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# STRATEGIC HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE PERFORMANCE: EXAMINING THE MODERATING ROLE OF ARTIFICIAL INTELLIGENCE

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## ABSTRACT

*The aim of the current study is to understand the impact of organizational agility and strategic human resource management over sustainable performance with a specific focus on the Department of Federal Authority of Identity Citizens and Port Security. Additionally, considering the inconsistent findings of the prior literature between organizational agility and sustainable performance as well as strategic human resource management and sustainable performance, artificial intelligence has been introduced in the model as a moderator. The framework has been built using the underpinning support of resource based view and to strengthen the proportions of resource based view, artificial intelligence has been added in the model taking the support of contingency theory. The research proposed empirical testing for which the instrument has been developed and tested for the reliability and validity and the results are also presented. Finally, the research concluded to empirically test the model over Department of Federal Authority of Identity Citizens and Port Security.*

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**KEYWORDS:** Organizational Agility, Sustainable Performance, Strategic Human Resource Management, Artificial Intelligence.

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## 1. INTRODUCTION

The aim of this study is to identify the moderating role of artificial intelligence for achieving sustainable performance of department of federal authority of identity citizens and port security (ICP) in United Arab Emirates through Organizational agility and Strategic human resource management. The post-modern era of business has come across many opportunities and meanwhile has offered many challenges such as sustainability (Basri & Siam., 2019). Institutions must address their sustainability in performance, which calls for long-term economic, social, and environmental improvement (Taliento, Favino, & Netti, 2019).

It has long been considered that large corporations should handle sustainability, with less emphasis being placed on the department of ICP potentially substantial contributions to sustainable development (Journeault, Perron, & Vallières., 2021). Regardless of nature, organizations have invested in tangible and intangible resources to attain sustainability (Asad, Asif, Allam, & Sheikh, 2021). Organizations in the developed countries can sustain, explore, and plan resources and knowledge from the international market; based on these resources and knowledge, organizations attempt to revise their strategies in response to external uncertainty (Asif, Asad, Kashif, & Haq, 2021; Abbas & Sağsan, 2019).

Due to the high failure rate, researchers and practitioners have shown a strong interest in the research question of why some Institutions unable to survive in a highly controlled environment where laws are very strict, and the role of different factors has been broadly discussed to answer the question, e.g., organizational agility, strategic human resource management, artificial intelligence, and an Institution's characteristics (Ogbeibu, Emelifeonwu, Senadjki, Gaskin, & Kaivo-oja, 2020). Moreover, researchers and practitioners ignore important antecedents (agility and strategy) and resources to become sustainable (Clauss, et al., 2021). Hence, this study tries to bridge the gap by answering the question of how artificial intelligence moderates between organizational agility and strategic human resource management and sustainable performance of department of ICP - UAE.

Sustainable performance emphasizes maintaining high performance over time, rather than achieving short-term results at the expense of burnout, health, or negative societal and environmental impacts (Sulaiman, Asad, Awain, Asif, & Shanfari, 2024; Ta'Amnha, Alsoud, Asad, Magableh, & Riyadh, 2024). For organizations, sustainable performance

means embedding sustainability into the core business strategy, not treating it as a separate initiative (Asad, 2024). This ensures that environmental, social, and economic factors are considered in every business decision (Asif & Bakar, 2025). Moreover, the pace of change has increased rapidly in today's institutional environment. New regulations have been put in place for compliance (Alkhuzaie, et al., 2024) and security issues (Asad, et al., 2021) yet international crimes are taking place (Teichmann & Wittmann, 2022). In the past few decades, mass crime rate has severely affected the environment (Yagoub, Tesfaldet, Elmubarak, & Hosani, 2022). The concept of sustainability has been utilized in many areas, especially in financial activities and Institutions (Raza, Alavi, & Asif, 2024). Subsequently, ICP's 2022 strategy prioritizes efficiency and innovation, with objectives including 100 % digitalization of services, supported by awards like the Platinum Smart Application Award for UAE PASS and Enhanced security and trade facilitation through streamlined processes as well as Advanced monitoring systems to safeguard borders.

The Department of ICP finds that developing capabilities to address sustainability is a difficult endeavor that can add to their burden and potentially impair their performance because of their operational and human resource limitations (Eikelenboom & Jong, 2019). With a few notable exceptions, most of the research has not clarified how the Department of ICP can accomplish its social and environmental aims. Key success factors include leadership role, change management, human capital development, ICT infrastructure, partnerships, and relevant policies (Al-Khoury, 2014). This shows the clarity and significance of the issue (Agency, 2025). While the UAE as a whole face sustainability challenges in areas like water security, carbon emissions, and responsible consumption, the government and its agencies, including ICP, are actively engaged in initiatives aligned with the UAE's broader sustainable development goals.

However, because of their idealism, flexibility, and innovative thinking, empirical research has demonstrated that the Department of ICP may simultaneously serve as the driving force behind all three sustainability pillars (Zeng, Li, & Yousaf., 2022; Eikelenboom & Jong, 2019) through implementation of the necessities, as the Department of ICP has the power to execute orders, but yet its performance is not up to mark as per the sustainability in performance is concerned.

The second contribution is to provide the basis for a more thorough examination of the relationship

between organizational agility and sustainability performance of the department of ICP Dubai. Organizational agility refers to the deliberate modification, renewal, and change of an institution's resource base to achieve sustainability (Zainal, Yousuf, & Salloum., 2020). Organizational agility may offer long-term competitive benefits when the competitive landscape is marked by frequent and inconsistent changes (Clauss, et al., 2021).

Department of ICP, which doesn't offer new services, creative experience or innovative solutions cannot remain sustainable (Alkhafili & Alawadhi, 2023). Several researchers have examined organizational agility and sustainability (Miceli, Hagen, Riccardi, Sotti, & Settembre-Blundo., 2021). However, some consider it as a cost and consider that it has a negative impact over performance which creates challenges of sustainable performance. Hence based on the ambiguous findings of the previous researchers it is necessary to find out the factors causing these ambiguities (Hassani, Silva, Unger, TajMazinani, & Feely., 2020). As a result, the objective of the research is to determine the variable generating inconsistent results (Chmura Kraemer, Kiernan, Essex, & Kupfer, 2008). While reviewing the literature over sustainable performance, it has been observed that there are certain controversies in the literature. The impact of organizational agility is not certain, and the literature holds certain controversies in the findings (Franco, Guimarães, & Rodrigues, 2023; Motwani & Katatria, 2024). Similarly, the literature on strategic human resource management is also not clear and holds certain ambiguities (Cooke, Xiao, & Chen, 2020) which calls for further research by adding the variable causing inconsistencies (Baron & Kenny, 1986; Chmura Kraemer, Kiernan, Essex, & Kupfer, 2008; Zhao, John G. Lynch, & Chen, 2010).

Furthermore, this study is to make use of insights from the Resource-Based View (RBV). Resource-based view supports the argument because ability however, it has been strengthened with the support of contingency theory as it ignored the elements of adaptability according to the changing environment in the institutions, which gives them success and sustainability (Satar, Alharthi, Asad, Alenazy, & Asif, 2024). Moreover, strategic human resources is another important element (Asad, Asif, Bakar, & Sheikh, 2021) that provides success to the department of ICP in achieving sustainability. It has been stated that achieving sustainability necessitates consistently adjustments due to sustainability's unanticipated and rapidly changing nature (Hong, Zhang, & Ding, 2018), which can be enabled by contingency theory. In order to address the inconsistent literature and to

address the issue of sustainable performance of department of ICP in the United Arab Emirates the study propose to address the gap by integrating the two theories to support organizational agility and strategic human resource management for achieving sustainable performance while catering the moderating role of AI that has the capability to address the changes quickly with the support of contingency theory.

## 2. LITERATURE REVIEW

### 2.1 Sustainable Performance

The Department of ICP is calling for environmentally, economically, and socially sustainable behaviors because of growing environmental concerns and the necessity for sustainable practices (Epstein, 2018). These days, all institutions, especially those that function in highly regulated and competitive environments have a need to balance their economic, social, and environmental performance (Allam Z. , Asad, Ali, & Ali, 2021). A growing number of academics have examined the Department of ICP's sustainability levels while taking the Triple Bottom Line integration (or "TBL") into account (Hussain, Rigoni, & Orij, 2018). Numerous academics have emphasized the importance of a company's social, environmental, and economic components being balanced (Talierto, Favino, & Netti, 2019; Svensson, et al., 2018). Based on integrating the dimensions of TBL, a sustainability evaluation model for Department of ICP developed focusing over societal performance, financial performance, and environmental performance (Bartolacci, Caputo, & Soverchia., 2020; Büyüközkan & Karabulut., 2018).

This research emphasized how important it is to evaluate organizational operations using the triple bottom line (TBL) dimensions. Prior research has focused on environmental, financial, economic, and social performance as its primary variables (Bătae, Dragomir, & Feleagă, 2021). Organizational agility is favorably connected with social, economic, financial, and environmental performance, according to certain research done on industrialized economies (El-Khalil & Mezher., 2020).

Many studies have highlighted the significance of social sustainability (Alsayegh, Rahman, & Homayoun., 2020; Lee, Che-Ha, & Alwi, 2021). On the other hand, human capital also plays a major role in achieving sustainability because it's the human resource that must focus over the policies developed for achieving sustainability (Hamadamin & Atan., 2019; Ahmed, Asghar, Malik, & Nawaz, 2020; Kanaan, Alsoud, Asad, Ta'Amnha, & Al-Qudah, 2024).

When it comes to environmental sustainability performance, the main goal is to utilize as little natural resources as possible, including the atmosphere, energy, materials, and water (Baleta, Mikulčić, Klemeš, Urbaniec, & Duić, 2019). Furthermore, along the whole process, it is crucial to evaluate how human and economic activity affects the source of resources. To meet people's demands, this was referred to as the "protection of scarce resources." There are many indications of environmental performance, including less use of paper, energy, and materials, as well as increased environmental compliance.

## 2.2 Organizational Agility

Agility is the lifeblood of Department of ICP that are interested in changing according to changing scenario (Saeed, et al., 2022). The Department of ICP is dealing with advancements in science and technology, globalization, and quick changes brought about by environmental opportunities (Prasanna, et al., 2019). Department of ICP is more agile than other government institutions (Rigby, Sutherland, & Noble., 2018), even though the execution of agility is most likely a bit slower due to the lack of resources (Lu, Wu, Goh, & Souza., 2019). Because of non-complex organizational arrangement, the Department of ICP is usually quicker and have the tendency to adapt the changes quickly in the dynamic environment (Khan, Asad, Khan, Asif, & Aftab, 2021). In a general sense, organizational agility is normally described as the adoption of a new idea or behavior by an organization (Hoonsopon & Puriwat, 2019).

There are several ways to understand the wide range of studies on agility (Walter, 2021). Organizational agility is demonstrating the latent capability to develop and execute new ideas (Al-Darras & Tanova, 2022), which involve of two important technology parts and actions. Organizational agility is an organization's overall change capability of proposing new services, or opening new ways of immigration, through the combination of strategic orientation with innovative behavior and processes (Asad, Asif, Sulaiman, Satar, & Alarifi, 2023). According to the literature mentioned above, organizational agility can be defined as an organization's ability to adapt, as evidenced by the traits and actions of change at the organizational level (Asad, Aledeinat, Majali, Almajali, & Shrafat, 2024).

The researchers defined organizational agility as the degree to which the seniors of the Department of ICP differentiate that the institution's acceptance,

adoption, and implementation of new ideas is characterized by managerial change, considering the several facets of agility. Researchers tend to agree that organizational agility is necessary for sustainable performance (Mrugalska & Ahmed., 2021). Organizational agility is adoption of growth outcomes, production enhancement of an organization (Asif, Asad, Bhutta, & Khan, 2021). The background information clearly identifies the current state of literature over organizational agility. Moreover, its significance for achieving organizational sustainability has also been identified. The available literature shows how organizational agility is significant, however, its significance is still not very clear. Thus, the difference calls for further research.

## 2.3 Strategic Human Resource Management

Strategic Human Resources Management (SHRM) plays an important role in the organization's sustainability (Hamadamin & Atan., 2019). Human resources (employees) must be capable of handling a variety of obstacles in order for the Department of ICP, practices like artificial intelligence, and technological innovation to usher in a new era of business implementation (Bhalerao, Kumar, Kumar, & Pujari., 2022). Specifically, organizations attempt to add value to their human resources, as well as manage the resources through a personnel department as a way of increasing their sustainable performance.

Over the past century, a significant process of shape and function transformation has undergone within the past 20 decades. According to SHRM, one of the most important aspects of operating a business is the management of personnel by managers (Macke & Genari., 2019). The universal, or "best practices" perspective is the simplest form of theoretical model in SHRM literature and their researchers are micro-analytical in nature (Azmi, 2019). On the other hand, sustainability concept identifies the importance of SHRM practices on Institutional sustainable performance is conditioned by an organization's strategic posture (Ta'Amnha, Magableh, Asad, & Al-Qudah, 2023). Researchers in the contingency approach dispute that SHRM practices that are applied by any institution must be coherent with other aspects of the organization, to be effective (Iqbal, 2019).

In contrast to the "best practice" and contingency approach, the configurational perspective is interested in how the pattern of multiple SHRM practices relates to organizational sustainable performance (Khalil, Asad, & Khan, 2018). An institution's SHRM system needs to be developed to achieve both a horizontal and

vertical fit to be effective. Vertical fit is the alignment of the SHRM system with other features like institutional strategies, whereas horizontal fit is the internal consistency of the organization's SHRM practices (Han, Kang, Oh, Kehoe, & Lepak., 2019). Additionally, earlier research revealed that while several studies have employed various SHRM practices to describe how particular SHRM practices affect sustainable performance, there is inconsistent guidance regarding which SHRM practices should be included in a system of "best practices (Shaker, Asad, & Zulfiqar, 2018). However, in this study, the selection of SHRM practices was made based on the commitment-based SHRM configuration (Zahra, Majeed, Mahmood, & Asad, 2012). The selection of the SHR practices was consistent with the adoption of agility approaches to SHRM practices, which are deemed to be like institutional concept of high-involvement or high-performance work system or strategic HRM (Suvaci, 2018). Several "best practices" in the most recent SHRM literature are included in the commitment-based HRM practices. The five methods based on the reviewed literature, that were implemented included training and development (Kraiger & Ford, 2021), selection (Sahni, 2021), performance appraisal (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2021; Ercantan & Eyupoglu., 2022), job design (Han, Oh, & Kang., 2020), compensation (Taba, 2018; Madhani, 2021), and communication and information sharing (Tomic, Tesic, Kuzmanovic, & Tomic, 2018).

## 2.4 Artificial Intelligence

Artificial Intelligence (AI) is a field of science and technology that has the potential to significantly influence practices in a variety of ways (Wamba-Taguimdje, Wamba, Kamdjoug, & Wanko, 2020). The department of ICP may utilize AI to enhance efficiency and decision-making, as well as communication and interaction with people, and the timeliness and quality of services (Kumar, 2019). Artificial intelligence is gaining traction in the human capital industry. According to the 2019 Gartner Artificial Intelligence Survey, 70% of Institutions are

already utilizing AI-based HC solutions, with another 30% planning to do so. As a result, an increasing number of Institutions that provide HC services or HC departments are seeking candidates.

After a series of ups and downs, the wave of AI is now colliding with the rest of the world, altering all areas of our social life in fundamental ways (Dwivedi, et al., 2021). It is yet too early to judge whether or not small-scale Institutions are equipped for the coming significant changes. AI is investigated in a variety of academic subjects, including physics, computer science, electronics, and even philosophy (Sloman, 2019; Krenn, et al., 2022). Although it is commonly acknowledged that AI has a bright future in the public sector, there are few studies on the subject especially in the Arab world regarding Department of ICP (Basri W. , 2020). Furthermore, COVID-19 has shifted its priority to speed and automation and reduced human interactions.

The choice of study is for artificial intelligence in the Department of ICP (Drydakis, 2022). Because the nature, culture and context of the Department of ICP is different from other government institutions. Artificial intelligence is being more widely used in large manufacturing sector (Alexopoulos, Nikolakis, & Chryssolouris, 2020), yet there is a critical scarcity of relevant theoretical research with regard to Department of ICP and especially with regard to Arab world (Kelleci, 2022) which justifies the need to conduct this study.

## 2.5 Research Framework

Based on the literature review on SHRM practices, organizational agility, and sustainable performance of Department of ICP, Figure 2.1 represents the research framework that will be tested in the current research. The framework revealed that SHRM practices and organizational agility are linked with sustainable performance of the Department of ICP. Organizational agility has a strong influence over sustainable performance because of its strategic nature. Therefore, taking the underpinning support of RBV and contingency theory, the following framework has been developed.

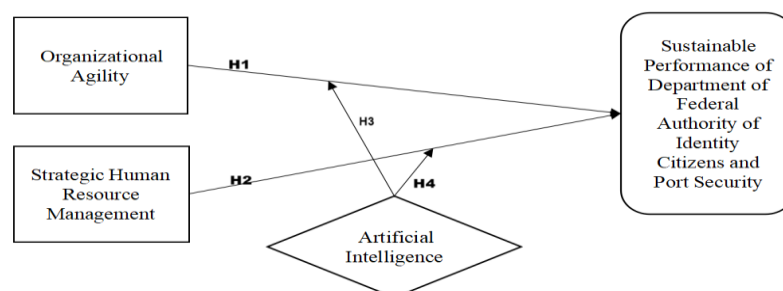


Figure 1: Research Framework.

The above framework is developed based on the integration of the two theories. Resource-Based View (RBV) is one of the key theories for illuminating how institutions might obtain competitive advantages (Wernerfelt, 2013). RBV suggests that substantial resources are essential for both performance and competitive advantage (Talierto, Favino, & Netti, 2019). An institution's human capital resources comprise its managers' and employees' individual training, experience, judgement, intelligence, relationships, and insight. Consequently, institutional resources which also include intangible resources and capabilities were the focus of this study. Institution-specific resources and capabilities, such as organizational agility and SHRM practices, are described in this study under the heading of institutional resources. Thus, the department of ICP need the same skills to achieve sustainable performance in any situation.

On the other hand, intangible assets known as institutional capital resources include the formal reporting structure of the institutions, formal and informal planning, controlling and coordinating systems, and the unofficial relationships that exist both within the institutions and between the institutions and the people in their immediate surroundings (Lubis, 2022). Thus, the use of organizational agility is supposed to be intangible resource as supported by RBV which is highly needed by ICP. Thus, the direct relationship between organizational agility, strategic human resource management and Sustainable Performance of Department of Federal Authority of Identity Citizens and Port Security is supported by resource-based view.

However, while reviewing the literature certain inconsistencies were observed, which calls for further research and also suggests the addition of the intervening variable which may strengthen the impact, thus, considering the recommendations in the past studies, Artificial intelligence has been added in the model to strengthen the proposition of resource-based view with the support of contingency theory. The Contingency Theory (CT) is a behavioral theory that states there is no one-size-fits-all approach to managing Institutions or making decisions (Luthans, 1973). Most academics in the literature on CT argue that performance is a function of an Institution's relationship with its external environment. It is used to explain how the Department of ICP should be managed about the external factors that the environment intervenes. Hence, contingency theory is the most suitable theory covering the need for change as required by the current era of AI. Thus, the framework has been

developed with the integration of resource-based view and contingency theory.

### **2.5.1 Organizational Agility and Sustainable Performance of Department of Federal Authority of Identity Citizens and Port Security**

Organizational agility demonstrates a strong influence on institutional sustainable performance. Prior researchers have indicated that the department of ICP that cultivate agility can have sustainable performance compared to those who only are considered about profitability (Suh & Lee, 2018). Indeed, several researchers claim that Institutions having greater tilt towards agility outperform while responding to environmental changes compared to others (Ahammad, Basu, Munjal, Clegg, & Shoham, 2021; Awain, Asad, Sulaiman, Asif, & Shanfari, 2025). This enables the Department of ICP to extend further abilities that can lead towards competitive advantage and eventually, attain sustainable performance. These efforts are aligned with the UAE's broader sustainability and innovation goals and are embedded in ICP strategic plan for 2023–2026 (ABNewswire, 2024). In 2024, ICP earned 33 ISO certifications with zero discrepancies, demonstrating its commitment to international standards and sustainable operational excellence (Asad & Ahmed, 2024; Asad, Fryan, & Shomo, 2025).

This distinction highlights ICP as a global role model in driving innovation and sustainable development in the public sector (ABNewswire, 2024). Moreover, organizational agility is the ability to rapidly adapt to changing market, social, and technological conditions (Damer, Al-Znaimat, Asad, & Almansour, 2021), enhances an organization's capacity to achieve sustainable development goals that integrate economic, social, and environmental dimensions (Kocot, 2023). Agile organizations can quickly respond to evolving customer needs, innovate continuously, and engage socially, which collectively improve their sustainable performance (Özkan & Salepçioğlu, 2022). In the context of public service organizations such as the UAE's Department of ICP, agility is linked to improved governance, innovation, and service delivery. Therefore, the following hypothesis has been proposed.

H<sub>1</sub>: Organizational agility has a significant impact over sustainable performance of Department of ICP in UAE.

### **2.5.2 SHRM and Sustainable Performance of Department of Federal Authority of Identity Citizens and Port Security**

SHRM can predict sustainability in institutions. SHRM practices are a crucial input for sustainability.

Similarly, to encourage sustainability, institutions should have participative and effective SHRM practices as there is a significant positive correlation between SHRM practices and sustainable performance of Department of ICP. SHRM practices positively impact sustainable employee performance, including job performance and well-being, by fostering green skills, environmental awareness, and socially responsible behaviors (Ramgolam, Ramphul, & Chitto, 2024; Aggarwal & Agarwala, 2023). Moreover, federal agencies like the Department of Homeland Security (DHS) use robust organizational performance management frameworks aligned with federal laws (e.g., GPRA Modernization Act) to assess progress on mission goals, leveraging data and evidence to enhance leadership engagement and value delivery to stakeholders (Asad, et al., 2024). This approach can be mirrored in the ICP to ensure accountability and continuous improvement in sustainable performance ((DHS), 2023-2025). SHRM enables data-driven performance tracking, addressing gaps between HR and leadership perceptions of effectiveness (Khasawneh & Abaker., 2022).

National and organizational culture significantly influence HRM effectiveness in the UAE. ICP can leverage SHRM to drive cultural change through employee empowerment and teamwork, as seen in ADNOC's efficiency improvements (Alshehhi, Bhaumik, & Gangele, 2019). Prior researchers recommended that Department of ICP should adopt SHRM practices to accelerate sustainability and hence the institution's sustainable performance (Asif, Asad, Kashif, & Haq, 2021; Al Doghan, Abdelwahed, Soomro, & Alayis, 2022). Thus, SHRM will create synergetic effect with Organizational agility, thus the following hypothesis is developed.

H<sub>2</sub>: Strategic human resource management has a significant impact over sustainable performance of Department of ICP in UAE.

### 2.5.3 Moderating Role of Artificial Intelligence

Artificial Intelligence (AI) plays a central moderating role in managing and maintaining the quality, safety, and integrity of digital platforms (Awain, Sulaiman, Sheyadi, & Sukati, 2025). By leveraging AI-driven insights, organizations can become more proactive and responsive, which strengthens their agility. AI supports sustainability by streamlining operations (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022), predicting future trends, and facilitating better stakeholder engagement (Shafiabady, et al., 2023). Research in the UAE public sector, particularly in areas like energy,

demonstrates that AI directly improves organizational performance (Sulaiman, 2025). AI integration in areas such as customer relationship management and cost-efficient operations leads to higher performance, with agility acting as a key intermediary that magnifies these gains (Alshamsi, Hussain, & Ali., 2024). By embedding AI into agile practices, organizations not only improve their ability to adapt but also achieve higher levels of sustainable performance, making them more resilient and competitive in a rapidly changing environment (Alshamsi, Hussain, & Ali., 2024).

Effective SHRM practices such as talent acquisition, employee development, and performance management are linked to improved employee outcomes and organizational sustainability across various sectors, including public departments and banking (Alzaabi, Al-Dhaafri, & Police, 2018; Elsayy, 2022). The UAE's Department of ICP and similar government entities are leveraging AI to streamline HR services and align workforce skills with national economic goals. Initiatives such as the "Tamm" platform and AI-driven labor market forecasting illustrate how AI integration leads to a more agile and sustainable workforce, directly supporting the nation's sustainability agenda. Thus, Artificial intelligence significantly moderates and amplifies the positive relationship between organizational agility, strategic human resource management and sustainable performance in the UAE's Department of ICP. By enabling data-driven, agile, and proactive HR practices, AI ensures that SHRM initiatives are more effective in achieving and sustaining organizational performance and broader sustainability goals. Therefore, there is no harm in saying that in managing systems and boosting the performance of the systems AI can have a significant positive impact (Wamba-Taguimdje, Wamba, Kamdjoug, & Wanko, 2020). Based on the above discussion the following hypotheses are proposed.

H<sub>3</sub>: Artificial intelligence moderates the positive relationship between organizational agility and sustainable performance of Department of ICP in UAE.

H<sub>4</sub>: Artificial intelligence moderates the positive relationship between strategic human resource management and sustainable performance of Department of ICP in UAE.

## 3. RESEARCH METHODOLOGY

In this section, several key components of the research process are discussed. These include operationalization of variables, which involves defining and measuring the constructs present in the

research conceptual framework. It also explores the research design, which pertains to the overall strategy chosen for the study to ensure that the research problem is effectively addressed (Floyd, 2013). Finally, the source of survey items for the study is discussed, which involves selecting and adapting appropriate measurement tools from previous studies to fit the specific research context (Bryman & Bell, 2015). The current chapter provides an overview of the research methodology used in the study. It includes a description of the population and sample, data collection instrument, data collection strategy, and data analysis procedures. The methods and techniques used for data collection and analysis, such as location, time frame, and unit of analysis, are also discussed. Additionally, the sampling technique and size that will be used in the study are described.

A survey method is suggested to gather primary data from respondents and assess their thoughts, feelings, and opinions on a given situation (Harrison, Henderson, Alderdice, & Quigley, 2019). The suggested model, which illustrates the concepts and connections between them for this investigation, is the primary result of the first three processes. The survey's design, suggested to gather unique data from the selected samples, comes next. Research can be conducted within a specific time frame using longitudinal studies, or data can be collected once to examine issues at a specific point in time through cross-sectional research.

Finding out how many people there are in the world is the first step in the population process. Population size is the first step in the determination of the sampling technique and sample size as referred by Sekaran and Bougie (2013). The study is examining the organizational agility of the Department of Federal Authority of Identity Citizens and Port Security (ICP)- UAE; therefore, the unit of analysis is the department offices. Thus, the population is the employees who are working in any offices of the Department of ICP, and an estimate based on some informal communication with the Department of ICP can reveal there are 1600 full-time employees in Department of ICP. The government of United Arab Emirates is very strict about revealing any such information publicly. Hence, it was not possible to obtain the correct source for this information.

While the total population is the employees who are working in the Department of ICP - UAE, the samples are suggested from the various management levels only because they have the information related to this study questions. The top management includes deputy managers, managers, and general

managers. While selecting the sample size it must be kept in mind that the sample must represent the entire population. The total population size is 1600 employees, thus, by applying the formula given by Morgan's sample table will be applied to get the size of the sample that must be included in the study.

The target sample size is 310; however, the proper selection of the samples is essential to ensure that participants are effective presenters of the population landscape. The population is allocated to the Department of ICP - UAE offices and directorate. Hence, quota sampling technique will be applied which has the following characteristics: The samples are allocated into the different offices and directorate Department of ICP - UAE. Convenience technique is used to reach participants at every chosen location based on their availability and acceptance to fill the survey.

Unit of Analysis another most critical part of research methodology refers to the level of analysis that the researcher has chosen to measure the variables being studied (Zikmund, Babin, Carr, & Griffin, 2013). The unit of analysis in the study should be at the level of an individual, group, community, or organizational entity, where data concerning individuals will be aggregated in the analysis. In the current research, the unit of analysis is the Department of ICP - UAE.

To collect the final data a well-structured questionnaire is the primary tool used to gather original data from individuals in the sample. The survey consists of two primary portions. The first element pertains to the collection of demographic data from the participants, including individual profile information including gender of the respondent, age, earnings, designation, and qualifications. Primary focus is inside the second part, which has items for six variables. Each subsection is linked with a construct outlined in the conceptual framework. Each construct is examined via the use of several questions, which have been gathered and modified from prior research, and have undergone validation and reliability testing prior to being used in the gathering of empirical data.

Operationalization of variables is the act of defining and measuring the concepts being studied in a way that allows them to be analyzed and quantified (Creswell & Creswell, 2017). To ensure accuracy and precision, operational definition or measurement of variables involves providing a clear explanation of how constructs in research will be defined and quantified.

In the current study, organizational agility and strategic human resource management are

independent variables. Both independent variables are adapted from prior studies. The items used to measure organizational agility are adapted from Medeiros and Maçada (2022). Likewise, the items for measuring strategic human resource were adapted from (Asad, Asif, Bakar, & Sheikh, 2021). Moreover, the items for measuring sustainable performance were adapted from (Asad, Asif, Allam, & Sheikh, 2021). The important thing is that all the instrument were adapted and were modified as per the current study because hardly the studies have been conducted over the government organizations. Finally, the moderating variable is artificial intelligence, Artificial intelligence has been adapted based on Asad, Fryan, and Shomo (2025). All the instruments have been tailored as per fitness with the Department of Federal Authority of Identity Citizens

and Port Security in UAE. These constructs are operationalized based on a review of relevant literature, and the chosen items have been verified by past research.

All items are measured using a Likert scale. The questionnaire in this study utilizes a seven-point scale for respondents to rate their level of agreement or disagreement with each question. The Likert scale has been widely used in social sciences research and has been found to be a reliable and valid measurement tool for a variety of constructs (Zikmund, Babin, Carr, & Griffin, 2013). An analysis known as Cronbach's Alpha is used to gauge an instrument's reliability. And the results of the pilot study showing Cronbach's Alpha, Composite Reliability, and Average Variance Extracted are mentioned in table 3.1.

**Table 3.1: Reliability and Validity.**

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Sustainable Performance of Department of Federal Authority of Identity Citizens and Port Security	0.957	0.736	0.593
Organizational Agility	0.938	0.843	0.621
Strategic Human Resource Management	0.935	0.729	0.648
Artificial Intelligence	0.956	0.815	0.583

#### 4. CONCLUSIONS

The overall analysis and discussion concludes to empirically test the model in the future research to confirm the proposed model and to test the findings. The research, based on the reviewed literature concluded that for the organizations like Department of Federal Authority of Identity Citizens and Port

Security, organizational agility is important. Moreover, strategic human resource is needed to keep the performance of the organizations sustainable. Finally, considering the inconsistencies in the prior literature and growing need of artificial intelligence, artificial intelligence has been included in the model as a moderator which needs to be empirically tested.

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