productivity and focus of the employees. It is important to formulate new policies at regular intervals to increase the engagement of the employee towards the organization. Along with this, investment in employee's health is one other innovative human resource practice that allows the employees to attain security. It is important to focus on the health of the employees. The employees can perform better when they are mentally and physically healthy. The workplace flexibility is increasingly implemented by organizations. It helps in focusing on the work life balance. It is important for the employees to maintain the work life balance to perform better in the organization. The employees should be provided with the privilege of flexible working hours so that they can maintain proper work and personal life effectively(Hoop, 2016).

METHODOLOGY

There are different research methods that are followed to conduct a research study. Two of the main types of research studies are: primary research method and secondary research method. The primary research study is conducted to collect the original and reliable data with the efforts of a researcher. The secondary research methods are used to obtain the data and information from the previously conducted research studies (The Hartford, 2018). In this research study, both primary and secondary types of research have been conducted.

The secondary data has been collected from scholarly articles, reports and official web sources. The primary data has been collected by using the qualitative research approach. This research approach helped in collecting in-depth information and data related to the research topic. Interviews have been conducted for collecting the data. The convenient sampling method has been used to collect the data. The interview has been conducted with the employees of the UAE government departments. Five (5) employees have been selected for conducting the interview.

RESULTS AND DISCUSSION

The major objective of the research study is to identify the innovative techniques and methods that are implemented in the UAE government departments. For the purpose of collecting the data and information for the research study, an interview has been conducted with the employees of the UAE government departments. With the help of the interview, it has been found that the areas in which the innovative methods and techniques are implemented in the UAE government departments are recruitment and selection, training and development, performance management, compensation management, career development, employee motivation and employee security. It has been found by the responses of the employees that the practices that are implemented by the government sector for innovation include, selection of professionals in the UAE government departments, selection of employees as per the service attitude and clear outlay of the recruitment and selection has been defined for the purpose of hiring employees in the department. Along with this, online websites are also developed by the department in the government sector of the UAE. It is used by the department as an online portal for recruiting employees. The managers at the organization check the profile of the candidates which makes it easier for them to get qualified and professional candidates in the organization. It helps the managers of the organization to get the right employees for the right position. It enhances the ability of the organization to hire the employees who are highly qualified and skilled. The skilled and the talented employees in the organization are contributing highly in the performance of the organization. The employees stated in the interview that in order to provide innovative training to the employees, the government department examines the trainees and evaluates their abilities to make sure that the training offered to them is effective and can help them improve their performance. Customized training is offered to the employees as per the need of development in the specific area. Continuous training to the employees helps in enhancing their abilities and skills. It is considered that training is very helpful for the improvement of the employees in the organization. The assessment on a continuous basis is performed by the department such that the need for training the employees can be identified. The managers of the department in the government sector of the UAE motivate and encourage the employees to apply for the training. They offer a chance to the employees to implement the techniques that they have learnt in the training program. It helps in providing the employees with a feeling of belongingness with the organization. It also helps in increasing the loyalty and commitment of the employees towards the organization.

As per the information given by respondents, innovation implemented in area of performance management is that the managers use performance matrix in order to measure the performance of employees in the department. The performance evaluation of the employees is

highly important in order to identify the weaker areas that need to be developed within them. For appraising the employees, the goal of the employees are reviewed and they are appraised for achieving their goals and improved performance. The performance of the employees is also reviewed from multiple sources and the employees are appraised for their enhanced performance in the department. Along with this, innovation in the compensation management is also implemented in the government sector. Compensation management helps in establishing the relationship among the employees and department. The innovation that is implemented by the department includes incentives to the talented employees, special festival advance, increment on a regular basis and customized perks to the employees. This innovation is helpful in giving happiness and satisfaction to the employees, which eventually helps in increasing their engagement with the organization.

Apart from this, the innovation related to career development that has been implemented by the government sector of the UAE incorporates educational opportunities to the employees so that they can establish their professional skills and abilities. The department approves the applications of the employees for career opportunities. The employees performing well are also offered promotions and benefits. The development of the employees provides benefits to the organization and the employees as well. Organization can increase the number of highly qualified employees within their organization by providing educational opportunities to the employees. The employees are also promoted in the department in a timely manner. In the area of employee motivation, the innovations that are implemented by the department include – higher level autonomy in workplace, flexible working hours, and opportunity to join stress management programs in order to reduce the pressure from their heads. These are the factors that contribute in motivating the employees. The performance of employees improves through the motivation and organization gains benefits through improved performance of the employees.

The innovation in the area of the employee security is also implemented in the organization. The method that is adopted by the department is that the employees are provided with sufficient retirement benefits, insurance of their dependents, options for voluntary retirement, and formal mechanism for their grievances.

It has been stated by the employees that the implementation of innovative techniques in the organization helped in enhancing their performance on the whole. Along with this, the commitment and loyalty of the employees towards the organization has increased in an effective manner. The improvement in the performance and satisfaction level of the employees has increased highly with the implementation of innovative methods and techniques. The innovations in the HRM helped the employees to believe the policies of the organization. They become more engaged toward the organization and also help it to improve and attain growth.

Emiratization is one of the policies that is followed in the UAE. Opportunities are provided to the Emiratis before granting them to the non-Emiraticitizens(Rees, et al., 2007). The support is provided to the human resources to follow innovative HR practices through an integrated strategy. The annual leaves for the employees of the government sectors have increased. This is one strategy that can help in providing a supportive work environment to the employees. Along with this, other types of leaves are also provided to the employees so that they can maintain a proper work- life balance in an effective manner (Albawaba, 2018).

In the UAE Ministry of Finance, development, training and education are considered important. The Ministry of Finance holds an annual training program to build and develop the skills and capabilities of their employees in different areas. This helps the ministry of finance to attain their objectives with the contribution of all the employees. The ministry of finance adopts innovation for planning the training solutions for different areas. Government Innovation team organized a workshop with training departments for the employees of the ministry of finance, federal authorities and other ministries of the UAE. The workshop was organized with the aim of finding innovative technological solutions in the field of training, innovative tools for evaluating the need for training and finding out the priorities related to training(MoF, 2018).

The UAE University community works towards developing research solutions, providing quality education and promoting knowledge among the citizens. The HR department of the university collaborates with the leaders of the University for enhancing the performance of the organization and also to engage the staff. The recruitment and retaining of qualified employees in the university is the aim of the university, with the purpose of creating exceptional employment experience and facilitating professional development for enhancing the skills and performance of the employees(UAEU, 2017).

Many government departments have implemented the local and the international excellence HR standards in order to enhance the human resources. The knowledge management strategy has been implemented in order to enable the organizations to perform self-assessments and build methodologies that can support the knowledge management strategy (MBRSG, 2018).

CONCLUSION

Innovation is important for the effective management of the human resources of an organization and also to establish a competitive advantage. Attracting the right employees is important for the organization as employees are the major assets for any organization. It is important to implement innovations so that the employees can attain satisfaction by the HRM practices of the

organization. It is important to satisfy the employees of the different departments. The implementation of innovative techniques and methods for the management of the human resources can help the organization to attain success by enhancing the profitability of the organization, with the contribution of its human resources. It is important to identify the need for improvement in the area of human resource management. The identification of the need for improvement can help the organization to establish a competitive advantage. Hence, innovation is the need for organizations to effectively manage their human resources.

RECOMMENDATIONS

- The implementation of technology for the management of the human resources is important. The UAE government departments should implement technology in order to manage the human resources in an effective manner.
- It is possible to evaluate the performance of the employees by maintaining the data related to their performance through computerization, which can help in analyzing their performance and rewards can be presented to the employees for their extraordinary performance.
- It is important to develop a clear road map. It should include measurable intermediary targets along with the final outcomes. This can help in developing and implementing an effective HRM strategy and setting the objectives and goals.
- It is necessary to develop strong HR capacity in the federal authorities and ministries. Along with this, positioning the HRM departments in the form of business partners to emphasize upon the culture and performance is essential (OECD, 2014).

LIMITATIONS OF THE STUDY

The major limitation of this research study is associated with different factors such as time, budget, biasness and sampling methods that have been used in the research. It was difficult to obtain the information and data related to the methods and techniques related to HR. The budget for the research was quite low which somewhat affected the research procedure. There was a lack of time which affected the research. Along with this, the employees selected for the purpose of the interview were biased and were not providing the actual information related to the innovation in the methods and techniques of HRM.

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