Emiratisation Strategy at Jumeirah and its objectives (Emiratis perspective)

اس تراتيجية التوطين واهدافه في مجموعة جميرا للفنادق

A dissertation submitted in partial fulfillment of the requirement for the degree of MSc in Human Resource Management

By

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The work submitted in this paper entitled "Emiratisation strategy at Jumeirah and its objectives" is in partial fulfillment of the requirements for the MSc in Human Resource Management and is the result of the applicant's own investigations and research, except otherwise specified and referenced.

The work embodied in this study has not been accepted in substance for any degree, and is not being concurrently submitted for any other degree.

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Abstract

Key Words: Emiratisation, Nationalization, Saudisation, Omanisation, localization, United Arab Emirates, Hospitality, Training, Labor Market, Programs, Training, Tourism, and Employment

Introduction:

The United Arab Emirates (UAE) was officially established following the departures of the British troops from Gulf in 1971. The Six Emirates decided to join and form the UAE and the seventh Emirate, Ras Al Khaimah had joined the union a year later in 1972. The UAE economy was solely dependent on revenue generated from Oil export and expatriate skilled and unskilled workforce utilized for developing the country infrastructure. As UAE population increased, authorities were forced to deal with unemployment disturbing challenges. The government had decided to initiate a nationalization program in order to train and prepare UAE job seekers to join public and private sectors. With the influx of tourism to the region and especially to the UAE during the 1980s, the government decided to pave the way for UAE national to enter the hotel and hospitality sector by introducing Emiratisation that would prepare local graduates for this booming sector of the economy. The aim of this research is to investigate the perception of nationals' workforce with regard to employment in the hospitality industry. Also the researcher will focus on the factors that would enhance the Emiratisation programs and its obstacles.

Methodology:

Researcher has decided to explore and examine the subject using qualitative approach. The author has decided to inspect various articles with reference to different localization programs that have taken place in the region or other parts of the world. The impact of the programs on the local economy and to what extend these approaches were successful, must also be explored. By conducting 7 one to one interviews, collecting signed consent forms from participants and considering the entire ethical dilemma, prior to the start of the research. The audio recorded interviews were analyzed by means of color coding and recognition of the major topics (themes).

Findings:

Among the various topics, 35 were identified and compressed to form seven major themes prior to grouping the common ones. A model map which is positioned in the findings chapter

highlights the seven main themes and all the sub-themes that were derived as a result of our research. The seven main topics will be discussed according to the order of occurrences and they are: Planning, Culture, Training, Support, Salary, Development, and Organization.

Discussion:

This section is formed to relate the facts and findings to the literatures on earlier studies. The purpose of the discussion at this stage was to highlight the similarities and differences among the two researches. Among the seven themes that were raised as result of study, there were three topics that were unique to this research which were A) false expectation, B) misperception and C) discipline. The literature supported the topics that were highlighted.

Conclusion:

The analysis of the perception takes places in this segment in order to code the seven main themes. The topics were confirmed to be related to the findings with exception of three distinctive topics that were highlighted earlier. The UAE authorities have major challenges with regards to Emiratisation, its implementation, development of Emiratis and placement of nationals in the hospitality. Study limitations were discussed in this section and further recommendations for future research underlined.

ملخص:

كلمات مساعدة : التوطين، السعودة، التعمين، التعريب، الامارات العربية المتحدة، والضيافة، والتدريب وسوق العمل والبرامج، والتدريب، السياحة، والعمالة

مقدمة:

تأسست دولة الإمارات العربية المتحدة رسميا بعد رحيل القوات البريطانية من الخليج في عام 1971. الإمارات الستة قرروا الانضمام الي بعض وتشكل دولة الإمارات العربية المتحدة والامارة السابعة و هي رأس الخيمة انضمت اليهم لاحقا في عام 1972. وكان الاقتصاد الإماراتي يعتمد فقط على الإيرادات المتأتية من تصدير النفط والقوى العاملة الوافدة الماهرة وغير الماهرة لتطوير البنية التحتية للبلد. و مع تزايد عدد سكان دولة الإمارات العربية المتحدة، اضطرت السلطات للتعامل مع تحديات البطالة فقررت الحكومة البدء في برنامج للتوطين وتدريب وإعداد المواطنين الباحثين عن عمل للانضمام الى القطاعين العام والخاص. مع تدفق السياحة الى المنطقة وخصوصا في دولة الإمارات العربية المتحدة خلال الثمانينات، قررت الحكومة تمهيد الطريق أمام مواطني دولة الإمارات للدخول في قطاع الفنادق والضيافة من خلال طرح التوطين الذي من شأنه إعداد الدراسات المحلية لهذا القطاع المزدهر من الاقتصاد. والهدف من هذا البحث هو تصور القوى العاملة المواطنة في مجال الضيافة, كما ان البحث سوف يركز على نقاط القوة و الضعف في برنامج التوطين في هذا المجال.

المنهجية:

قرر الباحث التوسع في بحثه مستخدما النهج النوعي . قرر المؤلف استخدام مختلف المواد مع الإشارة إلى برامج التوطين المتنوعة التي تجري في المنطقة و اجزاء آخرى من العالم. كما تم دراسة تأثير البرامج على الاقتصاد المحلي، و ان أي توسع في نطاق هذه النهج يكون عن طريق إجراء مقابلات وجها لوجه, وجمع نماذج موافقة موقعة من قبل المشاركين، والنظر في المعضلة برمتها وذلك قبل بدء البحث. وقد تم تحليل المقابلات الصوتية التي تم تسجيلها عن طريق وسائل الترميز اللوني وتمييز الموضوعات الرئيسية.

النتائج:

من بين المواضيع المختلفة الخمس و الثلاثين تم ايجازهم الي سبع عوامل رئيسية و هي الاكثر

انتشارا و شمولا. و النموذج الذي وضع في فصل النتائج تسلط الضوء على الموضوعات الرئيسية السبعة وجميع المواضيع الفرعية التي تم اشتقاقها نتيجة لأبحاثنا. وسوف تناقش المواضيع السبعة الرئيسية وفقا للترتيب من الأحداث وهم: التخطيط، الثقافة، التدريب والدعم، الراتب، والتنمية، والتنظيم.

مناقشة:

و احدث الكاتب هذا القسم لربط الوقائع والنتائج في دراسة سابقة. وكان الغرض من المناقشة في هذه المرحلة لتسليط الضوء على أوجه التشابه والاختلاف بين البحثين. من بين المواضيع السبعة التي اثارتها نتيجة الدراسة، كانت هناك ثلاثة مواضيع فريدة من نوعها لهذا البحث. 1- التوقعات كاذبة، 2- سوء الفهم, و3-الانضباط . و تم تسليط الضوء عليها في البحث.

والخلاصة:

الهدف من التحليل في هذا البحث هو تسليط الضوء على العناصرالرئيسية السبعة. و تم تاكيد العلاقة بين هذه الموضوعات مع استثناء المواضيع الثلاثة المتميزة التي تم تسليط الضوء عليها في وقت سابق. و حكومة دولة الإمارات العربية المتحدة لديها تحديات كبيرة فيما يتعلق بالتوطين، وتنفيذها، ووضع المواطنين ووضعهم في قطاع الضيافة. و البحث يحتوي مزيد من التوصيات للبحث المستقبلي.

Chapter One: Introduction

Introduction:

Decades of fast pace economic growth and opportunity in the Arabian Peninsula have attracted millions of migrant labors mainly from Indian sub continent to the United Arab Emirates and other Gulf Cooperation Council (GCC) countries who are in search of better living standards for themselves and their dependents. This is causing major concerns and challenges for the authorities in these countries, who have to deal with high unemployment rate among its citizens. Consequently there are few opportunities that exist for the nationals within these markets (Muysken & Nour, 2006; Mellahi & Al-Hinai, 2000; Henderson, 2005).

The objective of this study is to highlight and address this dilemma by recommending a holistic framework for human resource management in the UAE in order to enhance the process of Emiratisation in the hospitality sector.

Through a focused discussion with supervisor and series of arranged meetings with UAE nationals who are employed in the hospitality industry, this paper aims to examine three major aspects of capital theory such as (1) human capital (e.g. educations, skills and experience), (2) social capital (e.g. gender, inequality), and (3) organizational capital (culture, English fluency and human resources management).

The UAE was established on the 2nd of December, 1971 after the withdrawal of the British army from Arabian Peninsula. UAE consists of Seven Emirates (Rees, Mamman, & Bin-Braik, 2007, p. 36). The UAE authorities have used the oil industry to fuel its economy and develop its nation with the help of foreign expatriate workers entering the country in search of job and better standard of living for themselves and their families. This approach has caused UAE citizens without jobs as result of their lack of skills, knowledge, experience, and communications (Rees et al., 2007). The Government had to explore a new strategy that would reduce country dependency on foreign workforce and enhance its national employment rate. Thus the Emiratisation program was launched with the aim of education and training local inhabitants in order to be qualified for the replacement of expatriate employees (Rees et al., 2007, p. 38). This

study will also investigate other nationalization programs that have been developed within the Gulf Cooperation Council countries (GCC) and its impacts.

Purpose:

Despite all the efforts, UAE nationals, especially graduates are facing difficulties when searching for jobs. The public sector is unable to employ and absorb any more graduates leaving the colleges and universities and entering the job market each year, and private sectors are demanding specific skills and qualifications. However, if the UAE labor market continues to reject the nationals, the unemployment level will soar to a new high and create a challenge for local authorities and this will lead to escalating economic stability of the nation (Jackson, et al., 2010).

The aim of this research will explore the insight of UAE citizens with reference to Emiratisation program within the hotel industry in the United Arab Emirates. A similar study related to nationalization program was conducted, discussing localization initiatives in other GCC States such as Saudi Arabia, Oman, Kuwait, and the UAE.

While the wealth of the GCC countries was growing as a result of increase in the oil prices (Muysken & Nour, 2006; Mellahi & Al-Hinai, 2000; Henderson, 2005), these newly established states were forced to rely on foreign workforce to run their economy (Chemingui & Roe, 2007; Forstenlechner, 2008; Rees et al., 2007). This has caused the citizens of these nations unattended to by their local government and incapable to compete with the skilled expatriate labor (Mellahi & Al-Hinai, 2000; Wilkins, 2000). Consequently the governments were obliged to develop and employ a new strategy and plan that could educate and train the citizens of these states in order to be more marketable and attractive to the private sector (Sadi & Henderson, 2005, p. 249; Rees et al., 2007). The United Arab Emirates was in no better situation than other GCC states and had to implement its own initiatives (Rees et al., 2007). It is vital to consider hospitality as a source of providing enormous employment opportunity for the Emiratis due to the growth and potential of this industry and being a labor-intense industry as well.

Structure of Dissertation:

This research comprised of the following sections and the next part (chapter two) of the study will consist of literatures review, which provides an insight into the labor market and training within the hospitality and other localization programs that have been initiated and implemented in the region. The next part (chapter three) will discuss the methodology of the study and why this considered as the better option for this particular study. Research findings will be the next chapter in order to shed some light on the outcomes of the queries and how important this is to the author. The discussion part will follow in order to relate the various types of themes that have been highlighted throughout of the research with the interviewers. Finally the conclusion section will provide a summary of the entire study and then limitations and recommendations will be discussed.

Chapter two: Literature Review

Literatures review will examine the hospitality industry labor market and how imperative the training is within the industry in order to deliver a consistent and homogenized service. While the intended state is United Arab Emirates, the research will examine other localization programs as well that have been in placed in other GCC markets and how influential these programs have been on the labor market within these states context. Countries such as Saudi Arabia (Saudisation), Oman (Omanisation), Kuwait (Kuwaitisation), and the United Arab Emirates (Emiratisation) have attempted the localization program and to some extent they have been successful. And finally the researcher will highlight and examine advantages and disadvantages of the nationalization within the GCC states.

An overview:

The total population of the United Arab Emirates is estimated to be around 5 million. Approximately 2/3 of people living in the UAE, i.e., 2.89 million are expatriates from other countries like India, Pakistan, Bangladesh, Egypt, Iran, Palestine, Syria, Sudan, Lebanon and others. An earlier study indicates that there are 202 nationalities make up the UAE labor market (Jackson, et al., 2010).

Indians constitute the majority of these migrants population and stand at 1.3 million. Largest portion of these migrants are involved in infrastructure projects and constructions. 2.4 million migrants living in the UAE are either skilled or unskilled people. There are about 100,000 vacancies in the UAE local labor market as per the ministry of Labor and Social Affairs. Total numbers of UAE nationals employed are estimated around 30,000 in both private and government sectors. There is an unemployment rate of 14.1% among the Emiratis recorded in 2004 (Abdelkarim, A., 2001).

Approximately 177,000 jobs were created in the UAE economy from 1999-2004. However, there was an addition of 18,000 to the local workforce and the remaining requirements were met from expatriates' workforce and imported from various nations. Even though there was more

employment opportunity created than the total addition to workforce, still unemployment stands at an alarming figure of 14% (Jackson, et al., 2010).

Recent census estimates that 90% of nationals are employed in the public sector. However, government sector only constitutes 28% of the UAE total workforce. There is a clear preference for government sector jobs among the locals and this is usually their first choice. There are a number of factors that influence such preference. Shorter working hours, better promotion opportunities, greater job securities and attractive compensation packages are among various advantages that public sectors are well-known for and have to offer when compared with the private sector. There is large number of subsidies and transfers which are furnished through the National and Federal Budget. The earnings of UAE nationals are 46% greater that the salary earned by expatriate irrespective of skills. Then there are a number of packages offered for national by the state owned projects (Haan, H, C., 2004).

Following tables indicates the employment and unemployment relations in UAE Labor market.

	1998	1999	2000	2001	2002	2003	2004	1998-04 Average
			Employment (Thousands)					
Total	1,585	1,720	1,865	2,029	2,211	2,417	2,649	2,068
Male	1,388	1,500	1,621	1,754	1,901	2,065	2,247	1,782
Female	197	220	244	275	310	352	402	286
Nationals	133	146	157	171	185	204	225	174
Male	112	121	129	138	147	157	168	139
Female	21	25	28	33	38	47	57	36
Non-nationals	1,452	1,574	1,708	1,858	2,026	2,213	2,424	1,894
Male	1,276	1,379	1,492	1,616	1,754	1,908	2,079	1,643
Female	176	195	216	242	272	305	345	250
			Unemployment (Thousands)					
Total	36	40	44	50	58	68	82	54
Male	30	34	36	41	47	55	63	44
Female	6	6	8	9	11	13	19	10
Nationals	12	12	14	16	20	23	29	18
Male	9	9	9	10	12	15	15	11
Female	3	3	5	6	8	8	14	7
Non-nationals	24	28	30	34	38	45	53	36
Male	21	25	27	31	35	40	48	32

Figure 1 Employment and Unemployment in UAE Market

Source: Tanmia estimates, Dubai Municipality and Ministry of Planning (2005)

There is a clear difference among the skills level of graduates from national educational institutes and the local workforces. Government has put in place a fixed wages for such graduates employed by the public sectors. Public sectors employment constitutes first choice for UAE national seeking employment after graduating from these institutes. Approximately 70% of the graduates from national colleges are degree holder in religion, education, and art. The remaining degree holders are from technology, engineering, medicine and science fields. Skills of 2/3 of individuals that graduate from colleges and universities does not meet the requirements of the private sector. These skills are basically suitable and appropriate for government jobs (TANMIA, 2004).

The unemployment among the nationals is likely to increase in the future and this will create a major challenge for the federal authorities and government institutes to reach out for a robust solution. The growth rate of national labor force stands at 10% while that of female job seekers was estimated at 20% during 1999-2004. However, the population growth rate will decline in the next 3 decades. It is predicted that in spite of this decline in growth rate, there will be an influx of 11,000 job seekers among national job seekers annually in the labor market. UAE has significant resources and potential to meet its obligation and expectation of these labor forces. However, lack of necessary skills has made this portion of job seekers being unattractive to the private sectors. In spite of financial sustainability, the UAE will face challenges in sustaining the standard of living for its people (TANMIA, 2004).

Hospitality Labor market:

Labor market is a phrase used in reference to the supply of workers who are seeking employment that is available in the given destination or area (Choi, Woods, & Murrmann, 2000). Companies that are facing higher number of vacancies will face challenges in recruiting right candidates for suitable jobs. This situation will provide an opportunity for the job seekers to be more demanding when they are in search of employment opportunities and making job selections. On the contrary when there are limited numbers of the opportunity in the market, the job seekers can not afford to be particular and will reconcile for what is available to them as a result of job shortages. Countries that developed their hotel industry and hospitality are facing shortages of experienced workforce (Choi et al., 2000). The ongoing growth of the hotel industry and

hospitality is expected to intensify the demand for experienced labor in the near future (Choi et al., 2000).

Majority of the hotel employees equipped with very limited industry related and hands-on experience and skills but hotels still provide an employment opportunity (Choi et al., 2000). Most of the job seekers in the hospitality industry start their transition towards working world (Choi et al., 2000). Hospitality industry happens to provide employment opportunity for community and contributes to the growth of the economy in that area (Choi et al., 2000). Hotel industry offers variety of jobs opportunity in terms of abilities, starting from unskilled workers who would begin their career as a doorman to managerial skilled employees who would start as a director of operations (Choi et al., 2000). Despite all this, many hotels are still faced with shortage of skilled employees due to level of skills that workers have to offer (Choi et al., 2000).

Hotels manage to fill their vacancies with expatriate labors. Economic reasons have forced many workers to migrate in search of fulfilling their dreams and improving their family standard of living, some migrates just for personal reasons. The common reason for migration always seems to be a better standard of living (Choi et al., 2000). The hospitality industry migration occurs as result of push and pull factors (Choi et al., 2000). The push factors in the hotel industry are tough competition, long working hours, and low pay scale compare to other industries. Pull factors include learning new skills opportunity, minor employment prospect, opportunities to travel and working hours flexibility (Choi et al., 2000).

Lack of skilled labors is a serious challenge in the hospitality industry particularly for those nations where this industry is just starting to develop. The only options for such countries are to attract immigrants who are well educated, skillful, and seeking higher standard of living. This immigration of labor will create many job opportunities and a chance for less skillful worker to generate income. This is a most important impact that foreign workforce will have on the host nation. "Recruiting those skilled but unemployed labors forces in one part of the world would provide a solution for skilled labor shortage in the other part of the world" (Choi et al., 2000, p66).

Training and development in Hospitality:

The significance of training and the establishment of a learning environment have been recognized as one of the major element of competitive success or to the attainment of sustainable competitive advantage in the organization (Altman & Iles 1998; Altman & Iles cited in Sunders et al. 2005). Training is a planned process to change attitude, knowledge or skill behaviors through learning experiences and effective performance (Beardwell & Holden 1997). Well-trained workers are the foundation stone of the workers' productivity and clear-cut edge on the competitive market place (Deborah & Paul 2000). The recent study indicates that 52.4% of the UAE nationals are not given enough training (Morada 2002). Abdelkarim (2001) cited that gaps in local provision include competent supervisory training especially in the manufacturing sector for shop-floor supervision and technical training for industry.

In the private sector, the managers should be held accountable for Emiratisation process. The Emiratisation quota mandate should be handled strategically with professional response in the form of a realistic and viable nationalization plan. An important and fundamental element in the Emiratisation process is the orientation and induction of nationals to the private sector, corporate culture and working environment. The private sector in the United Arab Emirates which is primarily managed and manned by expatriates has been developed and influenced by an expatriate oriented ethos in mind. Consequently it is vital to "acculturate" and prepare nationals emotionally, academically and socially for the employability and marketability in the private sector (Al-Lamki, 2000).

Preference should be given to nationals, provided that they attained the necessary skills and qualifications when the private sectors are hiring. Human resource management mechanism should be exercised when job analysis, recruitment and fair selection for nationals are taking place. In accordance with the proper selection process, objective training and orientation of national recruits need to be handled professionally and in line with job description. This is to be coupled by a clause in the employment agreement of expatriates supervisors and mangers requiring them to train the national workforce. This should be timed bounded followed by the replacement of expatriates with skilled, trained and qualified Emiratis. In order for this process to succeed, it is suggested to establish a reward system in the form of financial incentives to persuade expatriate employees to train and develop national employees (Al-Lamki, 2000).

In the hospitality industry, one of the most resurfacing complaints from industry executives that keep becoming more complicated is to hire workers with adequate management skills to fill the key vacancies in the hotels as well as recruiting employees for basic positions (Zang, Cai, & Liu, 2002). Hotel employees are offered limited opportunities for promotion and career growth and it leads to seeking opportunity outside the hospitality industry (Zang, et al., 2002). This also might be as a result of unrealistic expectations from fresh hospitality management graduate students or hotel unsuccessful staffing process (Zang, et al., 2002; Waryszak, 1999). Hotel employees have highlighted that on the job development happens to be the main obstacle in hotel staffing (Zang, et al., 2002).

Lack of support from top industry management and inefficient organizational structure leads to unproductive on the job training within the hotel industry. This process will not be sufficient for the employees to acquire the necessary skill levels (Zang, et al., 2002). Another obstacle with the training is absence of mandate for trainees and mangers to implement what they have learned (Zang, et al., 2002). One of the key roles of the human resources department is training and development of the staff. Training should be carried out with clear objectives and expectations, and management should always hold HR accountable for the quality of training and how effective they are toward achieving organization goals (Zang, et al., 2002).

Training and development programs in hotel industry should be carefully mapped and considered fundamental and integral part of hotel management system. In order for the training and development program to be successful, constructive communication, thoughtful planning, efficient organization, and complete support from industry executive are required (Zang, et al., 2002). Lack of motivation toward the training program will lead to disappointment and waste of resources (Zang, et al., 2002). Although training may become an extra cost and financial burden on the organization bottom line, it must be viewed as long term investment which not only benefit employees and organization, it will improve industry high turnover (Zang, et al., 2002).

Gulf Cooperation Council (GCC) states:

Rising oil prices during late seventies and early eighties had an incredible impact on the economies of the United Arab Emirates as well as other GCC states (Mellahi & Al-Hinai, 2000, p.177). The growth of these economies coincided with the high demand for skilled workforce.

Lacks of skillful workers have forced companies to look outside the GCC countries to recruit qualified labors (Mellahi & Al-Hinai, 2000; Sadi & Henderson, 2005). Relying on experienced expatriate workforce meant fewer opportunities for inhabitants in search of employment and gaining knowledge. Hence the flourishing economies of GCC countries became completely dependent on recruiting and importing skills from abroad (Barhem, Salih & Yousef, 2008). During the 1990's when the world economy witnessed a decline in oil prices and transfer of livelihood by foreign workers to their native countries had left the GCC states economy in dilemma (Sadi & Henderson, 2005). This have raised the disturbing condition and forced authorities within the GCC countries in order to address the difficulties of not having enough qualified employees to replace the foreign workers (Al-WAqfi & Forstenlechner, 2010). It was then when the heads of these states had realized the necessity of implementing of a nationalization program which would train and develop citizens of these states for placement. These programs designed and structured on recruiting, hiring, education, developing, and rewarding national with the intention of steadily phasing out some of the foreign workforce (Rees et al., 2007).

Saudisation:

The dependency of Saudi Arabia's industries including tourism industry on the foreign workforce has criticized the local authorities for lack of planning and development of the local labors (Sadi & Henderson, 2005; Sadi & Al-Buraey, 2009). With all-time unemployment rate high, the government initiated the Saudisation program which would train and develop Saudi citizens with the aim of eventually replacing a large portion of expatriate workforce with qualified nationals (Al-Dosary & Rahmn, 2005; Sadi & Henderson, 2005; Sadi & Al-Buraey, 2009). The official did not publicly announce about the program until after the sixth development plan (1995 – 1999) was in-placed. The sixth development plan intended to incorporated 659, 000 Saudis into the workforce, replacing 319,000 foreign labors. During this period, 34000 new professions were created (Sadi & Al-Buraey, 2009, p. 71). The seventh development plan for the period from (2000-2005), had the intention of placement another 817,000 qualified Saudi citizens with 466,000 foreign workforce for the newly created jobs (Al-Dosary & Rahmn, 2005, p. 497).

While the Saudisation program was a burden from financial prospective, it faced many difficulties during the implementation phase. First challenge with Saudisation was that the private sectors were reluctant employing Saudi nationals (Sadi & Henderson, 2010, p. 123). They thought that employing Saudi citizens was too expensive and their skills and experience did not live up to their expectations (Sadi & Henderson, 2010, p. 123). Expatriate performance and productivity were higher than Saudis and in order to train the Saudis to match their performance with their expatriate counterpart would cost the organizations a fortune (Sadi & Henderson, 2010, p. 123).

Despite five years ambitions plan, it was not appealing to many private sectors companies and it was not very successful plan. However, the Government still committed and allocated much need funds and quota in order to achieve its objectives.

Omanisation:

Omanis have achieved great success while transforming their country into a modern industrialized state. Their localization program has been one of the most successful plans in the region not only in the public sector, but also in the private sectors (Al-Lamki, 2005; Al-Hamadi, Budhwar, & Shipton, 2007). Similar to Saudis, Omanis also lacked necessary knowledge and experience (Al-Lamki, 2005; Wilkins, 2002). The Omani Government's intention was to educate and train Omanis in order to level out the imbalance that existed in the country's workforce. Illiteracy was Oman's biggest challenge (Al-Hamadi et al., 2007, p. 103). Oman had introduced its localization program in 1996 and its aim was to flourish by 2020. The plan had three parts; first, the enhancement of human resources will be realized through arming Omanis with education. The Government spent resources focusing on the development of vocational training based on the British NVQ module (National Vocational Qualification) system (Wilkins, 2002, p. 145). Second aim would be to increase the number of Omanis participating in the public and private sectors workforce.

The second policy of the Government was to improve the development of the private sector. This could only be accomplished in part by eliminating of bureaucratic and administrative barriers that existed in the private sector and also inviting more foreign companies for investment in the Sultanate of Oman (Al-Hamadi et al., 2007, p. 103).

The third policy of the Omanis authorities was to provide circumstances conducive to economic diversification and to enhance the use of human resources to achieve its objective (Al-Hamadi et al., 2007, p. 103). Despite all the barriers, Omani government is still in the process of improving its localization program and it seems well on the way to achieve the expected results by 2020.

Kuwaitisation:

The Kuwaiti government has started to educate and train its nationals to acquire an active job in both the private and public sectors, Kuwaiti workforce represent approximately 25 percent of total its labor requirement in the country (Chemingui & Roe, 2007). Although the inhabitant of Kuwait is increasing, there has not yet been an associated increase in unemployment rate, at least by international norm. Not only the number of Kuwaitis inflowing the labor market growing but the enrollment in higher education is on the rise as well, which translates to more availability of qualified Kuwaitis workforce in the market for the future (Chemingui & Roe, 2007).

Emiratisation:

Emiratisation is the government sponsored process that seeks to encourages and introduce Emiratis to reach out to private sector for employment opportunities. UAE just like other GCC states has capitalized the revenue generated from oil export to build its economy. However, the influx of expatriates' labors has influenced the social, political and economical in a way that it was not anticipated by the government (Forstenlechner, 2008). While the United Arab Emirates head count was on the increase progressively as a result of soaring birth rate, the Government continues to depend on foreign workforce to fill the vacancies that were created (Al-Waqfi & Forstenlechner, 2010).

UAE government has introduced its nationalization program which targets the public sector of the industry and has achieved some success due to the following reasons: wages for Emiratis in the public sectors were higher than private sectors, higher job security were granted to nationals, and their shorter working hours and longer leave days were more favorable than what they could get in the private sectors (Al-Waqfi & Forstenlechner, 2010). Despite the limited success of the localization program in the UAE, the population growth rate has caused the saturation point to reach much sooner than it was expected. Today nationals are no longer accepted for the public sectors vacancies and lack of any vocational training and qualification began to hold them back

(Al-Waqfi & Forstenlechner, 2010). This created a whole new challenge in the United Arab Emirates that the private sector of the economy would refuse to hire Emiratis due to negative publicity and stereotyping that was spreading toward attitude and behavior of nationals regarding work and education (Al-Waqfi & Forstenlechner, 2010; Barhem et al., 2008).

It was 1999, when the UAE government had arrived at a moment of change in the expansion of its workforce. Realizing those foreign workforces were over represented in the private sectors, hence the local authorities had initiated a new human resources management plan and the nationalization program known as Emiratisation (Forstenlechner, 2008).

Composition of the workforce in the United Arab Emirates:

One of the major challenges that UAE authorities have to deal with is the imbalance of the labor market among UAE national and expatriate work force. Three decades of the arrival of expatriate work force in the UAE had caused economic and social problems for greater participation of nationals at the work place (Prasad & Yang, 2002). Expatriate workforce in the UAE constitutes 2.4 million (91%) of the total UAE labor market, overwhelmingly participating in the private sector. This figure indicates that UAE nationals comprise only 9% (192,000) of its market workforce employed by public sector and less than one percent (70,000) employed by the private sector (Human Resources Report 2005; Freek 2004; Abdelkarim 2001a). Emiratis' average employment rate has seen growth of only 7.9% over the past decade, while UAE nationals' unemployment rate in 2005 has been estimated at 13% (37,000), 20% belonging to female job seekers and 9% for males and these numbers are expected to go higher without the UAE authorities interventions within the next decade (Human Resource Report, 2005).

Emiratisation is the affirmative action quota driven employment policy that encourages the employment of the UAE nationals in the private sector (Godwin, 2006). Since 2000, the Gulf Cooperation Council (GCC) countries in general and the UAE in particular have taken various initiatives and economic policies in order to affect local labor market and encouraging the employment of the nationals. These measures include wage subsidies, government wage restrain fees and quotas, improving the quality of the educational system and training of nationals, charges of foreign labor, and employment targets for the UAE nationals (Al-Lamki 2000; Economic Development Board 2004; Kapiszewski 2000).

There are various studies that highlight the reasons why the UAE nationals are more attracted to public sectors over private sectors. This includes higher wage and job security but the existing rate of employment by the UAE nationals can be contributed to the Emiratis' lack of abilities to complete the work satisfactory (Abdelkarim, 2001) thereby pushing them out of work in the public sector (Freek 2004). This obviously made the work environment less desirable for nationals. Proad et al. (2002), states that working in the private sector is relatively new phenomenon for Emiratis. As a result UAE nationals have vague impressions as what is expected from them in the private sector or have little first hand knowledge or experience (Yang & Samiha 2001). In an effort to answer the questions what criteria that establishes the Emiratis' employable in private and public sector companies, the paper considers the three factor such as personal, organizational and social (Shaw et al. 2005; Seibert et al. 2001; Tomer 1999), crucial to Emiratisation program and investigates to what extend these factors act favorably or hinder nationals to join the work force.

Objectives of Nationalization (Emiratisation) Program:

Before discussing and analyzing the current status of Emiratisation and any suggestions, it is important to consider the aim and objective of Emiratisation (nationalization) in general. The objectives only depends on the perspective of the stakeholders and what are they are aiming and determine to gain and maybe influenced to some extend as result of the differences among themselves (Jackson, et al., 2010).

From the Government perspective, the Emiratisation program may plan to achieve the following goals:

1. Economic

   o Economic growth by taking advantage of cost-effective labor

   o Reducing unemployment rate

   o Relying on local skills rather than expatriate know-how

   o Better wealth sharing among Nationals

   o Reducing the outflow of assets to other nations

2. Social

   o Human development of Emiratis

   o Ownership of the country's wealth

   o Improve nation's characteristics

3. Political

   o Emiratis will be engaged in the vital positions

   o Emiratis should value the authorities' efforts to support them

   o Authorities decision in wealth allocation should be transparent and acceptable

   o Strategic planning

The economic aim of the nations may vary across the Gulf States. Some have high proportions of expatriate worker (i.e. doing the jobs that otherwise local will not do), so nationals are scarce in this area. Others may have competing proportions of expatriates task force (expatriates are competing with nationals for the same jobs). In the later circumstances, the competition for the job is high and finding jobs for nationals is a real challenge. In the case of the UAE, locals make up a small percentage of the workforce and it is essential that their impact on occupying the leadership roles would be justifiable (Jackson, et al., 2010.)

The private sector in the United Arab Emirates.

For the past 30 years the private sector in the UAE has fueled the local economy. The government has taken concrete measures to ensure the continuity of this trend by providing special facilities such as tax free environments (free zones), encouraging the new setups in pursuance of attraction of more businesses and foreign investments. The UAE government and in particular Dubai Authorities have always strived to minimize the country's economical dependency from oil generated revenues. In its strive to encourage, promote, and attract foreign investments, the UAE government has spent heavily on infrastructures and institutionalizing

judiciary and law to support the privatization of the economy in order to contribute to the nation's GDP.

The diversification of the UAE economy would not have taken shape if it did not have the government support for creation of the opportunities for nationalization. Despite the UAE government effort to provide the helping hand and to encourage the Emiratisation, the private sector has sought to take advantage of low-paid and skilled non-Emirati work force mainly from India, Bangladesh, Pakistan and Middle Eastern countries. During the initial economy development phase the UAE government had no alternative but to attract foreign skilled labor to achieve its economical objectives and growth. In rear cases there are certain jobs that would never be attractive to nationals, and it would be acceptable to recruit its required work force from expatriates due to the acute skilled-labor shortage. However, today despite of the vast availability of qualified and educated National work force, the trend of private sector to utilize expatriate work force still continues while the country is struggling with high unemployment rate, specifically among female job seekers (Jackson, et al., 2010).

Various literatures have highlighted that this challenge and disparity related to composition of the work force in the private sector remain due to a number of reasons one of which is lack of coordination and planning among educational institutions and labor market requirements (Al-Lamki, 1998; Al –Maskery, 1992; Roove, 1992; Briks & Sinclair, 1980). The studies indicate also that this predicament resulted from shortage of skilled and competent work force among nationals (Rowe, 1992). Another impediment for recruiting Emiratis is their interest to join public sector rather than private sector due to convenient working hours, generous vacations and leave days, permanent employment opportunity, definite maternity leave, pension fund scheme, and retirement plan (Al-Lamki, 1998; Al –Maskery, 1992; Eickleman, 1991; Earnest & Young, 1990; Schaeffer, 1989). Few other obstacles that cause private sector to favor expatriate work force are the varying remunerations scales and work environment, the existing gap between the wages in public sector and shorter working hours in comparison to private sector (Al-Lamki, 1998; Al –Maskery, 1992; Eickleman, 1991).

The UAE Experience:

There are number of similarities among the nationalization programs that are taking place at various Gulf Cooperation Council (GCC) states. Considering UAE as a developing nation, UAE shares the same limitations with other GCC nations with regard to the availability of an educated and skilled local workforce. The sociopolitical and economic circumstances of UAE during the 20th century coupled with lack of vocational education training has prevented UAE from being self sufficient and caused the shortage of local educated populace (Townsend, 1977).

The UAE has faced major challenges after its independence from Great Britain in 1971. A major challenge during its nation building process was to reconsider its education system in order to support the development of its human resources. Skilled home-grown workforce that is ready and capable to take an active role in its fast development of the country and also to have a positive impact to the economy and sociopolitical and be able to contribute in an effective way. The UAE experience with regard to its national development and economic prosperity is similar to other GCC states. The discouragement of the UAE experience, as explained here lies in the history of its nation building process. UAE and other GCC states are facing the same constraints with regard to the availability of educated and qualified local taskforce (Al-Lamki, 2000).

Gender favoritism and Social Justice:

When we study gender inequality, we ought to examine various dimensions with regard to an adverse position of female member of staff. These factors are subordination, marginalization, and undermining. In the conventional Arab society, there are many evidences of inequality pay structure among the female leaders at the work place. Evidences of similar treatment also have been observed within the UAE communities. An instance is that female must legally earn less than opposite sex in any given job (Whiteoak et al 2006, Baud & Mahgoub, 2001). Tanmia (2005), reports also stresses the discrepancies that exist given level of education, job description, and seniority. 37% of the female participants have indicated the variations in the pay structure comparing to their male counterpart. Adam (2003) indicates that this pay difference may be attributed to the greater career advancement that is in placed for male employees in the traditional UAE society. Further Baud and Mahgoub (2001) stated that 21% of female employees have experienced inequity when they were due for promotion.

The case of Emiratis female:

The employment opportunity of female in the Gulf Cooperation Council States emerged as a challenge as the countries were in the process of modernization, as result of family traditions and Islamic values that did not fully support for women to participation in the economy activity outside the home (Gallant & Pounder, 2008). In the United Arab Emirates, the contribution of female in the workforce is very low despite government encouragement and resource allocation in order to take more active roles (Gallant & Pounder, 2008). According to Hijab (1988), there are three aspects that influence the employment of female Emiratis: firstly, legislation, facilities, and approach must support it (Gallant & Pounder, 2008). Secondly, female lack of sufficient education and work knowledge needs to be addressed (Gallant & Pounder, 2008). Third and the most significant aspect for the employment of female in the society is that female ought to be accepted as an integral part of workforce by law makers and equally by the society in general (Gallant & Pounder, 2008).

Since the setting up of the Emiratisation plan, the UAE authorizes have been very supportive of the initiative of employing females. It has mandated equal pay scale for equal work, as well as equal benefits for female and male Emiratis (Gallant & Pounder, 2008). The UAE government has also began a "National Strategy for Development if Women" which encourages women to play a critical role in developing the nation's economy (Gallant & Pounder, 2008). In numerous public announcements over the years, government officials have persuaded nationals female to take a more creative role in the modernization of the country (Gallant & Pounder, 2008). The Head of the State in the 1980, late Sheikh Zayed Bin Sultan Al Nahyan, was an essential supporter of the employing and educating of Emiratis female.

Young female Emirati job seekers had the right and courage to work in every field without facing any obstacles. We are anticipating every Emiratis women to carry and to proceed with everything undertaken by their brothers, the youth of the United Arab Emirates, and that there will be fruitful cooperation between the young sisters and their brothers in different spheres (Gallant & Pounder, 2008, p. 27).

The UAE government is very eager to improve the women's education, knowledge, and skills and to help them realize and understand the working atmosphere (Gallant & Pounder, 2008). As

result of the support that the nationalization plan receives, there is numerous employment opportunity offered to female young Emiratis in the private sectors. Vocational training and development have been subsidized by the government; the determination is to create an efficient, modernized and well educated workforce of Emiratis females. As a result of this support, women's literacy rates have enlarged threefold since they first began to join the workforce in the 1970s (Gallant & Pounder, 2008).

Despite of the Government support and initiatives, female Emiratis continue to face challenges that discourage them from accepting the job offer and reaching their full potential in the market. A lot of these barriers are continued to relate to UAE culture and lifestyle. One imperative factor is the difficulty for young women of balancing the responsibilities from work and family environment (Gallant & Pounder, 2008). This has a huge impact not only on women's involvement in the workforce, but in their training and career development as professional in their different fields of work (Gallant & Pounder, 2008).

In 1999 the United Nations Human Development Index (HDI) (UNDP, 1999) placed the UAE 43rd in its list of nations with high human development and the 4th most developed of Arab countries. The (HDI) measures indicate the overall achievements in 174 nations on the basis of life expectancy, education, and general standard of living.

In April 1999 a memorandum of understanding encouraging priority to graduates of the Higher Colleges of Technology (HCT) in recruitment for jobs in both the private and government sectors was signed between HCT and the Ministry of Labor (Employment & Social Security, 2006). However, the local authorities were in favor of immediate expansion of the economy and human resources and where unwilling to isolate the private sector by enforcing a quota for providing opportunity for nationals in their organizations. Labor department statistics indicate that the Emiratisation process has showed some achievements in the banking, government, semi government, and insurance area. The quota target for the insurance industry is 5% from the original prediction of 15% and subsequent reduction to 10% as this sector yet in their beginning stages (Lowtax.net, 2007). Private sector indicated a 2% and banking industry has recorded 4% increase in 2005 (Khaleej Times, 2005).

The Government of the United Arab Emirates continues to face obstacles and has a long way to go before fulfillment of the nationalization objectives achieved and the number of Emiratis men and women in the private sector increased, especially in the hospitality industry. This will promote UAE workforce to decrease its dependency on expatriate labors. The Emiratisation program was introduced with the sole intention of addressing and tackling this imbalance. Since its commencement, the program has developed to include the public as well as private sectors in its scope, to ensure that Emiratis receive appropriate training and education in order to be able to compete effectively in their own much needed workforce and, thus to accomplish the objective of Emiratisation.

Summary:

This chapter briefly explains the nature of the hospitality labor market in various Gulf Cooperation Council (GCC) countries and examines their localization program and how it was implemented. It highlights the importance of training and career development in the hospitality with the aim of reducing turnover. Different biographers have conducted different researches looking at the various features of the program. Both qualitative and quantitative techniques have been utilized in research to date on the topic of nationalization programs.

Mellahi & Al-Hinai (2000) carried out a quantitative research study examining on what attracts GCC nationals when they are in the market in search of jobs in the private sector industry. Sadi & Henderson (2005) conducted a qualitative study based on Saudi Arabia native managers in the hospitality and tourism industry and their point of views on these industries. Al-Waqfi & Frostenlechner's 2010 quantitative research study examines the stereotyping of United Arab Emirates nationals by the expatriate labors working in the UAE. Frostenlechner (2008) examined a literature analysis on the human resources processes with regard to the Emiratisation program. Rees, Mamman, & Bin Braik (2007) expended a qualitative research study designed to investigate the circumstances of companies with Emiratisation program in placed. Al-Hamadi, Budhwar, & Shipton (2007) carried out a research on human resource management issues with regard to the Omanisation Program.

There is a need for thorough study that gives carful consideration to all details and aspects of subject on nationalization program and its impacts on the nationals, and also what is the insight

of nationals toward the program. This research study will endeavor to fill some of the gap which was found in the literature.

Chapter Three: Research Method

The author in the research method section will elaborate on the method which was used for the study purpose and how the data was collected. In this section the detail plan of the study will be highlighted and also the aim behind conducting such study. The researcher explains the nature of the statistics that were used for this research study and what data analysis was carried out to fulfill the requirements. The ethical detailed examination, quality and credibly wrap up the chapter.

Design:

For the purpose of this research study author used a qualitative approach. Data was gathered through individual interviews. This granted the researcher with an opportunity to solicit open-ended questions and get better perception and also to use probing for the purpose of receiving more information.

This qualitative research study explores the insight of nationals' workforce that is employed in the hospitality industry concerning the Emiratisation plan and in what ways it has influenced them. None if these facts have been examined in pervious researches and the findings of this study can be used to improve the Emiratisation program. Also this research study will draw attention to new issues for the UAE government for future investigation.

Research and purpose:

The Aim of this research study is to investigate and highlight the significant of the Emiratisation plan and the effect that it will has on the national employees working in the hotel and hospitality sector. The facts, findings, and data analysis generated as result of this study will assist government authorities, hospitality industry executives and Emiratis toward better understanding of the government sponsored program. For the purpose of conducting this qualitative research, below is the list of questions that were used and discussed during the one to one interviews with candidates.

1) What is your own personal view on the topic of Emiratisation program?

2) In what way has your career influenced by the Emiratisation program?

3) What do you like on the subject of the Emiratisation program?

4) What you don't like on the subject of the Emiratisation program?

5) To what extend you think the Emiratisation program should develop in the future?

6) Where do you place the Emiratisation program in the future development of the hospitality industry?

7) In your opinion, what are the main challenges of the Emiratisation program that the graduates are facing when they join hospitality industry?

Population:

The population sample that has been expended for the purpose of this research study are UAE nationals over the age of 24 who have been employed by hospitality industry for the period of more than 3 years. This specific study intend to apply a purposeful sample drawn from staff employed in various operation department of a five star hotel chains situated in prime locations in Dubai. However, this sample will not be able to produce a general impression or idea as result of limited number of interviews that have been conducted due to time restrain. A consent form has been forwarded in advance to every participant prior to attending the interviews and collected from interviewees after their acknowledgment. (Refer to appendix B)

Data Gathering:

The specimen was given by a controller who employed in the human resources office of the hotel chain as a coordinator. Controller, who acts as a gatekeeper had many contacts within the hotels chain and this provided easy access for researcher to obtain the required information on the subjects of study. The sample participants made available by controller using email as mode of communication prior to conducting interviews. This was a very complex process to coordinate by gatekeeper due to her office working hour's commitment and participants' busy schedules due to volume of business. In certain cases the participant had to reschedule the interview as result of hotel being overwhelmed with business volume and this has produced some challenges

with meeting the research deadline. Despite, all the contributors whom the controller contacted and scheduled for interviews were positive, enthusiastic and accommodating and willing to provide an input. The gatekeeper provided complete access and ensured there will not be any barriers accessing all the Venus within the hotel. Appendix A reveal the email that was forwarded to all the participants and inviting them for the interviews.

Pilot study:

The trial run of the study was carried out to ensure the legitimacy of the questions prior to conducting the actual research. The trial run of the study was held at The Emirates Academy of Hospitality Management in Dubai expending three senior class hospitality students. The duration of the interview for each pilot study was 25 minutes and the participants students managed to answer all seven questions. The answers were very transparent and the outcomes were satisfactory as result of this trail run. This indicates that the seven questions that were developed for this pilot run can be used for the actual interviews.

Data analysis:

Forming outlines or strategies is a universal approach while attempting qualitative research study (Corbin & Strauss, 2005, p. 39). The researcher has used Miles & Huberman (1994) analytical tools in order to find these strategies. This approach starts with list of codes that have been extracted from the literature body, and then the lists evaluated against the collected data. Concept mapping, employed to provide a technique to group or categorize data which have been collected for this research study (Corbin & Strauss, 2008). (Powel & Renner, 2003), have used the following five steps:

1. Get to know your data

2. Focus the analysis

3. Categorize information

4. Identify the pattern and connection within and between categories

5. Interpretation-bringing all together

The author has used the above steps to develop the strategies on how to develop themes and also to categories and interpret the data. This assisted the researcher to use the themes and the connection to explain the facts and findings and to attach meaning and significance to the analysis.

Ethical considerations:

For the reason of confidentiality, the researcher had decided to get ethical approval from all the participants prior to conducting the interviews. For this reason, a consent form was forwarded to all the contributors to this study in order to let them know about all the rules and regulations and privacy measures that have been anticipated to keep their identity confidential.

Quality and Reliability:

Prior to conduction the actual research interviews, the quality and the reliability of the questions were evaluated. Interviews had been conducted in an environment that was convenient and secure to participants. Audio taping used in order to record the actual interviews for future references and this method assisted the author to obtain the exact phrases that were used by contributors.

Chapter Four: Research findings

The discussion on the results and the themes that were developed as result of interviews process will take place in this chapter. The most repeated and common themes will be highlighted and a concept map will be presented. Later in the chapter the sub-themes also will be underlined that were key factors of main themes.

Demographic Data:

For the purpose of this research study, the author had interviewed seven participants all belonging to the same hotel chain employed in different properties across Dubai in the United Arab Emirates and all above the age of 22. All the participants were Emiratis made up of four females and two males. Three of the participants with human resources background, two from sales and marketing, one from protocol, and the last participant belonged to room division. The entire candidates hold the middle management positions.

Themes:

There were a total of 34 themes which were found in the interviews, which were then compressed to seven major themes occurring 10 or more times. A concept map below shows the main themes that emerged and the sub-themes that were found and related to the study. Refer to appendix C with all the themes that came up between the different interviewees. The results are stated and discussed below about the seven major themes which were 1) Development 2) Culture 3) Training 4) Organization 5) Support 6) Salary, and 7) Planning and also briefly discuss the sub themes that were found in the research.

A total of 34 distinct, recurring, and unifying themes were highlighted by participants as result of the interviews. These topics were then compressed to seven main themes that appeared and the sub-themes that were allocated and related to the research. Appendix C will illustrate the range of themes that generated as result of interviews among the different participants. Below shows the seven themes that were laid down and discussed:

1. Development

2. Culture

3. Training

4. Organization

5. Support

6. Salary

7. Planning

Concept Map:

Following concept map specifies the seven main and distinct themes that were driven as result of conducting interviews. The concept map also illustrates the sub-themes as well that were arisen from the main themes. It also indicates the factors that were influenced by Emiratisation plan.

```
                          ✓ Opportunity
                          ✓ Program
                          ✓ Career
                          ✓ Education


  ✓ Family                                              ✓ Monitoring
  ✓ Hospitality      from                               ✓ Exposure
  ✓ Mis-perception          Culture    Development      ✓ Quality
  ✓ Religion                                            ✓ Leadership


              Planning      lacks                includes        Training

                                Emiratization


                          needs
              Salary                                  needs        Organization
                       to increase

  ✓ Time (hours of work)
  ✓ Better  funding:                                      ✓ Lack of planning
        1. Funding of the      Support to Nationals        ✓ Filling vacancies
           program                                         ✓ Quality of program
        2. Compensation                                    ✓ False expectation
           packages for
           the UAE
                                  ✓ Impact
                                  ✓ Motivation
                                  ✓ Discipline
                                  ✓ Personalized support
```

Development:

Among all themes that participants had referred to during interviews, the development was the most occurring themes. Firstly, those who have taken part in the interviews highlighted that the Emiratisation plan indubitably needed more development and it is essential to the success of the program in long term. "*Emiratisation plan should progress more, I have to say it this way, it shouldn't have to be just to fill a vacancy it should be more an area of concern*" (participant 1) Participant (5) has also mentioned about the development with regard to nationalization plan and he put it this way "My *personal view on the localization plan um…uh it is not so well-thought! I believe program can be stronger*".

Rests of participants have also reflected that they had received some support form the program and it did help them in their career when they most needed. They had mentioned that Emiratisation plan has taken an active role in their self development steps which eventfully lead to better career development, *"In my professional development …it changed a lot in me. It changed my career, developed me it changed a lot in positive situation …it was a very significant role in my career*" (participant 4),

Participant (2) also agreed with participant (4), "*I think…well for starters it gives them the opportunity to be out in the open and the training that includes with it, the training and development is beneficial for them and their future*".

Along with the main themes, there were another four sub-themes that appeared as results of discussing the main themes "development". The subsequent four sub-themes that came into sight are: emerged

1. Opportunity

2. Program

3. Career

4. Education

These sub-themes are discussed below.

Opportunity:

Opportunity and development go hand in hand and all the nationals who have participated in the interview had emphasized that the development had created many opportunities for them and it has made them more marketable. In view of Participant (1), *"this is an opportunity for UAE nationals to have the nationalization program in-placed and more and more Emiratis should participate in the hospitality industry. Here we are discussing the Arab culture and hospitality because there are many favorable conditions that we could offer our way of living and views. We should anticipate in this industry much more than what we are currently involved and to present to the world the rich Arab hospitality."*

Program:

According to some Participants, the nationalisation program started very well but after a period of time, it stopped developing further. It required new attempt to push the Emiratisation plan forward for generation to come. Participant (6) clarifies: "*since the second batch has started their roles, they have not benefited as much as first batch. The program and training for the first bath was much longer and this has helped the new comer to really benefit from the Emiratisation program. Participant also emphasize the length of the trainings are shorten and programs are not as detailed as used to be."*

Career:

The National Career Development Association defines the term "career" as "the individual's work and leisure that takes place over his/her life span". Being satisfied with one's career could be one of the most important elements of and individual's personal happiness (Sharf, 2006). Adelle and Bradley (2004), in their study of 264 undergraduate students from Northeaster University in USA, found that individuals felt positive about their decision when they received Career Development Training. In the study, of 723 full-time employees at several high educational institutions in the North of England, Nabi (1999) found similar results. Freek (2004) indicates that access to Career Plans would encourage UAE nationals as well. However, it could also encourage non-nationals as well. Hence this practice could potentially lead to fewer opportunities for Emiratis who are seeking employment, especially in the short term. This is found reversed over time, as the Government has imposed a tax from employing non-nationals and a quota system for Emiratis, which forces the private sectors to consider employment

opportunity of certain percentages of their workforce. Consequently this paper will try to explore to what extent career development may influence UAE nationals performance at the workplace.

The "career" was one of the sub-themes that stressed by participants with reference to how the nationalisation plan had influenced the Emiratis'' careers who are participation in the hospitality industry. Participant (5) emphasized that the Emiratisation program started with having the appropriate quality criteria and good intention of developing Emiratis and prepared them for their future career: "*What I like best about the program is uh…that advocates of the plan are really doing their best and honestly they are trying their utmost to have you know… to save the Emiratis that they have with them uh… because they feel that they can developed these Emiratis, we really try and help their career.*"

Education:

Education is one more high ranking sub-theme that generated from Development distinctive main theme. The word "Education" translated in the sense of learning through study or experience that was receiving at schools on the topic of hospitality industry. Participant (4) mentioned that the journey or path might be to educate Emiratis on the field of hospitality and hotel management operation and this will pave the way for national to join the hospitality: "*frankly speaking colleges should to have a proper impact and education wise on the Emiratis. Develop them and give them the needed guidance and know-how that exactly what needed to be successful in hospitality industry. Lack of proper structure from the start and later it will be really difficult to take them on board.*"

English is the Lingua Franca for technology, management and to certain extend trade and fluency undoubtedly affects Emiratis' employability. English fluency levels in the UAE are of concern to Abdelkarim (2001), whose findings on employees' views include their perceived deficiency of English fluency instruction in the Emirates' education system. In Saudi Arabia, Samman (2003) also emphasized that majority (60%) of students reported English Language deficiency; of note, 70% of science students were not confident in language.

Culture:

Among the main distinct themes "culture" ranked second after the "Development" theme according to interviewers. Participants have evaluated this theme in two different ways

especially from their personal point of views. first of all it was described as the interpretation of Emiratis with reference to the culture of the hospitality itself participant (6): "*One part for us as a local to grasp the idea of working in hotel industry and second part would be for the hospitality industry to give us an opportunity to work where we can do our job and this will not be against our moral norms, belief and values.*"

Participant (1) also stressed that: "*We acknowledge the environment and know that there is a hotel with thousands of visitors weekly from all walk of life but we don't understand how the hotels are operating, what are the career opportunity in this industry, we only imagined that the hotel is where they consume alcohol and it is only a bar. This is the common stereotyping that exists toward hospitality in this part of the world.*"

The second point of view that stressed as result of interviews from participants was that how the national culture can influence an Emirati from joining hospitality industry. Participant (4) was vey convinced that this was the challenge: "*One of the issues that Emiratis are hesitant to join hotels because alcohol, because females are requested to work in front office and that is the reason why they are not willing to take up jobs fear of being seen by their relatives.*"

Participant (3) also emphasized: "*Well! It is this way, I have four yeas of experience in hospitality as locals and honestly we have different life styles.*"

Along with the main themes, there were another four sub-themes that appeared as results of discussing the main themes "culture". The subsequent four sub-themes that came into sight are:

1. Family

2. Hospitality

3. Misperception

4. Religion

Family:

Family is a serious topic when Emiratis especially females are in search of jobs in the market and that they need to consider. This is all due to the role of Emiratis women in the family that they play. Participant (6): reflects that there are various opportunities for female Emiratis to showcase their culture, norm and tradition but due to fear of seeing by their relatives, they refuse the opportunity: "*There are many opportunity for women to come and take up jobs here, but certainly when you ask a an Emirati lady to work in hotel industry they are not very eager or at least their guardians are not happy or even if their parents have no issues, still their grand parents are not happy. To them, this would be shameful to admit that their grand daughter is working in hotel industry.*"

Hospitality:

The participants highlighted that the general norm and feeling toward working in a hotel, means you are employed in a night club. They stressed that the Emiratis should perceived this as an opportunity to showcase their lifestyle, culture, values and way of living of Emiratis. Participant (1) feels the Government has an important role to play in this struggle: "*I think the authorities need to focus on their part and how remarkable result can be achieved should this happens.*"

Misperceptions:

This sub-theme spotlights the stereotyping that Emiratis apply toward hospitality and how they generalize the career in hotel industry. This sub-theme reappears several times and it reflects the mentality of the Emiratis when they are in search of job. Participant (1): "*When you are discussing hospitality their mind is drifting toward hotel bar and kitchen, this is how Emiratis consider working in the hotel. They need to realize that hotel is much more and larger than a kitchen and any bar, its more about support function, there is a place to grow and retire from.*"

Religion:

Participants stressed the importance of religion in their daily routines and have emphasized that they arrange their work and life around religion and not the way around. Among the many obstacles that they are facing with regard to joining hospitality industry, is they are hesitant that this move might weaken their faith. However, some of this hesitation might be baseless and as result of not having enough knowledge and understanding about the hotel industry and what it

has to offer. Participant (6) mentioned that hotel industry should be considerate when they are intended to attract Emiratis. They should be thoughtful and creative and understand the norm, values, tradition and culture of Emiratis and they should know that Emiratis are very sensitive and this could put at risk their reputation: *"The hospitality industry should attempt to offer Emiratis with a chance to be able to work where we can grow and it does not insult our culture, our morals, and our beliefs."*

Training:

The participants have agreed that "training" is the most vital element in anyone's career development. They have also stressed that level of the training that has been delivered or offered by Emiratisation plan is not sufficient by any standard measure. Participant (2) reflected that she was unable to take advantage from training: *"I felt I would be involved with the training at the beginning and wanted to be in that kind of surroundings where you have an opportunity to grow but there was nothing for me to benefit from, so I did not applied for those training."*

Participant (5) also agreed: *"They should improve the quality and quantity of training…they have to focus on the objectives … if they focus like I told you on Emiratis and ….they give them training they will do many things."*

Participant (6) also mentioned that quality training was the key to success of Emiratisation program.

The following sub-themes were generated as result of focusing on the main topic of "training":

1. Monitoring

2. Exposure

3. Quality

4. Leadership

They will be discussed briefly.

Monitoring:

Participants felt like monitoring the program regularly were necessary to ensure proper implementation and execution. In order to ensure career development for Emiratis, proper training must be in-placed and it must be reviewed and assessed at regular intervals in order to find out how it is progressing. Participant (4) highlights a plan that would allow Emiratis to gain knowledge faster and achieved career development with correct monitoring: "*fast track program will help the Emiratis to learn more rapidly, but it must be monitored and do a proper follow up in order to provide any guidance if needed*".

Exposure:

Few participants explained that lack of sufficient and proper exposure of the Emiratisation program with regard to hospitality industry might be some of the challenges that Emiratis have to deal with and there are not enough advertising to encourage Emiratis to join hotel industry. Participant (2): "*In my opinion Emiratisation should reach out to media for adverts in order to make it public with regard to all the opportunities that are available in the industry for Emiratis*".

Quality:

All the participants had used "quality" in conjunction with the training that Emiratisation plan provides to the Emiratis in hotel industry. Participant (5) explains the difference between the training that Emiratis receive in hospitality and any other jobs especially form the quality standpoint. "*With job development because in public sector what I know because I used to work in the Government there is no career development or training at all compared to what we receive in hotel industry. Hospitality is well known for its training and continues growth*".

Leadership:

The participants had emphasized that Emiratisation should include managerial and leadership training as part of Emiratis development plan. Participant (2) reflected that nationalisation should introduce more leadership and managerial training for all levels of job seekers rather than concentrating on the entry level: "*I think there could be training for all level of Emiratis searching for jobs. For example one beginners and recent graduates and one for more advance and managerial levels and this should be focusing on leadership training and also coaching at different stages.*"

Organization:

The participants had stressed that "organization" theme in their point of view as how organized the Emiratisation program had been toward achieving its objectives and also how supportive it had been toward Emiratis career development in hospitality industry. Participant (4) highlights that "*that after attending the nationalization program for three years and then to go on to be treated like normal employee, I'm not going to devote time should be a goal!*"

Participant (5) also added:"*In my opinion when they attend this program and complete the nationalization plan, and then they don't find something that related to their training then it is complete waste of time.*"

Participant (4) also explained: "*Just to bring in the program nationals without previous knowledge and background from the start, it is going to take long time.*"

Participant (6) also commented: "*the program must be thought in steps and it should be done as module in order to be beneficial!*"

Participant (7) also highlighted that: "*Try and combine them with various sections or disciplines... business disciplines to ensure proper behaviors and also they blend in and be taught from a very realistic way, just gathering CVs and put them somewhere and send them of to various recruitment entities or different agencies just for the sake of it and conduct these different career fairs, it does not give you the right idea about nationalization*"

The following four sub-themes associated with organization are:

1. Lack of planning

2. Filling vacancies

3. A good program

4. False expectations

They will be explained next.

Lack of planning:

Among the sub-themes, lack of planning was highlighted by participants as major challenge by Emiratisation in order to remain focused toward achieving its goals. Participant (1): explained his experience with Emiratisation program as how lack of planning affected his hospitality career "*I would have to say, with regard to development of my career. It was not planned well."*

Filling vacancies:

Most of participants emphasized that Emiratisation program would make obligatory for organizations to recruit nationals just for the sake of increasing the headcount in the hospitality industry rather than approach this process as planned practice. Participant (1): "*nationalization program should progress, I have to say it this way, shouldn't have to be just for sake of filing a vacancy it should be better planned and focused.*"

Quality program:

Few participants had stressed their satisfaction with the establishment of the Emiratisation plan in general. Participant (2) had mentioned that this is just a beginning and the nationalization program should make every effort to introduce Emiratis to hospitality industry. "*In my opinion it's a perfect way to get Emiratis involved particularly in different sectors that they may have not previously been exposed to.*"

False expectations:

This was the most common feeling among participants. They stressed that as young Emiratis graduated from colleges and universities about their expectation being unrealistic compare to what industry has to offer. Participant (1): "*The main issue here is that nationals set their expectation too high at the start, but they need to be prepared about the reality and what is available to them and what they can manage*".

Support:

Support was among the theme that was brought up by participants frequently. They have explained about how the nationalization was supporting the Emiratis in fulfilling their dreams. Participant (6): "When *I decided to join in 2005 I was among the first batch of nationals at that stage the nationalization had just started it had a lot of help, support and encouragement from*

our leaders and that support made this bunch as the most successful that have joined hospitality industry in 2005".

Participant (3) also mentioned that: "*So I have to say it is the most important to Emiratis to be proactive and accept the challenge and take the opportunity in future as young leaders of the hotel industry. I guess we are so lucky to be in Dubai and get the necessary support from the Government*".

Participant (4) reflected the support that DTCM provides to young Emiratis who are interested in joining hotel industry".

Four sub-themes have emerged from main "support" theme.

1. Impact

2. Motivation

3. Discipline

4. Personal

They are explained briefly next.

Impact:

The participants had emphasized about the nationalization program and the support that had received under its auspices and how it helped the Emiratis. Participant (6): *it has giant impact on the nationals in a sense that it gives encouragement and paves the way for Emiratis*".

Motivation:

Participants had explained that as result of the extended support that they had received from Emiratization program they felt like they are motivated. Participant (3) added that "*I am pleased to see Emiratis are working side by side in a team and accepting their responsibilities.*"

Discipline:

Participant (6) had stressed how the Emiratization program had influenced the Emiratis about discipline and time management. "*What I like the best about the nationalization program it is encouraging the Emiratis about their behaviors at work and showing a better work ethic and also teaching Emiratis that in a way to be more disciplined and punctual*".

Personalized support:

Some of the participants had suggested that the nationalization program should be more personalized. They had argued that if the Emiratization plan provides more tailored support to Emiratis, then they feel like they are being valued better and taking care of. Participant (1) added that "*As I told you about the support I meant to have this one on one, I mean they need to visit every month just to follow up on the progress that they have achieved.*"

Salary:

Among many aspects that have influenced Emiratis' decision to join hospitality or not was incentives. Participants had also recognized this theme as one of the main theme and had argued that better salary compensation in hospitality would attract more Emiratis to this industry. Participant (1) stress that "*I think you have brought up a very sensitive topic that we are all facing in our daily routine. This is a common feeling among the participants; they are asking themselves like why should I be working loner than I have to with less salary.*"

Participant (4) added: "The *take-home pay and salary are extremely lower compare to what is in the market. It's much lower than what other industry like banking and real estate offering so people they compare their earning and reply why should I work longer hours with less pay? I can work less hours and earn a higher pay in other industry.*"

Participant (3) felt like a solution to this dilemma would be a better benefits package would be an effective tool that could motivate Emiratis in joining the hospitality industry: "*When an individual works of course the only thing that ensures and encourages him to attend his work would be his incentives. His take home earning is a strong motivator and his accomplishment at work depends on his package so if you don't provide a good package you don't get the*

enthusiasm that is required to work. They work few months here until they secure some other
jobs where will be paid higher salary, you know what I am trying to say?"

Participant (6), however, explains that "*Other industries may start paying higher salary to begin*
with for example you have a manager in a company and another 40 clerks working for him. This
manager salary may start higher than same position in hospitality industry, but it will stay the
same for very long period of time! In hospitality it is absolutely different you can get two to three
promotion in a year depends where you start. You can be an executive, promoted to assistant
manager, and then manager all in one year. Of course all this depends on your knowledge and
on your career development and how much you are willing to scarify, it depends on your attempt
and it is all about you! Yes for example may be municipality salary be more and you start 8k
there you get 14 in municipality yeah but then 14k is going to be with you for rest of your life."

Below are the sub-themes that generated from the main theme "salary", which are: 1) Time and
2) Better funding. Better funding had two perspectives which were funding of the program and
funding of the nationals working in hotels.

1. Time

2. Better funding

There were two different opinions with regard to better funding A) Funding of the Emiratization
program and B) Funding of National working in the hospitality industry.

Time:
Participants had emphasized the hospitality industry long working hours and how these hours
could discourage Emiratis from joining this sector of economy. Working half-day in public
sector has been the norm to Emiratis and anything that exceeds between 6-8 hours would be
challenging and discouraging. Participant (4) mentioned that "*The big barrier in working for*
Hospitality Company, it is very demanding and competitive, working hours are too long and pay
is too low."

Better funding:

Some participants had felt that better funding of the nationalization program in hospitality was necessary. Participant (1) had added that " *I would imagined that if government is interested for Emiratis to work in this industry then it needs to allocate more funds and this provide means to have better plan and lead to more Emiratis joining this field.*"

The participant had suggested that funding could affect in two ways A) better nationalization plan preparation and B) better incentives for Emiratis.

*Program: (*better nationalization plan preparation)

Some of the participants had suggested that Emiratization plan in the hospitality industry require more funding in order to be more effective. This will allow an opportunity for program to develop more Emiratis and prepare them ahead of joining hotel industry. Participant (6) suggested that "*it should be funded properly as you know and with the financial support should come the support from managers in order to make this a success journey. Without these factors the program will not achieve what is intended and will not be successful.*"

*Nationals: (*better incentives for Emiratis)

A number of participants also mentioned that the program should support the nationals financially who are working in hospitality industry because of the long hours they work compare to other line of work. (Participant 3) explains that "*If they could support nationals maybe with a really good annual bonus, this will make working in hospitality industry more attractive and will encourage more Emiratis to join this industry.*"

Planning:

Planning was one of the most appearing major themes among all the candidates who have taking part in this research study. The common views between all the participants are that the Emiratisation program requires more planning process. As result of this poor planning the program lost track of how Emiratis entered the hospitality and this has caused for the plan not to be so successful when its purpose is to encourage Emiratis in order to join the hotel industry. When I asked Participant (1) his opinion about the program, he was very specific about what he

liked least in the nationalization program: "*What I don't like about the Emiratization program, there are two ways that I know and I have seen. I have to say one is lack of planning and the second would be the lack of follow up once the Emiratis hired and entered the hotel industry.*"

Participant (5) had also suggested that Emiratis have been recruited and placed in the industry without proper follow up or planning. He believes that without career development this program doom to fail as national after a period get frustrated and leave the industry: "*so what I purpose for the Emiratisation program is to concentrate on these Emiratis who does not have a plan and ensure a plan as part of their career development.*"

Participant (4) had discussed about the future expansion of the nationalization plan and emphasized that certain percentage quota for the hospitality should be implemented and enforced "*this will increase the number of Emiratis employed by hotel industry and it should be transparent and apply to all the hotels. Hotels should hire Emiratis in the area of their interest. Once Emiratis entered the hotel industry, hotels must set goals and expectation for Emiratis whether they are high school graduates or university graduates.*"

The following sub-themes were emerged as result of discussions that have taken placed with participants:

1. Advance Training

2. Consistency

3. coaching

4. How to approach Emiratis

Advanced training:

The subject of "Advance Training"was stressed by many participants and they felt like there was not adequate advance training planned for Emiratis in hospitality industry. Participant (2)

explained that while she was interested to apply for more advanced training there was nothing that she had not covered in her study earlier: "*its most of the exist training programs mainly aimed at the industry starters as a result for me I felt like there was nothing that would help me to progress further, that is why I never applied for any training.*"

Consistency:

Lack of consistency with the Emiratisation program was another subject that highlighted frequently. Participants mentioned that nationalization no longer being advertised to Emiratis, and this could be a result of poor "planning" that was reflected earlier. Participant (5) has added that: "*In 2005 there used be constant advertisement on the local media about the program …maybe this was due to his highness who has repeatedly stressed his intention of placing Emiratis in the hospitality, but today you see very little or no more advertising about the Emiratisation program*".

More coaching:

Participants in the interviews had highlighted the importance of one to one coaching to newly recruited Emiratis in the hospitality industry. Coaching is something that Emiratis can benefit from. Participant (1) has said that *"it is the responsibility of nationalization plan to secure me a job and then put me on track after I reach there, who will be coaching me"* he also explained *"the toughest challenge would be the coaching and mentoring of the graduates."*

How to approach Emiratis?

To Emiratis who are working in the hospitality industry this happened to be the most significant element in the planning process, or how you approach Emiratis and ask them to apply in the hospitality industry sector. Even when you managed to approach them it is vital that you persuade them and they will accept this industry as their ultimate place of work. Participant (4) has explained that there should be different methods, one for high school graduates, another for college graduates and so on: "*how to approach Emiratis depends on from what education background they came from, high school graduates, or they are university graduates.*"

Summary:

In this chapter I have highlighted the major themes and sub-themes that emerged as result of interviews that had been conducted with participants. I have briefly explained their roles from the Emiratis viewpoint in the order of appearance. Few of the themes elicited more than one perception, in the sense that some of the interviewers were positive and others were not. Nevertheless, few of the themes had simply one dimension as result of the questions from the interview process.

Chapter five: Discussion

The aim of this chapter is to further discuss and explore in detail the seven themes that were emerged as result of the research questions and how they are related to literature and topic of the study. The two unique themes that arose as result of interviews and were not available in the literature will also be explained and dealt with.

The topic of "Emiratisation strategy at Jumeirah and its objectives – from Emiratis perspectives." was selected for the purpose of understanding the impacts that the nationalization plan has had on the Emiratis career and their personal life after joining the hospitality industry. This chapter will discuss the main themes and sub-themes that appeared in the literature as result of interviews.

Interview and Literature Themes:

The total number of themes that appeared as result of the interviews is 34 prior to being compressed into seven main themes as result of grouping the related concepts. All seven major themes have been found in the literature with the frequency rate varying from 24 to 11 and they are explained below according to their order of appearance and frequency.

Development theme:

Amid all the themes that were highlighted by participants, Development theme emerged as main concern and a challenge that Emiratisation program need to devote more efforts. From fourth interviews onward, it was clear to the researcher that development was an area where Emiratisation program authorities had to focus in order to drive the plan forward. Development was stressed in two separate perceptions all the way through the interviews. The first particular evaluation of Emiratisation plan related to the nationalization program itself. All the participants had emphasized that in their opinion the program was outdated and it need to be revised and overhauled thoroughly in order to achieve its objectives. When we reviewed the literatures related to localization program in other GCC states, we did not find specifically the development as major concern in these countries. However, authors (AL-Hamadi, Budhwar, & Shipton, 2007; AL-Waqfi & Frostenlechner, 2010; AL-Lamki, 2005; Chemingui & Roe, 2007; Choi, Wood, & Murrmann, 2000; Mellahi &AL-Hinai, 2000; Rees, Mamman & Bin-Braik, 2007; Sadi &

Henderson, 2005; Stephenson, Rusell, & Edgar, 2010) had highlighted the reasons for developing nationalization and its goals. The authors have also discussed the various annual plans that are in placed in other Gulf Cooperation Council countries to not only push forward the localization plan pace but also improve the quality of the program, despite some states such as Oman and Kuwait have achieved remarkable success.

The second perception that was brought up by participants was Emiratis career development. Some of the interviewers had stressed that in order for Emiratisation programs to achieve its objectives, it must put forward a practical career development for Emiratis, seeking what is achievable or possible based on known facts. Participants had explained that enforcing a quota on the number of Emiratis hired in the hospitality industry will not resolve the problems, but there should be a sensible and personalized career development for every Emiratis that enter hotel industry in order to eliminate the revolving door effect. For example one of the obstacles in Oman that prevented Omanis from entering the job market in general and private sector in particular was illiteracy and lack of vocational training (AL-Lamki, 2005; Wilkins, 2002). Consequently the Omani authorities have put into effect the British NVQ system (National Vocational Qualification) in order to provide Omanis with employment opportunities and assist them with moving up the career ladder (Wilkins, 2002).

Culture Theme:

As result of interviews, we become aware of that culture enforces a great amount of influence on the success or failure of the nationalization plan. Most of the contributors to this research study had stressed that culture plays an important element when individuals applying for job, especially this is true in the case of females wanting to join hospitality industry in the United Arab Emirates (Shayan, 2011).

Participants had highlighted that they have personal experience when an Emiratis female had terminated her employment as result of culture related issues. The problem seems to be more true as Emiratis females happened to mention that they felt uncomfortable working where they serve alcohol and pork. Gallant & Pounder (2008) and Stephenson et al. (2010) had noted that the impact that culture has on both male and female Emiratis while deciding on the place of

employment, this could be more severe in the case of females considering hospitality career and their roles in the society.

Training Theme:

In order to deliver a homogenized service to guests training hospitality employees play an important role and it is fundamental to the hotel industry (Valachis, Christou, Sigala, & Maroudas, 2009; Zang, Cai, & Lin, 2002). In order for the Emiratisation program to be successful quality training must be in placed for Emiratis, this will improve the knowledge and quality of the Emiratis entering hotel industry. Most of the interviewers have asked for more quality training. They have also highlighted that the trainings that were provide to Emiratis seeking employment in the hospitality industry was far less than what other sectors Emiratis employee received. The literature reflects that GCC states have incorporated trainings in the nationals' development plan. For the past three years Kingdom of Saudia Arabia has tried hard to achieve some success and to find different ways to educate and train Saudis, with cost being a major challenge (AL-Dosary & Rahman, 2005; Sadi & Henderson, 2010). Barhem, Salih, & Yousef (2008) explained the type of knowledge and abilities that Emiratis private sector leaders look for in the Emiratis applicant and these knowledge is lacking in these candidates and this is an area where Emiratisation plan can focus.

Organization Theme:

Participants had stressed the importance of organization and they had also highlighted how organization ensures the Emiratisation plan to stay on track. They emphasized that from their perspectives, the organization meant to have a clear and transparent execution plan in order to achieve the objectives and this communicated to potential participants. Participants had mixed feelings towards the Emiratisation program. Some indicated that from their viewpoints the plan has not fully achieved its objectives due to lack of organization and poor implementation especially in the hospitality industry, nevertheless certain GCC States like Kuwait and Oman have achieved some degree of achievement in the private sectors as result of nationalization plan. Chemingui and Roe (2007) have stated that the localization plan in Kuwait appropriately organized and implemented from the start.

Support Theme:

In order for any nationalization program to be successful and achieve its goal and purpose, it should provide total commitment and win-win support to Emiratis otherwise there will not be any motivation from participants and this program destined to fail. Participant had indicated that the nationalization plan had provided the necessary support to jump start their career, however, they had specified that in order for the Emiratisation program to achieve its milestone, the support must be maintained to keep them inspired. Gallant and Pounder (2008) had pointed out how Emiratisation plan uses high ranking government official speeches and remarks to have the Emiratis motivated at their workplace. Most of these remarks are pointed at Female Emiratis to provide the need support and encouragement.

Salary Theme:

Lawler (1971) argues that one element that decides whether Emiratis stay at work or decide to terminate the employment contract is their incentive and compensation. Employees' pay satisfaction leads to job satisfaction as compared to satisfaction from work, supervision and co-workers (Heneman, 1985). Academics and practitioners alike see remuneration as powerful reward mechanism for reconciling "principal-agent" problem (Christopher, 2006). The importance of pay satisfaction lies in its association with the number of "downstream" attitude such as organization citizenship behavior (Miceli & Mulvey 2000), organization commitment (Kessler & Heron 2006), and more tangibly, "quit" rates (Heneman, 1998). Kramar, (2004) emphasizes that the positive influence of new work designs and new technology on productivity can be damaged if employees are not satisfied with the level of compensations, and benefits are not distributed fairly. Among the Gulf Cooperation Council countries in general and the UAE in particular there is tangible evidence that wages, promotions and other incentives are considered as major obstacle facing the citizen. For example, Al-Lamki (1998) highlighted that, because of pay level, 65 percent of Omani respondents preferred to work in public sector, rather than the private sector. Tanmia (2004), in a study of 1300 Emirati men and women found that the wage differential for the UAE nationals was the main obstacle they faced when working in the private sector.

As participant (1) put it this way: "salary is a sensitive issue", rest of the participants in this research had also indicated that salary is the major constraints to the attraction of the Emiratis in hospitality industry and as result of long working hours they are easily annoyed. Today salaries

in the private sectors improved and companies are offering better working hours complemented with better leave allowances to be supplemented by better job securities, nevertheless, as a hotel employee, you are required to work long hours, receive fewer holidays and work split shift which does not make this industry an easy environment to work in or be attractive to Emiratis. AL-Waqfi and Frostenlechner, (2010) and Stephenson, et all, (2010) had stressed that Emiratis preferred to wok in the public sector due to better salaries, better job security, shorter working hours and better retirement plan, there are less motivation for Emiratis to join private sectors. One more aspect of the salary concern is that many of the private sector organization hesitant to hire Emiratis due to high salary expectations (Shayan, 2011).

Planning Theme:

Wikipedia defines planning as Planning in Organization and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired goal on some scale (Wikipedia, 2011). Any planning prior to implementation of nationalization program would be crucial to the success of the program. Lack of proper planning has proven that the efforts would be fruitless and failure to use the resources wisely and properly to good effect. Participants had highlighted the feeling that nationalization does not follow effective planning when recruiting Emiratis. Literature reviews had highlighted the different planning process that other GCC states follow in order to provide placement for its nationals. AL-Hamidi, Budhwar, and Shipton, (2007) explained the planning process that Omani government has put in place to find employment opportunity for Omanis and resolve its illiteracy problem. AL-Dosary and Rahman (2005) also stressed how the Saudi Arabia government makes localization as its top priorities in its planning.

Unique Themes:

Between all the themes that were considered above by participants, there were few unique themes that were reflected and we will discuss here. The distinctive themes are:

1. False expectation
2. Discipline
3. Misperception

False Expectations:

This particular theme was argued by three of the interviewers in response to the expectations of the fresh college graduates who are just entering the job market and eager to join hospitality industry. They had highlighted that is was a normal expectation among the fresh graduated to obtain a managerial position despite lack of industry experience.

Discipline:

Two of the participants in the interviews had praised the nationalization program for its efforts and added that the Emiratisation program has put Discipline and punctuality into new prospect. Emiratis who are currently employed by hospitality industry had stressed the value of discipline, formality and productivity toward achieving ultimate guests' satisfaction which is crucial industry objectives.

Misperceptions:

Whether it is reasonable or not, one participant had added that Emiratis had a negative feeling toward hospitality industry and unenthusiastic about all the opportunities that this vibrant industry has to offer. Emiratis are intending to overemphasize the downside of the industry about the nightlife and what it has to offer. Despite this was reflected only once during the conversation, it is crucial for this subject at this stage to be highlighted and considered as negative aspect of the industry.

Summary:

The nationalization programs that had been developed and implemented in the Gulf Cooperation Council countries had anticipated significant role in the economy of theses states and also provided the nationals of this region to experience new opportunities in different sectors of the industry. Despite having a positive impact on the lives of the inhabitants of these states, this is just a start and nationalization program requires further development in order to achieve tangible results. Despite hospitality industry being new to the region in its current form; Arab hospitality is well-known for centuries. Nationals' job-seekers are hesitant to approach this industry despite ample opportunities for employment. One of the aims of the nationalization program should be to introduce and familiarize locals to this industry, about all the opportunities that they can experience and what this industry has to offer. It was mentioned in the literatures that some

states had better success than others as result of better planning, development and execution (Shayan, 2011).

In the United Arab Emirates the Emiratisation program is at its beginning stage and relatively new in the private sector. In order for the program to be successful in the hospitality industry, it requires better planning and implementation. Further changes to the nationalization program will enhance the quality of the workforce that will be available to the hospitality industry. In the recommendation section of this research study I will highlight some of the changes that are necessary for this program to be more successful and achieve its long term goals.

Chapter six: Conclusion

The method that author has decided to used is qualitative process in order to answer the research study questions. Here we intend to summaries our findings and highlight the significances of the study to Emirati community, hospitality industry in the United Arab Emirates and the contributions that this study can provide for further research in the future alongside with the restrictions and limitations and suggestions.

The purpose behind designing of the questions was to investigate the Emiratisation program in the hospitality industry and the opinions of Emiratis who are engaged within the hotel industry and how the nationalization program can assist with attracting more Emiratis entering this vibrant sector of the industry. A total of seven interviews had been conducted and all of the interviewers are working in five star hotel chain located in Dubai, United Arab Emirates. As result of this research study, 34 themes arose which were compressed in order to form seven main themes which were found in earlier literatures. The participants had also highlighted three exceptional and unusual themes that were not found in the previous study. These unique and exclusive themes had not been addressed yet by the Emiratisation program and provide an opportunity for further investigations.

The participants were very enthusiastic and they brought along positive energy to the interviews. All the interviewers were briefed about the intention and the value of there honest opinion about the research project and the inputs that they could contribute to the program. Between all the topics that were discussed and stressed by participants are, the level of the Emiratisation program development, lack of support toward Emiratis working in the hotel industry, salary, long working hours, and cultures which required by authorities to be addressed in the future in order to attract more nationals in the hotel industry,.

Hospitality industry can used this research study in order to enhance and improve its staff turnover. The local authorities also may utilize the result of the research study for future better planning and implementations within the hotel industry. Some of the highlighted challenges have been reappearing time after time and they need to be addressed by nationalization program. Such

action would definitely enhance Emiratis experience that are working in hospitality industry and will lead to more Emiratis considering this industry.

Further, this research study may pave the way and contribute to more studies that will follow. This study has highlighted few prospective that have never before been explained or addressed in any related literatures. This study has investigated the Emiratisation plan in detail and addresses the challenges and gaps that were needed to be resolved for future program enhancement.

Limitations:

Although this is not the first of its kind research study that targets nationalization program in this region, there are not many efforts exerted that emphasized this topic in depth and in its current form. Hence the researcher managed to find limited literatures that could be beneficial to his study.

The researcher had faced many limitations while completing his study. Despite conducting only seven interviews due to time constraint, the researcher was satisfy with the study outcomes, however, since most of the participants were chosen from the same hotel chain, there are some similarities with regards to contributors' view points. In view of the fact that the researcher had done all the coding and producing themes, there might be certain dependability between the established themes which is inevitable considering the nature of this study.

 During the interviews, the author had faced many usual disruptions, for instance in two of the one to one interviews, the participants phones' had rang which caused for the subject to derailed and anticipated longer than it was scheduled and expected. In the second one to one interview the participant decided to conduct the interview in the hotel club lounge and despite choosing quite hours, it was difficult to audio tape the interview and has caused the participant to go off topic and has taken him few minutes to collect his thoughts back again. Finally listening, making eye contact and taking notes concurrently was very difficult and challenging since researcher attempting this for the first time and also level of Arabic words, vocabularies, and jargons that were used by participants did not make any easier.

Despite all the limitations that researcher had to deal with, the outcome of the study as result of conducting interviews was promising. The generated result and literature may be used to elaborate more on the perception of Emiratis with regard to Emiratisation plan. The outcomes also highlight the challenges that Emiratis are facing in the hospitality industry. This study also stressed the further planning and implementation of the nationalization plan that is required in order for this program to be successful and achieve its objectives. Further this study can be a beginning step toward more thorough hospitality industry researches.

Recommendations:

As result of this research study there were seven main themes and three sub-themes that had emerged as main topics. The three exclusive and unusual sub-themes that were highlighted by participants are misperception, discipline, and false expectation that were not supported by literatures. For further study it is recommended to build questions relative to these unique sub-themes in order to address the topics. Despite these exceptional sub-themes, the author strongly believes that they will influence the Emiratisation program for years to come and they are ought to be further investigated. The next advice from researcher is to have more than one chain of hotels involved in the study in order to add more credibility and values to the study. As originally decided to have ten interviews schedule for this study and due to time constraints, the researcher only managed to conclude the study with only seven interviews, he proposes that for the future research it is advisable to add three more participants in order to achieve wider scope of the topics and themes. It is also urged not to interview individuals from different managerial levels, but have employees of all levels to be involved.

Moreover, author suggests that there should be an accurate comparison between the Emiratisation plan and other Gulf Cooperation Council nationalization programs for proper analysis and facts findings. As result of this evaluation, the gaps may be highlighted and further recommendations advised. The author also suggests that the same exercise to be completed targeting the public sector of the industry for every suggestion and inputs that may assist the government of the UAE in order to enhance the nationalization program. Finally author suggests that a quantitative research to be completed in the future targeting the Emiratisation program in

the hospitality industry by the authorities in order to further enhance the nationalization plan in the United Arab Emirates.

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Appendix A: Permission Letter

Dear [NAME],

I hope this Emil finds you well,

My name is Naser Mohamed and I am currently undertaking a Masters at the British University in Dubai (BUiD). As a result I have been set the task of completing a large dissertation on a topic of my choice. I have thus chosen to conduct my research around the process of Jumeirah Emiratisation Strategy and its initial aims and objectives in hospitality industry. After reading previous literatures with regard to the subject, I would like to meet you and have an interview that will last from 30 to 40 minutes in order to get your personal point of view about the subject and how we can improve the process of Emiratisation.

Please let me know about a convenient time and place, if possible within the coming week and if you prefer, this meeting may take place at your premises or any other place which is expedient to you. Please send me a meeting request with the date and time. Thank you very much for your time and look forward to hearing from you soon.

Kind regards,

Naser Mohamed Al Marzouqi

The British University in Dubai (BUiD)

Naser.Mohamed@jumeirah.com

Appendix B: Qualitative Interview Consent Form

Dear Participant,

You are invited to participate in an interview which intends to explore 'Emiratisation Strategy in Jumeirah (Emiratis Perspectives)'. Your participation and opinion is highly valued for this study, and will help to further improve the research conducted.

Your participation in this study is voluntary, and would include an interview which will last approximately 30-40 minutes. You are encouraged to provide feedback or raise concerns at any time during the interview.

With your permission, the discussion will be audio-taped to accurately capture your insights to the study, and will be heard by the researcher only. Should you feel uncomfortable at any point, you may ask for it to be turned off.

Any information obtained which can be identified with you will remain confidential and used only for the purpose of completing this study. All audio tapes and interview notes will be stored in a secure environment. The insights gathered will be used to produce a qualitative research report.

This study, and your participation, does not involve any risks or discomforts. However, you will not receive any benefits from this research. You are free to decline your participation, without consequences, prior to or at any point during the interview.

If you have any complaints regarding this study, they may be directed to Professor Ashly Pinnington, Academic FCIPD, PhD, MSc, Dip Educ Tech, PGCE, BA(Hons), at The British University in Dubai (BUiD), at ashly.pinnington@buid.ac.ae www.buid.ac.ae.

By signing below and returning this form, you are consenting to having read the information provided above, and voluntarily agree to participate in the study exploring the topic of discussion.

Participant name (please print):

_____

Signature:

_____

Date:

_____

Please find below the list of the questions that will be asked during the interview:

1) What is your own personal view on the topic of Emiratisation program?

2) In what way your career was influenced by the Emiratisation program?

3) What do you like on the subject of the Emiratisation program?

4) What you don't like on the subject of the Emiratisation program?

5) To what extend you think the Emiratisation program should develop in the future?

6) Where do you place the Emiratisation program in the future development of the hospitality industry?

7) In your point of view, what are the main challenges of the Emiratisation program that the graduates are facing when they join hospitality industry?

Appendix C: Qualitative Themes

Table 1:

Interview Themes

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6	Participant 7
Question 1	Good program Planning Usage of program	Good program Exposure Usage of program	Support opportunity	Support training	Not strong Opportunity Development Mentality	Good Impact Organization	Should become a culture Monitoring Not-effective
Question 2	Good Impact Help-understanding Help-organizing Development planning	No impact Targeted at beginners No benefits	Opportunity Good impact Development	Change Development Organization	Support Education Monitoring	Support Training Benefits Leadership Time False-expectation	No Impact Cross boundaries Development
Question 3	Simple Consistency Clarity	Exposure Training Development	Culture Development Discipline	Opportunity Development	Development Support Salary	Support Opportunity Discipline	Support Organization
Question 4	Lack of planning Growth Clarity Filling vacancies Diversity	Aimed for beginners Growth No benefits Lack of planning	Culture Salary	Time Organization support Filling vacancies Quality Culture	Support Monitoring Motivation	Culture Acceptance of others Cross-culture	Make it a culture responsible education
Question 5	Improvement Growth Filling vacancies Implementation Development Monitoring Discipline	Leadership Diversity Monitoring	Salary Training Discipline Planning	Development Training Education Planning	Training Planning Development Education Advertising	Education Funding Training Monitoring	Support Set expectation Planning Miss-perception Culture
Question 6	Culture Stereotype	Improvement Growth	Salary Opportunity	Support Motivation	Training Culture	Prioritize Funding	Culture Miss-perception

	Opportunity Involvement Planning Advertising Investment	Exposure Implementation Monitoring	Guidance	Guidance	Job diversity	Support Education Attraction Culture	Positioning
Question 7	Monitoring Motivation Planning Organization False expectation Timing/Salary	Timing Salaries Comfortableness Cross culture Training	Expectation Determination Timing Training	Time Salary Development Education Culture Expectation	Organization False expectation Salary Time	False expectation Time Growth Opportunity Salary	High expectation Patience Development

Appendix D: Qualitative Major Themes

Table 2: *Major Themes*

Themes	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6	Participant 7
Development	✓	✓	✓	✓	✓	✓	✓
Culture	✓	✓	✓	✓		✓	✓
Training	✓	✓			✓	✓	
Organization		✓		✓	✓	✓	✓
Support	✓		✓	✓	✓	✓	✓
Salary	✓	✓	✓	✓	✓	✓	
Planning	✓		✓	✓	✓		✓

Appendix E: Qualitative Themes

Table 1: *Frequency of Theme*

Themes	Frequencies

Themes	Frequencies
Development	25
Culture	22
Training	13
Organization	13
Support	13
Salary	10
Planning	10
Impacts	9
Exposure	8
Monitoring	8
Time	8
False Expectation	8
Opportunity	7
Education	7
Discipline	6
Miss-Perception	3
Filling vacancies	3
Good program	3