

Human Resource Organizing And Continuity Of Performance In General Directorate Of Residency And Foreigners Affairs – Dubai

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Abstract

The study explain the aspects of HR organizing as predictors for organizational resilience and continuity of performance during crisis in GDRFA in Dubai. According to the first purpose, which is to analyze the influence of job specialization on performance continuity, the second objective is to investigate the impact of authority on performance continuity in. The third aim is to assess the influence of chain of command on performance continuity in, and the fourth objective is to assess the impact of delegation on performance continuity.

Keywords : Human Resource Organizing ,Continuity of Performance.

1. Introduction

Human Resources (HR) as the potential and driving the organization has an important role. Each individual as a subject who needs to be empowered contributes to the progress of the organization because they are an organizational asset. The global view of the meaning of employees is getting wider and more open. Employees are not only seen as mere resources but as assets, capital and even investments for an organization or company, so it is very important for a company to develop great and quality human resources . The success of the company can be achieved because of the competent employees in the company .With good quality performance from employees will have a positive effect on employees and the company itself . Every company that is able to compete must have qualified and competent human resources . Thus, this subject becomes a

key determinant of the development of a company because in this case employees are employed as drivers to achieve the goals of a company . Sinambela, E. A., Darmawan, D., & Mendrika, V. (2022)

HRM and organizational resilience in crisis performance in high-density competition marketplaces encounter unfavorable and high-impact scenarios such as consumer choice changes, technical changes, gaps, and consolidation, as well as reflections of natural catastrophes (Morales et al., 2019). The rising interruptions to organizational life caused by financial crises or natural catastrophes have resulted in a greater appreciation of the need of flexibility for firms and their personnel (Bindal et al., 2020).

1.1 Problem Statement

The sustainability of organizations is considered the most important topic of research in organizations Rauter, R., et al (2019). In most cases, the sustainability of an organization is misunderstood or misinterpreted as financial stability. The reason behind this misconception is because when an organization goes through a phase of instability, the symptoms of the instability show up in the finances. However, organizational sustainability or survival is not only dependent on effectively managing the finances. It is also linked with other strategic aspects like leadership and personnel management in organizations. Therefore, organizations need to implement a comprehensive set of human resource management practices that are strategic, enhance employee performance, and help the organization achieve sustainability in the long run Chams, N., & García-Blandón, J. (2019) .The researchers' specific human resource practices, i.e., training, employee participation, employment security, job description, performance-oriented appraisal, internal career opportunities, and profit sharing, that can help the organization in long-term survival are called SHRM practices. This claim is now supported by a large body of research and recent meta-analysis Martin, G., et al. (2016). The phenomenon of SHRM practices describes adopting a group of key human resource (HR) practices that enhance the knowledge, skills, and abilities (KSAs) of employees through which organizations can achieve sustainable performance, which ultimately creates value for the organization . SHRM practices help individuals to a build resilient attitude that leads organizations towards higher and sustainable performance as long-term sustainability and survival of an organization are only possible if the organization is resilient. Rehman, K. U., Mata, M. N., Martins, J. M., Mariam, S., Rita, J. X., & Correia, A. B. (2021)

Continuity of performance is highly dependent on the capacity of the organization and the prospective upgrading of the crisis management team in organizational resilience (Duchek, 2020). Organizations that incorporate continuity of performance as well as critical monitoring in terms of operational resilience features in a predetermined period of time will minimize negative impacts on their value as well as their reputation and also crisis (Bakar et al., 2016). Organizations fail to implement effective continuity of performance during crisis due to a lack of business specialization, effective authority, chain of command, and delegation of management that is defined by many of the senior management and board of supervisors. (Mathebula & Barnard, 2020)

The obstacle in managing institutions in light of crises is the continuity of performance in institutions, which intersect with a number of business systems, or their application on the basis of a corporate institution on a large scale. Members of the organization in conjunction with achieving a high level of organizational Resilience (Vreugdenhil, 2020). The potential benefits of continuity of performance on organizational performance are essential to provide a valid quality continuity of performance efforts and also to draw attention and ultimately to obtain full support from top management for HRM efforts in this direction (Quigley et al., 2020).

Understanding the effects of HRM on continuity of performance on organizational resilience is important because continuity of performance is one of the main drivers for improving a company's ability to withstand its resilience, in addition to staying under severe internal and external pressures as a result of good performance of HR (Duchek, 2020). The strategic role of HRM may end up being a source of competitive advantage for continuity of performance and organizational resilience, and it is discussed comprehensively on how to continuity of performance, which confirms the importance of human resource management specifically in the functions and management of the organization (Ndege, 2018). Furthermore, HRM as a determinant of continuity of performance in improving organizational resilience has rarely been thought of or may have been addressed in current researches as predictor to continuity of performance and organizational resilience(Duchek, 2020).

1.2 Significance of the Study

The scientific importance of this study is represented as an extension of the series of researches that related to HRM, specifically seeks to address

its importance on indicators of organizational resilience as well as continuity and performance during the crisis as a whole in the Directorate, which has a partial contribution towards organizing human resources and reducing its neglect in the context of administrative work. And the current study attempts to focus on the most important factors of HRM as a predictor of organizational flexibility in addition to the consequences of success in its establishment and proper supervision in order to have a beneficial effect on continuity and performance procedures. The current research study will be valuable in the sense that understanding the importance of as well as making use of a formal partnership-based technical framework will ensure that the data accumulated from the service sectors is appropriate, standardized and critically considered, and that the research will be based on accurate assumptions.

2. Literature Review and Development Hypotheses

This section aims to review existing studies relevant to the context of this research. The review is HR organizing in Dubai, strategy affairs foreign and residency of directorate in Dubai, underpinning theories, and conceptual framework Administrative Theory is closely associated in many ways; this is shown in the attainment of the organization's objectives in sustaining business continuity, as well as in attaining Organizational Resilience, which adds to increasing the performance of Human Resource Organizing. While contingency theory is significant in organizational practice, particularly in Human Resource Organizing, it is connected to the theory of contingency. It is a research approach for studying organizational behavior and business continuity during crises, in which explanations are presented for how incidental elements as well as the external environment impact the design and operation of organizations. It is a theory that monitors the organization in relation to the variables of emergencies and the extent of its ability to withstand and the continuity of its business.

The RBV Theory, on the other hand, is a theory that traces the origins of the resource-based viewpoint back to many writers, with the insistence that the basic principle of this theory depends on an organization's competitive advantage with the application of the valuable resource package at the company's disposal in light of variables such as crises, and it contributes It is possible to affect the Human Resource Organizing of the company and then maintain business continuity in it in order to gain competitive advantage, which is regarded a cornerstone for institutions that aim to achieve Organizational Resilience.

2. 1 HR Organizing

HR departments are increasingly expected to operate as a business within a business rather than as a disconnected and isolated set of HR practices. As such, like any business, HR departments (and other staff groups) must have a vision or strategy that defines where they are headed, a set of goals (objectives, outcomes, or deliverables) that focus the priorities for the work and investments essential to carrying out this vision, and an organization structure that allows HR to accomplish these goals. We have discussed elsewhere that the emerging vision of an HR department is, simply stated, to create value for key stake-holders as follows: Ulrich, D., Younger, J., & Brockbank, W. (2008)

- 1) Employees have the right set of competencies and are committed to the organization and its goals.
- 2) Line managers have increased confidence that business strategies will be executed.
- 3) External customers buy more products or services resulting in greater loyalty and customer share.
- 4) Investor confidence leads to increases in market value through recognition of the company's growth prospects as measured by intangible shareholder value .
- 5) Communities in which organizations participate have more confidence in the organization's ability to deliver on its social responsibilities.

The HR Structure Should Reflect the Business Organization As a business within a business, the HR organization should be structured to reflect the structure of the larger business. Business organizations align with the strategies of the business they support, and HR should follow suit .Companies typically organize along a grid of centralization-decentralization, which leads to three basic ways in which a company operates : holding company, al-ried/diversified organization, or single/functional business. Ulrich, D., Younger, J., & Brockbank, W. (2008)

The HR organization in the Dubai national business system takes into account centralization, coordination, and control systems, task segmentation and specialization, job and skill specialization, and the authoritative character of employment interactions and HRM practices .As a result, the primary nature of HRM in the specific institutional context of Dubai is to analyze HRM practices from a national business systems perspective, focusing on determining work, employment, and identifying the underlying mechanisms of the interplay between institutional factors, work, employment relations, and HRM (Saheem & Festing, 2018).

According to Saheem et al. (2017), the ultimate objective is to create and explain the embeddedness of HRM practices and policies in Dubai, led conceptually by the national business systems viewpoint and empirically based on exploratory findings. The seven emirates of Abu Dhabi, Dubai, Sharjah, Ras AlKhaimah, Ajman, Umm al-Quwain, and Fujairah are nevertheless ruled freely by their own rulers despite the presence of a shared federal government (Wakefield, 2020). As a result, the specific environment, namely Dubai, takes into account information concerning associated cultural and institutional restrictions in the context of Arab culture and thus takes a larger viewpoint (Saheem & Festing, 2018).

Additionally, the importance of policy design and the institutional environment in determining the efficacy of Emiratization, as well as an all-encompassing analysis of the specificities of the institutional context in Dubai and implications for the area of HRM (Cook, 2020). Furthermore, the Dubai national business system and HRM practices require a more extensive examination of the nature of those parts of the national business system that are important to HRM . We are concerned with the general logic governing these elements and focus on the key characteristics of national business systems relevant in Dubai when considering the key characteristics of an organization's HRM structure and ways of coordinating HRM practices and policies. (Cherian et al., 2021).

Its basic argument is that in order for a firm to achieve SCA, it must acquire and manage advantageous, uncommon, unmatched, and non-substitutable (VRIN) resources and skills, as well as have the structure in place to absorb and use them (Uchegbulam & Akinyele, 2015). The RBV theory highlights the diverse character of the organizations since resource restrictions increase variations in business processes .Better yet, the idea suggests that, When resources become redundant, firms must continually reinvent themselves via development and financial investments,

capitalizing on early adoption, and deploying sources in the order in which they create .

2.2 Continuity of Performance

Management of performance continuity in companies has also garnered attention in the organizational setting (Sanusi & Johl, 2020). Despite there is a lot of support for considering continuity and change together in the writings of top strategic and organizational thinkers, there is a lack of understanding on how to properly apply or manage this contradiction . It offers strategic channels to blend performance continuity and change at various levels of strategic flexibility, such as divert, shift, split, and integrate, and another major focus of strategic management has been to successfully monitor strategic performance (Lapersonne, 2018). Performance measurement and management have virtually become their own body of knowledge, providing frameworks for managing strategic performance .

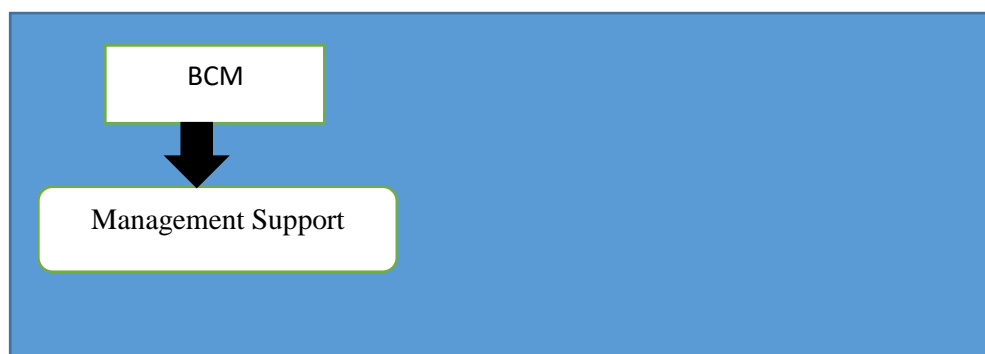
The objective of Business Continuity Management is to assure the operational continuity of an organization . Besides continuity of businesses, BCM plays an important role in preserving the competitive advantage of businesses and the economy as a whole . In general, many industries have emerged BCM as a structured procedure in responding to the consequences of disasters or crises . Previous studies related to BCM suggested for activities and actions that needed to be accomplished to accurately prepare any organizations when facing disaster. The activities involve in BCM consists of a number of different phases, which depend on the context of BCM required by an organization and in this study, These activities consist of risk assessment and business impact analysis which form the two important activities to commence the BCM planning process. Al Ameri, M. A. S. S., & Musa, H. (2021)

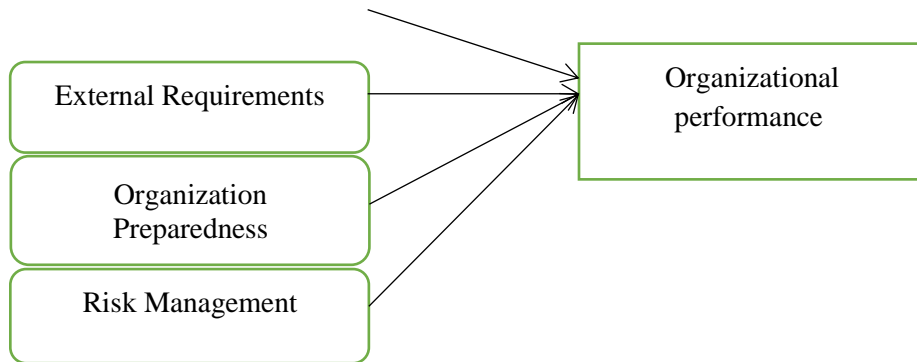
Nevertheless, the definition supplied by the continuity of performance is a comprehensive management approach that offers a frame work for establishing resilience and the competence for an effective reaction to possible risks while safeguarding the interests of its keys take holders (Håring et al., 2017). The planning for continuity of performance is a method through which businesses take the measures and employ the capabilities required to safeguard assets and continue with the organization's most essential business activities if an unexpected disruption to business processes occurs (Chapman, 2017).

The continuity of performance requires procedures in place that are "intended to enable the organization to satisfy current customer responsibilities and resolve existing relationships with other broker dealers" (Lemken & Rowe, 2020). The importance of the requirement to comply with various rules has prompted firms to enhance their continuity of performance management, with the most prevalent motive being the necessity to comply with regulations (Azadegan et al., 2020). Several firms have also adopted restructuring by splitting performance continuity and change at separate planes to address both survival and development amid unpredictable market dynamics, as shown in mega mergers in the steel and oil sectors . Combining the forces of performance continuity and change ahead is performed in giving solutions for organizations in order to retain the fulfillment of comparable customer demands but in a different manner, hence increasing the enterprise's and its stakeholders' strategic performance (Sahhar et al., 2021).

The strategies may clearly distinguish between managing continuity and change in many ways in order to address some or all dimensions of strategic performance, and continuity and change constitute one of the several strategic paradoxes to be handled through strategic flexibility (Ivory & Brooks,2018). Today's management philosophy is driven by key organizational objectives such as service availability, timely delivery, and exceeding consumer expectations (Bakar et al.,2015). Organizations that incorporate continuity of performance management into their strategic management may gain a distinct competitive advantage interms of operational resiliency, which includes the rapid recovery of critical business functions within a predetermined time frame while minimizing the negative impacts on their value and reputation (Ravichandran, 2018).

The selected Business Continuity Management factors are used including(Figure 3): Management support, external requirements, organization preparedness, risk management. These four factors were selected according to their definition and scope within the context of BCM. In addition, these components are significant elements for the successful implementation of the BCM in the organization. Al Ameri, M. A. S. S., & Musa, H. (2021):





Source : Al Ameri, M. A. S. S., & Musa, H. (2021)

- 1- Management Support : the active involvement of senior management can guarantee the continued provision of financial support and other critical resources to develop and support the BCM implementation, the lack of support by top management ultimately leads to poor execution, inadequate involvement of the company as a whole, and ultimately failure planning. Similarly, lack of understanding by senior management also prevents the effective implementation of the BCM program .
- 2- External Requirements :BCM is no longer an additional task for large organizations operated in public and private sectors. Maintaining corporate value has become a growing problem for external stakeholders, such as legislators and regulatory authorities, who must force organizations in their area of responsibility to comply with the rules of business continuity. Regulatory requirements by government agencies and at some point by consumers motivate management to further improve the sustainability of information technologies and their systems .
- 3- Organization Preparedness : The company's sustainability largely depends on its ability to quickly avoid and resolve an unwanted event. the organization that was able to quickly identify potential risks and transfer them to a crisis management team was better under the control of external risks .Organizational availability means knowing different ways to recover and avoid risks, such as: action plans for continuity, creation of crisis management teams and duplication of jobs for key employees .
- 4- Risk Management: In any industries, business continuity management is viewed as an important component of a larger framework or as a

component of other management processes and framework process . Risk management and business impact analysis part of Business Continuity Management and are examples of activities governed under the corporate governance and risk management policy.

2.3 Conceptual Framework and Research Hypothesis

This model consists mainly of five main independent variables which are work specialization, authority, chain of command, delegation and span of control. Along with a one mediator and one dependent variable. This model is trying to explain the variance of continuity of performance by measuring the impact of HR organizing factors on continuity of performance. Organizational resilience as a mediator and according to many scholars would of play a positive mediating role in such model (Duchek, 2020; Herbane, 2019; McCarthy et al., 2017; Prayag et al., 2018; Ruiz-Martin et al., 2018; Sahebjamnia et al., 2018; Swai, 2018; Terziev, 2018).

- H1: There is positive relationship between work specialization and continuity of performance in GDRFA in Dubai.
- H2: There is positive relationship between authority and continuity of performance in GDRFA in Dubai.
- H3: There is positive relationship between chain of command and continuity of performance in GDRFA in Dubai.
- H4: There is positive relationship between delegation and continuity of performance in GDRFA in Dubai.
- H5: There is positive relationship between span of control and continuity of performance in GDRFA in Dubai.

2.3.1 Work Specialization and Continuity of Performance

Work specialization is a term utilized to describe the extent to which job is separated right into smaller systems which is finished by a single individual. it consists of department of labor in which a bachelor completes over and over again a solitary action of the full job (Batarliene et al., 2017; Pariav et al., 2018). According to some researcher's that have studied work specialization topic they found out that work specialization has a positive impact in making a better continuity of performance .Work specialization makes doing the jobs easier and faster which will lead to a better performance continuity in the organizations . Based on that the researcher is expecting significant impact of work specialization on

continuity of performance in general directorate of residency and foreigners' affairs - Dubai. This hypothesis is same to other hypotheses in others studies (Belete, 2018; Chandra & Kumar, 2018; Tazakori et al.,2019).

H1: There is positive relationship between work specialization and continuity of performance in GDRFA in Dubai.

2.3.2 Authority and Continuity of Performance.

In the fields of sociology and political science, authority is the genuine power that an individual or a team of persons consensually have and practice over other individuals . In a civil state, authority is made official using a judicial branch and an executive branch of government . According to some researcher's that have studied authority topic they found out that authority has a positive impact in making a better continuity of performance. Authority makes it easier for the employees to perform more efficient and utilized the time and this will lead to a better performance continuity in the organizations (El-Ghalayini, 2017). Based on that the researcher is expecting significant impact of authority on continuity of performance in general directorate of residency and foreigners' affairs - Dubai. This hypothesis is same to other hypotheses in others studies

H2: There is positive relationship between authority and continuity of performance in GDRFA in Dubai.

2.6.3 Chain of Command and Continuity of Performance.

Delegation is the task of authority to an additional individual to accomplish specific activities It is process of distributing and entrusting job to an additional individual. Delegation is one of the core concepts of management leadership. According to some researcher's that have studied chain of command topic they found out that chain of command has a positive impact in making a better continuity of performance .Chain of command makes doing the jobs easier and faster because of work allocation which will lead to a better performance continuity in the organizations. Based on that the researcher is expecting significant impact of chain of command on continuity of performance in GDRFA - Dubai. This hypothesis is same to other hypotheses in others studies (Duchek et al., 2020)

H3: There is positive relationship between chain of command and continuity of performance in GDRFA in Dubai**2.6.4 Delegation and Continuity of Performance.**

As has been defined, delegation is the task of authority to an additional individual to accomplish specific activities. It is the process of distributing and entrusting job to an additional individual. Delegation is one of the core concepts of management leadership . According to some researcher's that have studied delegation topic they found out that delegation has a positive impact in making a better continuity of performance . Delegation makes doing the jobs easier and faster because of procedures efficacy which will lead to a better performance continuity in the organizations . Based on that the researcher is expecting significant impact of delegation on continuity of performance in GDRFA - Dubai. This hypothesis is same to other hypotheses in others studies. Shakerian et al., (2016).

H4: There is positive relationship between delegation and continuity of performance in GDRFA in Dubai.**2.6.5 Span of Control and Continuity of Performance.**

The term span of control, sometimes known as span of management, is used in business administration, notably in human management. The span of control refers to the number of employees a supervisor has . A span of management is defined as a manager, supervisor, or superior who has a group of employees who can directly report to him or her. According to some researcher's that have studied span of control topic they found out that span of control has a positive impact in making a better continuity of performance . Span of control make roles that ease the daily work of employees which will lead to a better performance continuity in the organizations . Based on that the researcher is expecting significant impact of span of control on continuity of performance in GDRFA - Dubai. This hypothesis is same to other hypotheses in others studies (Ulus & Hatipoglu, 2016).

H5: There is positive relationship between span of control and continuity of performance in GDRFA in Dubai.

3. Research Methodology

The goal of this study is to look at human resource organizing elements as predictors of organizational resilience and continuity of performance during a crisis in the GDRFA in Dubai. This research describes the methods utilized to meet the study's objectives, such as the unit of analysis, sampling technique, data collecting method, questionnaire design, measuring tools, planned data collection processes, pilot study, and suggested data analysis techniques.

3.1 Research Design

A research design is a plan that is formulated upon the study's research questions for the data collection, evaluation, and analysis. Research design explains the data collection and analysis steps toward achieving the research goals (Sekaran & Bougie, 2016).

The analytical style serves as a road map for doing the study investigation. The methodology and techniques used to conduct the analysis influence the research style. It describes the procedures utilized to gather and evaluate data in order to achieve the study's objectives (Sekaran & Bougie, 2016). This research study is prolegomena's in nature because it addresses a field of study where past research studies have been completed, but another preliminary research investigation is required to address other unresolved difficulties.

This methodology is used in the study to assess the human resource organizing elements as predictors of organizational resilience and continuity of performance during a crisis in the GDRFA in Dubai.

In survey research, the unit of analysis refers to the level of aggregation of the data to be collected and analyzed. The unit of analysis may be at the individual, group, community, or organizational level, where data concerning individuals will be aggregated in the analysis. The unit of analysis for this study will be the GDRFA - Dubai as a major organization striving to ensure the continuity of performance in the public sector in the UAE.

3.2 Sampling Design

A research population is a predetermined group of individuals or items with similar characteristics. Typically, all persons or items within a given community share a similar, required trait or uniqueness. One of the most significant aspects of study is the population. According to Castillo (2009),

population may be divided into two categories: target population and accessible population. The term "target population" refers to the entire set of people or items for whom researchers want to generalize their findings (it is also called theoretical population). The accessible population, on the other hand, is the group to whom the researchers' findings may be applied. In other words, is a subset of the target population, also referred to as the research population. Researchers gather their samples from the general population. According to the most recent employment data from GDRFA in Dubai, the total population of employees at all levels is 7350.

Samples must be representative of the entire population, and their size and selection techniques must be sufficient to avoid biasing the results. a "rule of thumb" for estimating sample size, indicating that sample sizes more than 30 but less than 500 are sufficient for most inquiries. Some statisticians advocate a data range of 5-10 times the number of scale elements. As a result, it is normally advised that the sample size or number of respondents be 10 times the number of items in the instrument. As a result, the sample size must be at least 60.

The Kerjicie and Morgan formula, on the other hand, is the most commonly utilized approach. The entire population is 7350, and the appropriate sample size according to the Morgan Kerjice formula is 364. The Morgan sample table is shown in Figure 3.3, and the formula is shown in the text box below with the assumption of 95% confidence and 5% margin of error.

3.3 Data Analysis Procedure

The study employs the direct collect survey approach of GDRFA in Dubai. By using this method, the chosen locations can be covered with confidence by the researcher or his team, the collect methods are the direct method and online or email.

and the selected areas in the Dubai (GDRFA) will be visited to collect answers from potential participants by the research and his team. The research with a team of two persons will collect data from locations after arrangement with airport management. The surveys will be left with passengers to take enough time for answering, and the data collection will take place after 10-15 minutes. Data will be collected during 2022-2023

Statistical Data analysis strategy is done by using two software packages. First, SPSS software is used for early phase analysis of cleaning data, frequency and descriptive analysis, and reliability of pilot test. However, the main results are conducted by applying PLS techniques with the use of SmartPLS software. The following steps are applied for testing the data by using SmartPLS .

The SEM technique is a critical component of applied multivariate statistical analysis. Several researchers in many domains, including biologists, economists, educators, marketers, medical professionals, and a range of other social and behavioral scientists, have used this approach . In fact, SEM may be thought of as a statistical approach that applies a confirmatory method (i.e., hypothesis testing) to the examination of a structural theory on a specific occurrence (Byrne, 2013a). SEM is commonly thought of as a theory that shows "causal" procedures that offer findings on several variables .This technique represents two key concepts: a) that a set of structural (i.e., regression) equations provides the studied causal processes while accounting for measurement error, and b) that these structural relations can be visually represented to simplify and facilitate a clearer conceptualization of the theory and studied hypotheses .

Results and Recommendations

The HR organization in the Dubai national business system takes into account centralization, coordination, and control systems, task segmentation and specialization, job and skill specialization, and the authoritative character of employment interactions and HRM practices. As a result, the primary nature of HRM in the specific institutional context of Dubai is to analyze HRM practices from a national business systems perspective, focusing on determining work, employment, and identifying the underlying mechanisms of the interplay between institutional factors, work, employment relations, and HRM. The logical approach of the investigation begins with a theory and ends with hypothesis testing. The study is a quantitative investigation that used statistical analysis methods based on descriptive measures, variance, and covariance. The study is exploratory in nature since it targets an area of inquiry where past studies have been conducted. Additionally, the research is scientific in character since it employs a rigorous technique that begins with assumptions and ends with approve/disapprove decisions. In terms of the technique, an English questionnaire from the literature was adapted and fitted to the

research circumstances. The study is separated into two sections: demographic and perception, both of which are built in closed answer of Likert 5 levels. Survey validity and reliability were evaluated using content validity (expert panel), face validity (focus group), and internal consistency reliability. The population of this analysis is all GDRFA employees in Dubai, and the sample size is 364. The ideal sampling method for this study is quota-convenience sampling; direct collection by distributing the survey in a variety of sites in Dubai; and data collection happened in 2022/2023.

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