



MSc in Human Resource Management

Developing Nationals in UAE Government Organizations

**تطوير المواطنين في المؤسسات الحكومية في دولة الإمارات
العربية المتحدة**

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Abstract

This research aims to investigate the influence of talent management on developing nationals in government organizations, and on employees' performance. The study consists of four main concepts: leadership development, employee development, Emiratization and talent management. The dissertation addresses the factors affecting talent management and activities to increase talented employees' motivation, productivity and loyalty to their organizations. It considers the alternative ways of helping and engaging talented people to stay for long time in their jobs (retention) and motivating them through different practices such as promotion and employee development.

A qualitative methodology is adopted in this research. In-depth semi-structured interview methods were used conducted with 16 employees who work in a government organization in Dubai. They were recorded and transcribed.

The case study findings revealed that leadership development, Emiratization and talent management are playing a significant role in developing nationals, generally and particularly in the United Arab Emirates. The findings of the study also suggest that talent management is not yet implemented systematically in organizations in the UAE as there is limited awareness of this concept, but at the same time leaders and managers are interested in improving the practices of talent management and in establishing separate departments for it in all organizations in the country especially in the public sector. These research findings are discussed in detail and recommendations are made for managers in government organizations and academic researchers.

Keywords: Leadership development, Employee development, Emiratization, Talent Management.

الملخص

يهدف هذا البحث إلى دراسة تأثير إدارة المواهب على تطوير أداء المواطنين في المؤسسات الحكومية. تتكون الدراسة من أربعة مفاهيم رئيسية هي: تنمية المهارات القيادية ، وتطوير الموظفين، و التوطين و إدارة المواهب . كما تتناول الأطروحة العوامل التي تؤثر على إدارة المواهب والأنشطة لزيادة عدد الموظفين الموهوبين والدافعية ، والإنتاجية والولاء لمؤسساتهم. وهي تعتبر وسائل بديلة لمساعدة الموهوبين على البقاء لفترة طويلة في وظائفهم و تحفيزهم من خلال ممارسات مختلفة مثل الترقيات و تطوير الموظفين .

وقد تم اعتماد المنهجية النوعية في هذا البحث. حيث تم جمع المعلومات من خلال استخدام المقابلات شبه المنظمة التي أجريت مع 16 موظفا في مؤسسة حكومية في دبي.

وأظهرت نتائج الدراسة أن تنمية المهارات القيادية، و التوطين وإدارة المواهب تلعب دورا هاما في تطوير المواطنين، بشكل عام وفي دولة الإمارات العربية المتحدة بشكل خاص. وتشير نتائج الدراسة أيضا إلى أن إدارة المواهب لا تنفذ حتى الآن بصورة منهجية في المؤسسات في دولة الإمارات العربية المتحدة كما أن هناك وعي محدود بهذا المفهوم ، ولكن في الوقت نفسه يهتم القادة والمدراء بتحسين ممارسات إدارة المواهب وإنشاء إدارات منفصلة لإدارة المواهب في جميع المؤسسات في البلاد وخاصة في القطاع العام. وقد نوقشت هذه النتائج البحثية بالتفصيل، كما قدمت هذه الأطروحة توصيات للمدراء في المنظمات الحكومية و الباحثين الأكاديميين.

الكلمات الرئيسية : تطوير القيادة، تطوير الموظفين، التوطين وإدارة المواهب .

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Chapter 1: Introduction

1.1. Introduction

Excellence and success are key organizational objectives and are major aims for all organizations, so that they can improve and develop, and have the ability to compete in the light of what we are witnessing today, such as successive developments in the global economic system. Effective investment in human resources is what means these organizations will be able to compete, and establishing this investment in higher stages of management policy and practice such as Talent Management it will be argued in this dissertation is a necessity. Talent Management supports appropriate selection of staff, and discovery of their talents and their development. Such actions are essential, because a lot of talented people leave their organizations, when they face psychological, administrative and financial obstacles, such as lack of incentives or reasons for work motivation. Poor talent management negatively affects individual and organizational performance and productivity. So motivation of employees is one of the most significant challenges facing organizations.

Although good investment in human resources, which is reflected in higher levels of talent management, is the best way forward for the government's development, distinctiveness and sustainability, many companies and organizations do not care sufficiently about talent management, which is why the need for the awareness of the role and benefits of talent management becomes necessary. Establishment of talent management teams and departments can activate its role and potential to contribute the success of companies and public sector organizations. Moreover it is not required to have talent management as a separate department in the organization because often this concept is allocated to the Human Resource Management department, so more important is the activation of the role of Human Resource Management to discover talents, motivate and manage them.

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Furthermore, talent management has appeared as a significant topic in the global business community and it has moved now to a mainstream activity, as a result relationships between organizations and their stakeholders such as customers, employees and communities are influenced by the increased importance of talent management in the region. Moreover leaders and managers nowadays are more concerned about issues of this concept, challenges and practices to be implemented in the public sector in the country. Depending on Cheese et al (2008) in their book about talent as a power for the organization, they believed that the organization's ability to use talent, discover it, develop, motivate and energize it is the key factor to determine its success. They considered talent as a combined capacity, which can help people to achieve the goals of the organization, at the same time it is a productive resource. For this reason issues need to be handled strategically, and be assigned only to specialist functions and regulated by specialist processes.

There is no doubt that leadership plays an effective role in developing nationals especially talented employees, to increase their performance and attitudes to work. Regarding Vardiman, Houghton, and Jinkerson (2006), they argued that effective leadership in the organization should be monitored as a basic factor for organizational performance and enlargement. In other words the lack of strong leadership in the organization leads to the organization not being successful in achieving its performance expectations. In addition, research done by Cooper and Kurland (2002) showed that the comparison between government managers and the managers of business, reveals a weakness in the relationship between the job performance and external incentives such as promotions, job security and pay. Moreover these managers experience difficulty with combining these incentives and performance due to an excess of controls from official procedures.

Emiratization is another factor which affects talent management, as it is one of the most influential drivers on talent management because it is considered as an initiative to employ nationals in the UAE. This means that it is important to lead through realizing the impact of implementing talent management practices and to increase awareness of concept among leaders and managers. The United Arab

Emirates is a centre of economic growth where the focus has been on saving the country's natural resources, and it is believed that the role of humans in developing the country is very important, which is why the government and leaders seek to play an efficient role by promoting strategic policies that are readily effective and implemented comprehensively. What is more talent management is one area which needs improvement especially in the context of rapid economic growth and progress in technology. However, not all managers and organizations are awareness of this concept, as the term has been developed within management over the last few years, in both European and non-European languages, and it is becoming increasingly necessary to adopt talent management for organizational success. But companies do not know how to define talent, which leads to another question on to what extent they know how to manage it (Tansley, 2011).

Talent management awareness is increasing in the Middle East, particularly in the UAE. One of the main drivers for talent management in the UAE is the leaders, who play an effective and important role in supporting talents and nationals in the country, His Highness Sheik Mohammed Bin Rashid Al Maktoum is the famous model for motivating and engaging nationals to be creative and distinguish as he always focusing on the importance of being in the first place.

This paper aims to understand how talent management is a vital factor in developing nationals working in government organizations, combining it with leadership development and Emiratization for playing an effective role in improving business in all fields and particularly in the UAE.

1.2. Background

Developing any country depends on the human resources and improving their capabilities and increasing their performance in different fields and sectors. Moreover it often seems that organizations especially government sectors and nationals employees or managers, do not move fast enough to stay ahead of the

development and changes in business and human resources systems, which means that developing and improving their performance in modern systems considered one of the major and significant issues in the country to adopt these changes. At the same time understanding the importance of developing nationals is the purpose of this research by explaining the factors which play an effective role to achieve the goals of this objectives such as leadership development, employee development, talent management and the importance of Emiratization, and how these factors can collectively be improved to enhance the nationals development.

Based on qualitative research methods, primary and secondary data, this study attempts to explore the topic of Emiratis' development in the government sector, to provide recommendations for the workforce in the public sector to support their skills and empowerment. This research intends to give examples about the reality of the nationals' development and the practices in the government organization in Dubai. Furthermore the study discusses the questions of the research which will be examined later and try to find answers to them through the analysis and interpretation of the collected data.

1.3. Aims and Objectives of the Study

1.3.1 Aims of the Study

The aim of this study is to investigate the importance of developing nationals in the United Arab Emirates. The study aims to address this issue through literature review and interviews with employees in government organizations (leaders and staff), to identify how nationals are employed and developed in organizations in the UAE. The study will analyze the effect of leadership development, employee development on increasing nationals' skills and competences, and the role of talent management and Emiratization in developing nationals in the government organization. The result of the analysis will be interpreted and discussed as well as a comprehensive conclusion and recommendations will be presented.

1.3.2. Objectives of the study

The objectives of this research have been specified with the intention of driving the research project towards successful attainment of the proposed aim. These objectives are as follows:

- To investigate the role of leadership development in developing nationals employed in government organizations.
- To identify the impact of improving employees ' performance and skills in developing nationals in government organizations.
- To evaluate the extent of adoption of talent management in government organizations.
- To explore the effect of Emiratization on developing nationals.
- To develop a set of recommendations which will help to enhance best practices in developing nationals

1.4. The Research Questions and Problem Statement:

Due to the increasing the importance of the role of the nationals in developing their countries among all the world in general and in the UAE in particular, the main aim of the research for this dissertation is to find out how to develop the abilities, skills, and performance of the nationals, who work in the government organizations, as a leaders and employees, to be able to manage their responsibilities in their jobs, and improve their capabilities regarding to huge and global technology changes in the all fields, like education, health, industry, commercial and economic sectors. That is why this research highlights the importance of leadership development to improve the leaders, and what the strategy of learning and development and process should be followed to strengthen the employees' performance depending on formal and informal methods for training and development. It also sheds light on the adoption of talent management in government organizations. Additionally, the study tests the

effect of Emiratization in developing the nationals' skills and attitudes to creative and playing a role in developing their countries as a leaders and employees. The study attempts to address the following specific research questions which are:

- How do the government organizations perceive the concept of Talent Management?
- To what extent is Talent Management adopted in government organizations?
- What is the effect of implementing Emiratization in supporting Talent Management and developing nationals in government organizations?
- What is the effect of leadership development on developing nationals and Talent Management in government organizations in the UAE?

1.5. Significance of the study

There is no doubt that well received research is done because the topic is important and the problem has different factors often making it complex and difficult to distinguish the most rational solutions. The study aims to investigate the importance of nationals' development in the public sector in the UAE, because the government sector is considered one of the most important sectors in the country. In addition this study has it is own line of argument and rationale that developing the abilities and skills of the employees and the managers affects performance and outcomes such as overall productivity and the activities of the workforce in particular and the organization in general. Moreover, understanding the factors in developing nationals in the UAE could have a considerable impact on human resource practices and issues related to employees and managers and on the design of organization structure. What should be noted about this study is it seeks to identify the realities of the issue of nationals' development in government

organizations in the UAE, and how far management specialists accept this concept and the awareness of employees as to its significance for developing themselves and their careers. In addition, it highlights the different approaches to learning and development of employees and managers at this time. This research also studies and evaluates the level of adoption of the talent management concept in UAE organizations. What is more the research studies the impact of employee and leadership development on organizations and the role of Emiratization on nationals' development. Finally, in order to make sense of the main findings from the study and its significance for research and for government policy and practice, it presents various recommendations to the staff in government organizations to improve practices and policies and to implement Talent Management to increase productivity and success of organizations, and enhance talented employees' careers and organizational contribution by providing more opportunities for retention, promotion, training and development.

Finally, this research is an attempt to explore in detail the issue of nationals' development in the public sector in the UAE through a qualitative and in-depth interviews approach.

1.6. Structure of the study

This study consists of five chapters including this introductory chapter. The second chapter is a Literature Review which discusses the previous articles of developing the nationals in general and in the UAE in particular. The Literature Review is divided into four main sections, the first is on Leadership development, the second Employee Development, the third section focuses on Talent Management and the last section concerns Emiratization. The third chapter outlines the Methodology and explains the inductive method and the interviews which are used in this research study,

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as well it report the methods of sampling and analyzing the data. The fourth chapter gives the Results which is where the outcomes and results are reported analyzed and discussed. The last chapter is the Conclusion and Recommendations which give the summary of the study and suggests recommendations for government organizations, leaders and employees on how to develop the abilities of nationals in the UAE.

Chapter 2: Literature Review

2.1. Introduction

This chapter reviews the literature on developing nationals from different points of view. This chapter contains six sections. Following the introduction, the second section explores the concept of leadership development, management's role and the policy, strategy and approaches of management and leadership in other countries including the UAE. The third section reviews employee development, as a concept of learning and development, its elements and strategy, approaches to learning and development and leadership in the UAE. The fourth section explains talent management as a concept, the importance of talent management in the UAE and its relationship to Emiratization. The fifth section discusses Emiratization and the sixth section summarizes the whole chapter.

2.2. Leadership Development

2.2.1. Leadership Definition

According to Robbins and Judge (2009, p. 419) leadership is “the ability to influence a group toward the achievement of a vision or set of goals”. Another definition by Jogulu (2011) refers to the talent of constructing mutual vision, promoting thinking to be organized and planned; also it supports people to be able to understand their surroundings. Moreover he added that effective leadership is related to organizational performance by controlling and influencing what can be achieved by individuals. Learning organization was the important area focused on by Jogulu in her discussion about leadership, because she arouses that the leader who supports the cooperative improvement of learning should be the leader of the school. Kondo (2002) presented a new definition of leadership which builds on the previous definitions as he emphasizes a successful leader is very important for achievement in organizations. He stated that leadership is not about giving orders or instructions, but it is about developing, encouraging and improving the

subordinates' skills. All these factors can help to ensure success in work. In addition Winston (2003) defines it as achieving the mission and objectives of the organization, by selecting and training the employees and improving their skills and attitudes which can help the staff to work with high spiritual, physical and emotional energy and make the effort to be successful.

Day (2001) is one of the well-known researchers who has examined the concept of leadership development. According to Day, leadership development is concerned with “expanding the collective capacity of organizational members to engage effectively in leadership roles and processes” (Day 2001, p. 582). While a variety of definitions of the term leadership development have been suggested, this study will use the definition suggested by Groves (2007) who defined it as Institutional leadership development and efforts to improve the quality of leadership, which should be good planned, efficient and organized.

Leskiw and Singh (2007) argued that leadership development is very important and critical for organizations in the business environment, because investing in the active development of leaders helps them with playing an effective role in dealing with trends and events. Most of executives are aware of the need for leadership development, but only a few only considered improving leaders as a part of the formal strategy in their organizations. Essential factors which affect leadership development include appraisal systems, selection, learning system, communication, reward and evaluation systems.

Differences between Leaders and Managers

Kearsley (2005) explained the differences between a manager and a leader as according to him; the job of the manager is one who administers while the leader is an innovator. The manager may there some be considered as a copy, but the leader is an original. The manager is responsible for maintenance, whereas the leader facilitates development. Additionally, systems and structure are the area of focus for the manager; in contrast, people are the main concern of the leader. Moreover, a

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manager likes to control his work, while a leader is interested in developing trust. A manager plans for the short term but the leader plans for the long term. The manager focuses on how and when events will happen and a leader cares about what kind of tasks and how it should be done (Kearsley, 2005).

UAE is always looking for applying modern and sophisticated systems in all fields, especially education so it can be concluded that it supports educational development and encourages progression from management to leadership in its broader sense. According to Heck and Hallinger (2005) managers do decision-making activities, solve the problems and allocate resource, but a leader does promoting organizational learning, leading change and influencing organizational processes and outcomes.

Kotter (1990) distinguished between “management” and “leadership” and summarized the differences as listed below.

Table 1: Comparison of leadership and management (Source: Boaden, 2006, p. 7)

Activity	Leadership	Management
Agenda creation	Establishing direction: Developing future vision Articulating the vision in a way to inspire others	Planning/budgeting: Developing detailed strategic plans Allocating resources
HR development for achievement	Aligning people: Enthusing others to join in achieving the vision Creating teams that understand and are engaged in developing the vision and means to achieve it	Organising/staffing: Developing planning and staffing structures, aims and objectives Providing policies and procedures for guidance, and monitoring systems
Execution	Motivating/inspiring: Energising staff to overcome barriers by inspiring, maintaining positive expectations, valuing and developing	Controlling/problem solving: Detailed monitoring of results Identifying deviations, organising corrections
Outcomes	Tends to produce: Change, often dramatic, and potential for effective change	Tends to produce: Order/predictability, efficiency Results expected by stakeholders

2.2.2. The role of management

There is no doubt management plays a significant role in the organization. Armstrong (2009) in his book stated that management development cannot be considered as a separate activity or delivered exclusively by a specialist, so it cannot be neglected and ignored. Also its success depends on to what extent it is recognized as an important concept in business strategy and to be used as a key practice to achieve the organization's goals. It is important for top management to be loyal and senior managers should play an effective role in developing their managers in the organization. At the same time, those managers should understand that developing themselves is very important to reach the high of levels of performance in their jobs.

2.2.3 Management Development (Policy and Strategy)

According to Armstrong (2009) managers' performance in their jobs and the ability to train them to deal with superior functions in the future are concerns in management development. In his research on management development he noted that this topic was explored by Mumford and Gold (2004), who argued that learning plays an important role in managerial effectiveness and self-improvement. Additionally there is a relationship between management development and talent management as they are connected to each other. He explained that management policy is activated more effectively by inclusion of management development strategy. Moreover, he found that variables in management development are writing the statements of management development policy, the priority which is given to management development in the organization and who is the responsible for management development in the organization (organization or individual). He summarized management development policy as below:

- The main objective of management development is to find the methods which help the organizations to enhance the managers' role and increase the quality of their jobs at all levels.

- The principal method means that the managers gain different types of experience in their jobs, by joining managed programmes to achieve the goals.
- A policy of management succession must be the basis for management development, as men and women are given sequence of experience which will enhance their capabilities to meet their responsibilities and to achieve the goals they are aiming to implement.

Brown (2005) provided in-depth analysis confirming the importance of strategic management, where management development plays a strategic role in the organizations. According to a definition provided by Brown (2005), strategic management development refers to interventions which aim to improve the abilities, strength and performance of organizations.

2.2.4. Approaches to Management Development

2.2.4. a. Formal Approaches to Management Development

Conger (1993: in Boaden, 2006) argued that many of the approaches to leadership development are not modern and innovative and they are mainly based on four areas: skill-building such as decision making, concepts such as the difference between leaders and managers, outdoor adventures which means how to build teamwork and feedback which means ranking on the dimensions of leadership. A key study on leadership development by Day (2001) discussed how there is a difference between developing leaders who use a traditional and individualistic method of leadership and leadership development which is more contemporary and rational. He argued that all organizations need both human capital and social capital approaches. Doh (2003) also advocated for more of contemporary approach such as is reflected in the competency approach which accommodates different approaches to leadership development and focuses on strategic and global issues in a “decentralized environment” within a framework of sensitivity to diversity, interpersonal skills and communities with a focus on future plans to mobilize and change their organizations. This need for new and influential forms of leadership

development is also stressed by Hartley and Hinksman (2003). Another study by Antonacopoulou (2001) focuses on learning at the organizational and individual levels and emphasizes the relationship with training. Moreover, Akin (1987) argued that learning modes include “emulation of mentor role learning, learning through doing, validation, learning of concepts and personal growth” (p. 8). Some of these are suited to formal development programs. In contrast, some researchers such as Bowerman (2003) and Watkins and Marsick (1993) have argued that action learning is key to leadership development. However, they acknowledged that there are some difficulties with using action learning specifically for leadership development. Conger and Toegel (2002) explained its shortcomings include insufficient opportunities for “reflection, poor facilitation and failure” to pursue the learners outcomes of the action learning project consequently, the potential of this method is often not fulfill set.

There are a variety approaches for leadership development such as training programs using traditional classroom sessions. Furthermore development interventions can be also considered one of the most important approaches for leadership development which include coaching, active learning, mentoring, concentrated feedback programs, job challenges, reassignments and social networking (Day 2001). It can be concluded that most of these approaches focus on developing leaders in order to satisfy modern concepts of leadership. The same issue is discussed by Amagoh (2009) who argued that there are different types of approaches to leadership development: integrated-solution, approach depending on experience, formal mentoring, life cycle of the leadership and various approaches such as teaching by providing workshops about essential topics in the leadership development domain. Armstrong (2009), outlined that formal approaches to the management development can be summarized as:

- Mentoring and coaching.
- Using the process of the performance development to give comments on the result and satisfy the needs of development.
- Experience such as participation in teams to do tasks or projects, job rotation and action learning.

2.2.4. b. Informal Approaches to Management Development

Informal methods have been examined in empirical studies that investigate approaches to management development. According to Armstrong (2009) informal approaches require an understanding of styles for learning in order to be able to translate the managers' experience to act and make their learning more efficient and to evaluate their performance by using self-assessment and to create plans for self development which create programmes for learning, finally encouraging managers to talk about their problems and opportunities to others even managers or staff.

2.2.5. The role of self leadership in leader development

Prussia (1998) argues that self-leadership is a way to accomplish self-direction and motivation which help leaders enhance their behaviors likely because more effective at work. Day (2001) remarked that many researchers have argued about the role of identity development in leader development. Day and Lance (2004) discussed the importance of integrating the leader's identity into others self-schema. They proposed that leader development happens as a leader “sub-identity” becomes more complex, differentiated and integrated within a global identity. In other words, effective leader development is the distinction and integration of leadership and personal experiences, norms and values and also the creation of a clearer sense of self. They also added that leader development means enhancing the fit between a leader role and the personal identity of a leader. When a leader is more developed, he or she will be able to integrate aspects of the self with the necessities of a leadership role. Hence, it can be concluded that this shows the importance of leader identity development for gaining a deep understanding of leader development. The emphasis of these studies indicates a strong link between self-leadership and leadership development.

2.2.6. The role of HR in learning and development specialists

As mentioned in this research there are numerous factors which contribute to achieving the goals, mission, and vision of the organization. One of them is HR

specialists who play an important role in developing leaders. Armstrong (2009, p. 729) highlighted this role as:

- Determine the requirements of the business and show how to use the developmental strategies to meet these demands.
- Recognize the importance of the developmental management as a business led activity by making suggestion for formal and informal approaches to management development.
- Provide clarity by connection with line management competency frameworks to serve as a basis for management development.
- Enhance and encourage continuous developmental and provide guidance as required.
- Enhance and stimulate managers so they can prepare and follow their self-directed learning activities
- Act as advisors to managers.
- Provide and organize formal learning activities.

2.2.7. Multi level issues in leadership and leadership development international

Mayo (2000) highlights the evidence for different levels of leadership; as a result he concluded that leadership has different forms. The "Chief Executive" in which many organizations has a pivotal place is the final decision maker and model of behaviour. Even though a great deal of emphasis is given to this role, there is still a need for collective leadership and decision making which is common in organizations and cultures where there is less hierarchical influence. Evaluating each individual's leadership styles in teams may seem unhelpful, since it is the combination of individuals that comprises the implementation of leadership. In addition top management are leaders at different levels and an individual team leader for a remote part of the organization may often have a greater influence on the output of that particular team than any other senior management.

Leadership at international levels has been discussed to benefit from their experiences in leadership, and a number of studies can be found in this area. For instance a study by Mujtaba and Isomura (2011) discusses the leadership, management style and nature of the organization in Japan. They had conducted research into Japanese management. They characterized the main factors for Japanese management practices and found that they design plans over the long term and horizon, focusing on employees' loyalty to the work and organization as well as doing tasks in teams. Moreover the leadership and management styles have been developed in Japan based on stable and long enduring relationships. They also found that the role of leaders in Japan is to enhance relationships in the work environment and empower employees' capacity to make tasks decisions; also the styles of leadership are somewhat distinctively collectivist in orientation.

2.2.8. Leadership Development in the UAE:

As leadership is one of the critical elements for organizations' success, many researchers have argued in favour of leadership development. A review by Alves et al (2006) identified the components of leadership development which they summarized as:

- (1) Experiences that provide opportunities for learning in the field.
- (2) Personal tendencies to learning such as skills, motivation and abilities.
- (3) Support and motivation such as rewards for organizational achievements.

Most of researchers, who write about leadership in the UAE, mention the significance of values and culture in the country, since it is a Muslim country so culture and tradition are closely connected. In addition the preferred leadership styles are consultative, and transactional for employees, to keep contact with the followers. It is clear that behavioral skill is one of the most important issues in leadership. Most of the leaders in the UAE learned a lot of lessons about leadership from the founder of the UAE and the best example for a successful leader, who was Sheikh Zayed, and have benefit from his abilities and leadership situations to develop the economy of the county. In conclusion, the role of the Islamic leaders in

the Emirates is teaching, supporting and observing due modesty and respect (Suliman and Hayat, 2011).

Ibrahim and Al-Taneiji (2012) argued that by 1990, knowledge of leadership styles was very important for developing leaders, and they explained that transformational leadership and other contemporary forms of leadership are proportionate to developing trends in educational reform, such as empowerment, shared leadership, and organizational learning. They added that the importance of shifting from more managerial, or transactional, leadership to dispersed and transformational leadership was clear in the literature, which means more development in the concept of the leadership is required. It is still not clear though if these changes are considered for administrators' practices. Taking into consideration the real situation in schools today, many school principals try to build trust, commitment, interdependence, and empowerment of teachers and staff by doing their best to manage the diverse needs of the school community and control the time necessary for being a transformational leader. They recognize also that not all leaders can persuade their subordinates to reach to the highest levels of performance in their job tasks. Compared with passive transactional leaders, who do not take care to improve their employees; instead, they wait to see the results of the work and assess if it is high or low before they act in response; active transactional leaders and transformation leaders are more proactive.

They explained that using instructional leadership has problems, because in this type of leadership principals did not act as educational expert, in this case the principal 'expertise is less than teachers they supervise. Also some principals play their role purely as administrative one, which mean that they keep themselves away from pedagogical issues. Moreover principals occupy a middle management position, because their authority is limited. They added that also there are many school principals who often do not have the time to be the leader in the learning and teaching areas, as they are too busy with executing the managerial and administrative tasks of routine school life.

As example for leadership styles in the UAE, Ibrahim and Al-Taneiji (2012) maintained that the leaders in Dubai schools use a transformational style more than transactional leadership. However, it is important for schools development to use both styles. According to the same research the authors also explained that the leaders such as principals in schools communicate with teachers as a guide who provides direction, assessing required resources and take care of keeping performance at high levels. This means that leadership style is associated with teachers' work and affects their satisfaction and commitment to work. In addition the most important area of influence is to improve student achievement which will not be achieved alone with transformational leadership but should be combined with instructional leadership. In other words, it is important to strengthen transformational and instructional leadership in schools to achieve high levels of educational attainment. Hence, researchers and practitioners should not only focus on the effect of leadership styles but also on the attitudes and practices of the leadership styles that have a stronger influence on school performance, student achievement and teacher satisfaction as well as commitment to work.

Al-Taneiji and McLeod (2008) researched decentralization in the Ministry of Education in the UAE, and stated that decentralization can be defined as “the transfer of decision-making authority, responsibility, and tasks from higher to lower levels or between organizations” (Hanson, 1998, p. 112). However, no country is completely centralized or decentralized (McGinn & Welsh, 1999). They explained that, centralization in UAE schools, if the UAE implement decentralization is successfully implemented, can be beneficial for both nationals and locals so it is very important to explain the purpose and vision of decentralization. Moreover, it is necessary to discuss issues which lead to preparation of a strategic plan, timeline for all phases of the strategy and clear direction. All this can build the base for decentralization. Moreover, all participants should work together to determine the roles, rights, and responsibilities for all who will be part of the decentralization process. In addition, the education community should be prepared and take training programmes to be able to implement the decentralization policy successfully.

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As reported in the Al Bayan Newspaper (2012), it is stated that an active role in the development of the educational field means being in close contact with the educational needs of the family, which is implemented by school administration. In addition according to Muhairi (2012) (director of guidance and inspection of the Ministry of Education) successful school leadership is the essential foundation for developing of the educational system. Hence, an important strategy for the Ministry of Education is developing and raising the level of performance and leadership for school administrators and enhancing the potential of cadres in the educational field. According to the latest global developments, the Ministry of Education is currently working in collaboration with international educational institutions to build, design and implement a massive program for the development of school leaders.

Muhairi (2012) also explained that training programs for school administrators are arranged by management training and professional development in the Ministry of Education to develop the individual and organizational performance for these leaders. To implement these training programs, the process contains three directions, first the Ministry implement central programs such as those addressing training awareness, second, ongoing progress in increasing the performance of schools to adopt school training programs, and third, sending school leaders on programs raising international awareness including training programs, conferences, and various educational events.

Moreover she added that there are a variety of training programs which are arranged for managers such as: self-assessment manager, transformational leadership, skills resident in the application of criteria for accreditation of school and capacity building in educational planning. There also are programs of definition of the educational roles of school under the new directions of the Ministry in the field of educational guidance, as well as training programs to train school administrators on how to deal with process control in the school and learn about the rules and regulations and their impact on the school's decision making.

2.3. Employee Development

2.3.1. Defining Learning and Development

There are two factors that play a vital role in all types of organization which are learning and development. All employees have to improve and keep developing their knowledge and skills, abilities and behaviors and this will help them to reach high levels of achievement. Pinnington and Edwards (2000) confirmed that the role of learning and development is based on strong evidence in organizations since it is considered as a principal policy and practice for strategic human resource management. Moreover they added that organisation needs employee's development for achieving its goals and mission. Armstrong (2009) also used the term learning and development to refer to a process of gaining skills, improve behaviors, abilities, competencies and knowledge relying on experiences and learning all of which can help to complete the job requirements. Moreover, the practicing of these areas of knowledge via training. By using this definition it can be concluded that learning and development can be built up by different steps and stages and has variety of learning methods. Learning and development is essential for employees conducting their activities and achieving the required level of performance. The organisation should allocate more intense attention during the first years after recruitment because it is a very important stage and new employees should be given more care and tailored induction. This author defined learning and development and also distinguished between learning and development with training. The learning process occurs when the employees build and create new skills and knowledge. While developing this knowledge and engaging in continuous development to reach higher levels of proficiency which is the development stage, and finally, the last stage is training which happens when the employees use this knowledge and skills for further practice and refinement (Armstrong, 2009).

Additionally to what was mentioned earlier about employees' development, Antonacopoulou (2000), suggests to researchers who was study the structure of the developmental process that it is often found that the development process is continuous and it is dependent on time, which often includes strong revolutionary steps preceded and followed by continuous supplementary improvements.

Depending on Armstrong (2009), there are elements for learning and development which are explained in follow figure:

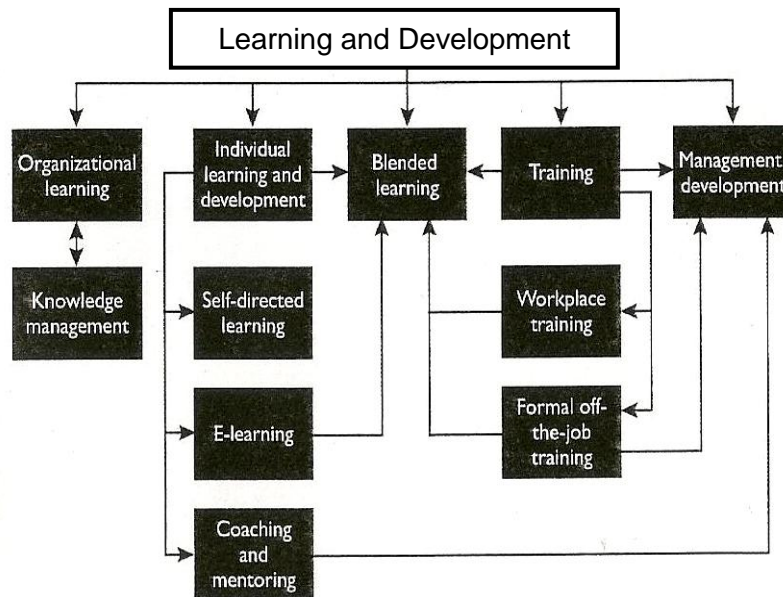


Figure1: The elements of talent management
(Adapted from Armstrong 2009, p. 666)

2.3.2. Developing Learning Culture in the Organization

Francis and Mazany (2006) argued that one of the most important factors for developing a learning culture in the organization is to improve skills, knowledge, and attitudinal characteristics, but in order to achieve this target management should start by building up the necessary structures support everyone within the organization to develop and to contribute to the organization itself. Another factor is an active plan which improves the team environment and improves the culture. These should be combined with the vision of the leadership and practical learning opportunities which are essential to create a better learning culture. Joyce (2010) later added that building a successful culture drives employee engagement. In the same study the author confirmed that people always look to the leader and try to copy their actions and also in hard times they look for symbols that the world is good just to give them support and strengthen their preferred of norms. People will often think that leaders know the right way, so they follow their example. So the

leaders and employees behaviors affect each other. To have an excellent company strategy, employees must follow behaviors known to be successful and must learn from the experience of seniors and listen to their feedback about behavior in the workplace. This is likely to change individuals positively. Some model behaviors have been summarized in seven points by Joyce (2010):

- 1- Constructing relationships since people are considered the means of success, so that connecting to other people and understanding the ways of interacting effectively are very useful for building valuable relations.
- 2- Implementing the change and try always to find ways of changing personally not only waiting for it to happen. Use the rapidly changing society to enhance yourself-improvement.
- 3- Engaging opportunity - seek out opportunity and always be ready to look ahead so that you see what is in front of you.
- 4-Being fervent and feeling excitement can help one to move on to the next step, leading towards higher levels of achievement.
- 5- Being attentive and aware about what is done in workplace. Then, it will be easier to make better relationships by understanding how other people perceive you.
- 6- Paying attention and expending energy correctly, so one can achieve goals and be prepared for the next step in life and one's career.
- 7- Be responsible and support a culture of success, taking care of all other behaviors, so people realize that only they can change themselves.

Furthermore, Joyce (2010) identified that when culture is combined with success behavior everyone will benefit and employees will feel valued and respected so the organization will obtain the best results and high levels of performance. If employees feel more commitment this will motivate them to stay longer in their jobs and retention will be increased. Many studies have been published on organizational culture; one of these studies by Borkowski et al (2011) argued that organizational culture can be defined as all norms that help to lead the behaviors of the employees, such as values, shared behavioral expectations, and assumptions. Brokowski et al (2011) proposed that the importance of organizational culture is due to its effect on employee behaviors, emotional reactions and perceptions in the

work environment. Moreover positive cultures help team members to achieve high levels of job satisfaction, by encouraging communications and supportive relationships in the groups which leads to solving problems effectively.

2.3.3. Employee Development and Performance

Employee performance is considered as one of the most significant signs of nationals' level of development in the organization in particular and for the country in general. This view is supported by Mayo (2000) who determined that achieving performance is not only occurs when people have the abilities they need, but also when there are a group of factors which together provide an encouraging environment. These factors are first employees' abilities, which include skills, experience, and knowledge. Second, is the motivation of individuals. Third, the leadership as it is important for the top management to explain the vision and to keep communicating with staff. Fourth is the workplace environment and culture which include creativity, flexibility and respect for others. The last one is efficient team work which means important values such as respect for the members of the team, helping others and sharing to achieve the organizations' target (Mayo, 2000).

Milonakis and Zairi (1994) studied bench marketing best practices in employee development and they concluded that it is important to know the many elements that may affect employee development; such as employee empowerment and self-management. These elements were more often missed in management practice in the past due to lack of knowledge with the hierarchical organizational pyramid. But the practices of management have since change rapidly. What should be added to this point is there is a greater need for knowledge in flatter organization and it is essential to empower employees. As well as this employees have capacities for self - managed leadership and one of any leaders' responsibilities is to teach employees and provide executive direction for tasks in the workplace.

2.3.4. Approaches to Learning and Development

a. Formal and informal Learning

Learning and development programmes are playing an important role in developing nationals in government organizations. According to Armstrong (2009) learning can be divided into:

b. Informal Learning:

Employees can acquire this type of learning from experiences and it most often happens by learning on -the -job. Methods for encouraging informal learning can be linked with training, job rotation, coaching and teamwork.

c. Formal learning:

Planning and induction are necessary for implementing this type of learning, additionally it can be conducted on or off-the job. There are a variety of materials can be used to enact this type of learning, for example, training courses, e-learning, reading books, learning in small groups and by lectures.

E-Learning:

It can be defined as using computers, networks and websites to enhance employees' performance and help to develop their abilities. It has advantages and disadvantages. It is flexible due to its availability to every one, at any time and with less cost, also it can be delivered dependent on each individual's need. To mention some of the disadvantages of this type of learning: it requires time management and self-motivation to find out the E-learning courses. Moreover this method can not be used for all skills and knowledge, for example, team building skills can not exclusively use this method of delivery, because it needs face-to-face communication which is not provided by E-learning (Armstrong, 2009).

Armstrong (2009) compared between informal and informal learning as shown in Table 2:

Table 2: Characteristics of formal and informal learning

Informal learning	Formal learning
Highly relevant to individual needs	Relevant to some, not so relevant to others
Learners learn according to need	All learners learn the same thing
May be small gap between current and target knowledge	May be variable gaps between current and target knowledge
Learner decides how learning will occur	Trainer decides how learning will occur
Immediate applicability ('just-in-time' learning)	Variable times, often distant
Learning readily transferable	Problems may occur in transferring learning to the workplace
Occurs in work setting	Often occurs in non-work setting

(Source: Comparison of informal and formal learning, in: Armstrong, 2009, p. 669)

2.3.5. Personal Development Planning

Self-development is one of the most important topics in employee development which is discussed by many researchers. Antonacopoulou (2000) discussed self-development and asserts that it should be considered as a talented strategy for employees' and managers' development, because individuals and organizations needs are changing constantly. Thursfield and Harmblett (2001) found that there is a relationship between learning and self-directed learning. In other words, it is very significant for employees to be given the freedom to choose their training and learning programmes, which encourages greater feeling of confidence in the workplace. They found that by using Employee Led Development (ELD), which refers to developing employees' potential and attitudes in their jobs more than improving specific job skills, was helpful because they decide what and how they want to learn.

Personal planning for self-development is one of the most important factors in developing nationals. Many studies supports this idea as Armstrong (2009) has

argued, the knowledge which is gained from learning and training can help all employees to develop their skills and empower their thinking and attitudes. Planning self-development is an individual method but can be supported by HR and direct line managers. Employees can develop their experience by reflecting on their needs and planning for the future. They can develop their experience by improving their skill in anticipation and reflection which encourages them to plan for future events or behaviors in the workplace. After completing every step in this process and recognizing the training interventions people should decide which part needs improvement, then an evaluation can be held. Training is a planned process which has multiple activities and instructions that target and endorse learning. It has several steps, the first one often begins by finding out the missing skills that the current or future job needs, after that designers identify the techniques, methods, facilities and best location and trainers. Then, they apply the training. Finally, the organization gathers feedback and determines the outcomes from the training.

Antonacopoulou (2000) contends that there are many principles which describe employee development but there are two significant principles which are more salient than the others and they are self-development and self-directed learning. These principles confirm that employee development must be directed by the employees who want to develop themselves and who know what skills they need to improve themselves and have a desire to learn, they also propose that individual employees have the control to choose what they learn and how to change themselves. Consequently, she determined that self-developmental is special and unique and this is due to three essential dimensions: the definition of development, the idea of the whole person and the responsibility of the person. In this study the most important thing to be recognized as self-development is that which stimulates contribution and increases employees' commitment to the organization. As a result, considering self-development as part of the HRM strategy, can highlight an individual's strength, weaknesses, expectations, ambitions, preferences and experiences to make individual and management development easier. Also individuals who tend to evaluate their own achievement are more willing to accept and improve themselves for selection

and promotion decisions. Finally, self-development can be treated as a cost effective way of developing human resources.

2.3.6. Employee Development in the UAE:

As Suliman and Hayat (2011) discussed, one of the recognized and famous organizations for employment in the UAE is the National Human Resources Development and Employment Authority (Tanmia). Tanmia is a specialized federal organization set up by Presidential Decree in November 1999 (Metcalf 2010; Metcalf and Rees 2010). It plays an important role in the preparation of UAE nationals for employment in both the public and private sectors. Tanmia is engaged in many activities and services such as providing career planning and advice and assisting with job search and interview techniques. Moreover, the UAE Government launched the Public Authority for National Development and Employment (PANDE), an autonomous body under the supervision of the Minister of Labour and Social Affairs (Suliman and Hayat, 2011). Established in mid-1999, the authority is in charge of matching the real needs of employers to prepare UAE nationals who are seeking employment (Davidson 2008a, 2008b).

Such initiatives in the UAE show the government's concern about nationals' developments and retaining talent in the UAE. The next section will discuss the work of TANMIA as well as the Emiratization program.

2.4. Emiratization

Unemployment has been found in Gulf countries to be a major obstacle to development by The World Bank and the International Monetary Fund and to tackle this issue the Gulf Cooperation Council countries and the UAE in particular have introduced policies that promote national employment. The UAE's council of ministers adopted Emiratization in the early 1990s to apply to both public and private enterprises (Al Ali 2008). Since the early 1990s it was realized that the public sectors of the six Gulf Cooperation Council (GCC) countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE) could no longer employ the complete cohort of newly graduated nationals who are looking for employment (Forstenlechner et al 2012). Hence, a policy was required to encourage the private

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sectors to give employment opportunities to young UAE nationals, and an Emiratization policy was formed to help the issue. Mashood et al (2010) argue that Emiratization is an example of “the interventionist approach often taken by governments of the region to reduce the country’s reliance on expatriate labour and increase the participation of nationals in the labour market” (p. 2). Moreover, Emiratization is an initiative to ensure that UAE nationals are given employment opportunities in the private sectors. “Emiratization is the shared responsibility of the Ministry of Labour and Social Affairs, for policy matters, and the National Human Resources Development and Employment Authority (TANMIA) which provides UAE nationals with employment, training and development opportunities” (Middle East Strategy Advisors, 2006, in Al Ali 2008, p. 368).

The growing realization since 1990s that the public sectors of six GCC countries including Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE, cannot take all fresh graduated nationals who look for employment has now become more critical within the context of a young population with many people entering the labour market. Hence, this incapacity has urged the GCC labor nationalization policies to focus on other options such as private sectors and tackle the increasing problems of unemployment (Forstenlechner et al, 2012). Table 3 below shows the GCC labor market characteristics in 2009.

Table 3: The UAE and GCC labour market characteristics, 2009

	<i>Public sector labour force</i>		<i>‘Private’ sector labour force</i>		<i>National unemployment</i>	<i>Public sector preference</i>
	<i>National</i>	<i>Expat.</i>	<i>National</i>	<i>Expat.</i>	<i>Aged 15–29</i>	<i>Aged 15–29</i>
Bahrain	90.8	9.2	28.6	72.4	27.0	73.0
Kuwait	74.6	25.4	2.7	97.3	8.0	71.0
Oman	80.5	19.5	15.5	84.5	–	–
Qatar	52.8	47.2	17.0	83.0	11.0	63.0
Saudi Arabia	91.3	8.7	45.3	54.7	28.0	60.0
<i>UAE</i>	<i>27.4</i>	<i>72.6</i>	<i>1.3</i>	<i>98.7</i>	<i>12.0</i>	<i>66.0</i>
<i>GCC</i>	<i>72.3</i>	<i>27.7</i>	<i>31.7</i>	<i>68.3</i>	<i>17.2</i>	<i>66.6</i>

(Adapted from Forstenlechner et al 2012, p. 408)

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The UAE is a fast growing and diverse country which consists of large numbers of non-national expatriates who come from other countries such as India, Pakistan, Iran, and the Philippines. An over-dependency on expatriates may have political, economic and social consequences. In response to some of these consequences in these countries several policies introduced to influence the demand and supply of expatriates. To reduce the number of expatriates in the GCC, state led labor market policies have been created known as Bahrainization in Bahrain, Omanization in Oman, Saudization in Saudi Arabia and Emiratization in the UAE (Mashood, n.d).

Commencing in the year 2000, Emiratization is a policy which aims to reduce the UAE's dependency on expatriate labor and encourage nationals' participation in the labor market. It is also a policy designed to ensure that Emiratis are given opportunities for employment in the private sector. To do so, the government has selected some industries and set "quotas" for them which organizations in these industries have to meet (Morris, 2005). In essence, Emiratization is a program that aims to increase the number of UAE nationals in organizations.

To lead the Emiratization, the UAE government uses The National Human Resource Development and Employment Authority (TANMIA). Established in 1999, TANMIA aims to:

- Achieve full employment of national human resources.
- Reduce the foreign labour component of the total workforce.
- Increase supply of qualified and skilled National workforce to meet labour market needs.
- Develop the practical competencies and potential of the National workforce

(TANMIA. 2013).

The purpose of TANMIA is to ensure effective localization of the labor market. As Potter (1989) has mentioned, effective localization happens when a national fills a required job competently to fulfill the organization's needs. Hence, Emiratization is

a solution which helps nationals to take the jobs which were previously occupied by non-nationals.

Similar to Emiratization, the Sultanate of Oman also has embarked on a similar process for localization which is called Omanization. Similar to the UAE, Oman is also a country with a high numbers of expatriate workers. Al-Hamadi et al (2007) have argued that the private sector plays an important role in the growth and development of the country. They also have discussed that by Omanization, the nationals of Oman will be able to promote efficiency and effectiveness in the public and private sectors. To avoid unemployment in the country, the government has initiated the measures:

1. Control over expatriates coming into the private sectors particularly in positions that can be easily Omanized.
2. Preparation of a structured and suitable manpower planning policy that meets the needs of the private sector.
3. Improving working conditions in the private sectors.
4. Supporting and encouraging entrepreneurs to establish small commercial projects and provide them with facilities and incentives.

Another similar initiative that has been taken by a GCC government is Saudization which is the replacement of an expatriate with a qualified national in the labour force in the Kingdom of Saudi Arabia (Mellahi, 2007). By Saudization, the government of Saudi Arabia aims to achieve three goals:

- To increase the employment for nationals in all sectors.
- To reduce dependency on foreign workers.
- To recapture and reinvest the income which may be invested overseas by foreign workers (Looney 2004).

Research by Al-Dosary and Rahman (2005) showed that the most distinguished governmental policy to reduce the unemployment of nationals is Saudization and the government is trying to replace expatriates with Saudis in the labor market and reduce the numbers of foreign workers.

By looking at Emiratization, Omanisation and Saudization, it can be concluded that all these governments and programs try to reduce the number of expatriate workers and dependency on expatriates by replacing them with nationals. However, to do so, more programs and policies are required to train and develop nationals to meet this demand. Nationals in the UAE have consistently shown more interest in working in governmental and public organizations than in the private sector. One reason is the work conditions and salaries. Governmental organizations offer higher salaries and are more flexible on working hours. Al Ali (2008) claims that Nationals do not see their career development as best served in the private sector and perceive that there is less opportunity for training. Hence, prompt action is required by government to attract nationals into the private sector as well.

2.5. Talent Management (Role of HRM)

2.5.1. Talent Management (Definition and Process)

Talent management is considered one of the most innovative subjects in the management of organizations. Many researchers have been published journal articles on talent management. These studies highlight the meaning of the term "talent" and "talent management" and indicate to what extent it is implemented in the organizations. Tansley (2011) describes talent management as the backbone for performance in workplace. He explained in his study that the term talent has developed over the last few years, in both European and non-European languages, and it is necessary for organizational success to adopt talent management. He stated that companies do not know how to define talent, which leads to another question if they know how to manage it. That is why there are differences in the extent of using the term talent in organizations' practices. Depending on three different typical situations, the first one is the absence of the term talent in policy or processes, the second one is delimited to implementing the concept of talent in HRM processes and policy and the third one is the full understanding of the concept of talent and use it widely in strategy and organizational processes as a widespread concept.

From this point, he proposed the term of talent can be defined from three aspects which are organizationally- specific, group-level implications and focusing on the individual. The term "talent" is used by Tansley (2011), from different points of view:

- Leadership talent: which describes individuals who have capabilities for positive leadership, dealing with insufficient and position skills and also who can make decisions like hiring employees.
- Talent pools: which refers to the group of employees who can be recognized as talented people due to their ability to gain a variety of positions and work memberships in different settings, set a good example for job task performance and projects, enabling internal recruitment. In addition, organizational talent is considered as a complicated concept referring to employees' ability for gaining information and skills, and their awareness of the criticality of learning, as a result it can be understood as characteristics combining individual requirements with organizational needs based on self-motivated employees (Tansley, 2011).

Lewis and Heckman (2006) discussion of the definitions and concepts of talent management states it refers to mental and intellectual behaviours. Talent management, they say, is a major element of successful planning and focusing on the potential of everyone in the workplace to do their jobs at high levels of performance. Nevertheless, Hughes and Rog (2008) based on what Lewis and Heckman proposed, offer more explanation about talent management relating it to human resource practices, such as recruitment and selection, managing employees and developing them in the organization, which give more responsibility for human resource management, not just managing external aspects. Also they added that talent management uses systems to implement HR functions including technology at all levels of the projects. They recommend using the concept of talent management in modeling and predicting the functions of human resources in organizations. This depends on factors like skills, demand and supply in the workforce, which explains the relationship between talent management and human

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resource or workforce planning, especially when there are connections with the management systems of other organizations.

Furthermore, Lewis and Heckman, (2006) present the concept of talent management as focusing on how to reward, develop and source employees' talent, because most HRM practitioners and specialists believe that different behaviors of employees can be recognized for having special talent like high levels of performance and potential. According to Morton (2005, p. 11) "Talent management is integral to engaging employees in the organization". Researchers interested in Talent Management provide different definitions for it depending on various fields such as HR practices, categorization and organizational positions. The table below summarizes different definitions of Talent Management:

Table 4: Talent management definitions

Research stream	Authors	Definition
Talent management as a collection of typical HRM practices	Schweyer (2004)	"Talent management includes sourcing, screening, selection, retention, development, and renewal of the workforces with analysis and planning."
	McCauley and Wakefield (2006)	"Talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation."
	Bhatnagar (2007)	"The various aspects of talent management are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward."
Talent management as a categorization of talent	Michaels et al. (2001)	"Differentiation means assessing the performance and potential of your people and then giving them [...] promotion, compensation, and development opportunities. It means investing in the A players, affirming B players, and acting decisively on C players."
Talent management as internal talent pools and succession planning	Boudreau and Ramstad (2005)	"HR and business leaders must broaden their traditional focus [...] and identify 'pivotal talent pools', where human capital makes the biggest difference to strategic success."
	Bryan et al. (2006)	"Effective resource allocation means unleashing the value of talent by mobilizing talented people for the best opportunities."
	Gandz (2006)	"Talent development requires more than engaging in traditional succession planning. Talent-rich organizations [...] look at cadres of talent at different levels in the organization. From this group they will select a few people to be organizational leaders [...]."
Talent management as the identification of pivotal talent positions	Collings and Mellahi (2009)	Strategic talent management are "the activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization."

(Adapted from Hartmann, Feisel and Schober, 2010, p. 171)

2.5.2. The importance of Talent Management

Talent management is considered as a significant element in the workplace for any organization. According to Hughes and Rog (2008) the importance of the subject of talent management has two main reasons. The first one is successful talent management takes care of making, acquiring and retaining necessary talent as an important issue in organizations. Secondly, engaging employees should be implemented in the workplace. As a result Hughes and Rog (2008) stated that most organizations will benefit from increasing the formalization and combination of HRM practices in the field of talent management, such as employee planning, leadership development, retention and training and development. Furthermore, they argued that talent management should concentrate on employee engagement and organizational outcomes.

2.5.3. Talent Management Strategy

Toward effective talent management, each organization has to build its own policy which Commensurate with the nature of its work to get the best advantage of talent management. That was confirmed by CIPD (2011) where the organization-wide talent management policy was identifying as an approach to the human resource investment. In addition, it has a vital role in achieving the strategic objectives such as diversity management, high performance, increasing employer of choice value and supporting the educational institutions. In the field of talent management strategic, it is commendable that Collings & Mellahi (2009) proposed a theoretical model. This model is presented in the Figure 2 which show that talent management strategy is a regular practices and system that contribute in achieving powerful advantage in the organization, prepare congregation from talent employers and build a strong human resource.

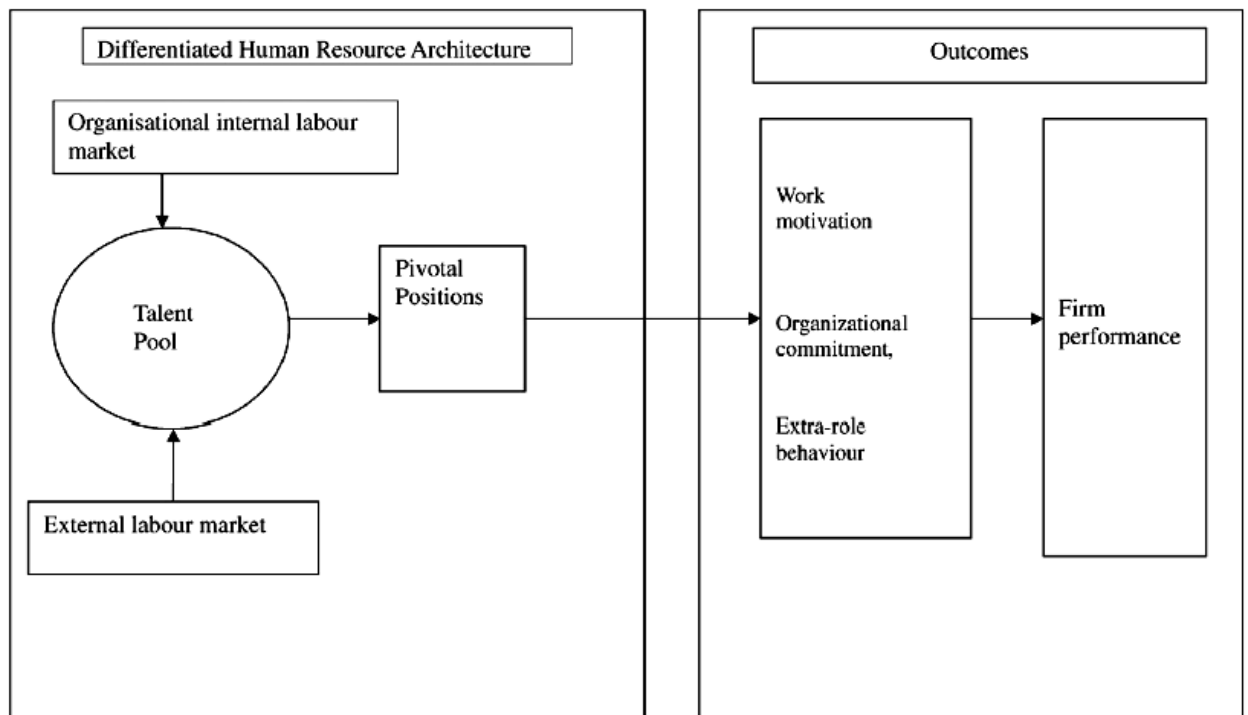


Figure 2: Strategic talent management (Adapted from Collings & Mellahi, 2009, p. 306)

- Recruiting talent

Schuler, Jackson and Tarique (2010) confirm that the integration in the hiring strategy is essential as being employer of choice is one of the most important tasks of any organization. In addition, one of the most significant strategic aims is attracting talent employers.

- Talent development

Schuler, Jackson and Tarique (2010) suggest some recommendations to precede the congregation of talent employers. These recommendations are focused in filling up the gap between employers' efficiencies which can be done by the implementation of developing and training programs.

2.5.4. Talent management Process

Depending on Armstrong (2009), as shown in the figure below there are a set of correlating processes and linked for talent management. Talent management takes the form of a bundle of interrelated processes.

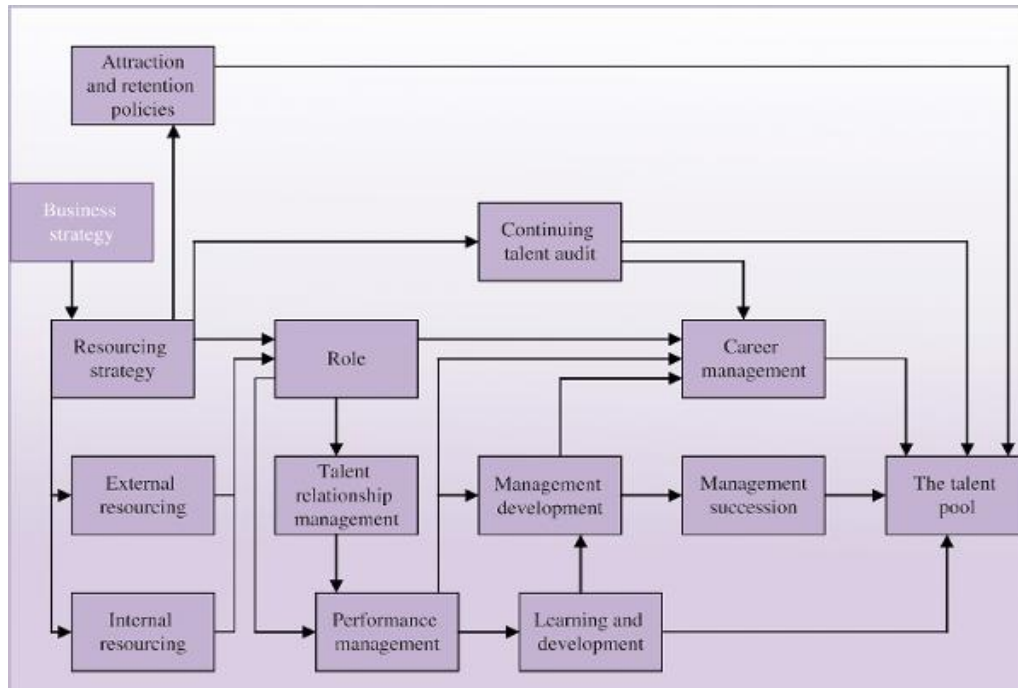


Figure 3: The elements of talent management
(Adapted from Armstrong, 2009, p. 582)

From the chart it is clear that business strategy is the starter for talent management in the field of talented people required by the organization. As well as developing and maintaining of talented people pool is the aim of this process. This process includes following elements:

- **The resourcing strategy**

The basic for human resource planning is provided by business plan to help in defining requirements of human capital and leads for internal resourcing by attracting and retention programmes and policies to identify talented people in the organization, develop and promote them at the same time.

- **Attraction and retention policies and programmes**

The approach of the programmes and policies is to confirm that organization gets and keep talented people. External resourcing such as selection and recruitment of people from outside the organization is done by attraction policies, while retaining people as committed members is achieved by designing retention policies. All these policies aim to create and maintain talent pool in the organization which is called talent flow.

- **Talent audit**

The role of this process is to identify people with potential. Also it provides the base for developing and planning career, to help talented people by using learning and coaching programmes to be sure they have experience, in addition it helps to show the risk analysis which refers to the danger of talented people leaving and the ways to retain them.

- **Role design**

Talent management is interested in roles done by people, that is why designing role is required to provide challenge, autonomy and responsibility. As a result this engagement and motivation are created. Additionally policies of talent management are focusing on the flexibility of the role by giving them the chance to improve roles and use their talents.

- **Talent relationship management**

The role of this process is to build effective relationship with people, and interested in treating employees fairly, giving them the chance to develop and recognizing their value more than creating a great place to work. Achieving Talent engagement is the aim of this process by increasing their commitment to their organization.

- **Performance management**

In this process relationships are built with people to identify potential, develop activities, planning learning. In addition employees' engagement

and motivation is another meaning for performance management by using rewards system such as positive feedback and recognition.

- **Learning and development management**

Policies for learning and development considered as significant components for the process of talent management which aim to enhance and obtain skills depending on people needs.

- **Management succession planning**

It focusing on the role of managers as it ensures that the organization has the managers who can achieve the needs of the future.

- **Career management**

It interested in providing people with opportunities to develop their careers and abilities to make sure that organizations have the flow of talents it requires.

2.6. Conclusion

Overall, this chapter has highlighted the factors involved in developing nationals in the UAE. Moreover it has discussed what researchers have found out about talent management in general. The ways and methods of improving the skills of employees by focusing on employees' and managers' development have been covered in the context of the new concept of talent management. The importance of implementing this concept as it considered the main factor for developing nationals in the government organizations. This chapter has explained the role of Emiratization in developing nationals in the UAE. Researchers are in agreement on the importance of talent management and the effect of Emiratization as most nationals in the UAE prefer working in government organizations rather than the private sector.

Moreover the concept of Human Resources has been developed in recent years to appear as a knowledge field benefits and supports the fields of administration, business management and organizational behavior, and takes advantage of its developments, however, we note that talent management as a new concept began to emerge in the last few years, not as a new field in business management only, but also it is considered as a strategy, and a new technique for activating the role of talent and focusing on using it for processing and organizational change, to develop the quality of human resources as well as seeking to recruit talented people and prepare them for high levels of achievements in business and management. That is why managers should improve the strategies of talent management in their organizations and be attentions of implementing the practices of this concept to be the base for all issues which related to employees such as Focusing on the talents of human resource competition as the most important resources for the organization, attract and recruit employees who have talents, training and developing them to enhance their talents and skills, creating programmes to retain talented employees and maintain them.

Overall, the idea of talent management may vary from one country to another, but it is clear that nationals' development is very important for every country that is looking for a brighter future and for the UAE particularly. Also the researcher has argued that leadership development plays an important role in improving the performance of employees in the organizations. The following chapter will discuss the methods used for this study and the analysis of the data from empirical research on results for talent management in the UAE.

Chapter 3 Research Methodology

3.1. Introduction to chapter

The aim of this chapter is to present the research methodology and methods which were used to achieve the objectives of the research and investigate the answers to the research questions.

The interview method was used to examine and test the views of managers and employees in a government organization in the U.A.E. A total of 16 interviewees were conducted and they were chosen by contact between the British University in Dubai and the government organization. The interview participants answered a set of open-ended questions and the interviews were recorded and later the researcher used this data to analyze the results. In addition to the collection of primary data, the secondary resources were used to support and inform the findings of the interviews and they mainly were articles, newspapers and reliable web sites. Therefore, this research adopts a qualitative approach.

This chapter will review the research design, methodology, sampling method used, data collection techniques, data analysis, challenges and limitations of the search and ethical considerations.

3.2. Interviews

In the first phase in this research, contacting between the researcher and a government organization in Dubai was held to conduct interviews with the managers and employees in the organization. During the second stage managers and employees in a government organization in Dubai were interviewed to find out more about developing nationals in the government

organizations in the United Arab Emirates and to what extent the implementing of talent management in the government organizations is effective in general and among the workplace. Moreover, it aims to explain the effect of Emiratization on national development and talent management and also the effect of leadership on national development. During the March and April 2013 around (16) participants in a government organization in Dubai attended the interviews. The interview was conducted with employees from different levels and different qualifications and with different experience. A semi- structure interviews were conducted. The schedule of interviews questions is presented in Appendix 1. The topics which were addressed including: the talent management concept, Emiratization issues, Current Talent Management Practice in UAE, Talent Management issues and problems in UAE organizations and effect of leadership on national development. Interviews were conducted in the offices of respondents in the organization. The interviews were lasts around 45 minutes to one hour maximum

3.3. Research Approach

This study addresses the concepts of leadership development, employee development, talent management and Emiratization which play a vital role in developing nationals in government organizations in the UAE. The study aims to investigate the importance of nationals' development and to examine the extent that employees and leaders are aware of this issue. The objective of this study is to provide more explanation of this concept and to make recommendations for developing the skills and abilities of UAE nationals in government organizations.

3.4. Research Design

This research contains four steps. This study consists of both primary and secondary data. The sources of secondary data were collected from

academic literature review, while the primary data was collected by using qualitative research methods, namely, conducting interviewees with the managers and employees in one government organization based in Dubai. The first step was data collection which involved conducting interviews with (16) employees from different levels (managerial, mid managerial and specialist) in a government organization in Dubai. The second step was literature review and searching via the academic articles on developing nationals and other related concepts such as leadership development, how to develop the employees in the workplace, talent management globally and in the UAE, and Emiratization. The third step was analyzing the data obtained from the interviews and will be explained in depth in the data analysis chapter. The last step involved linking the results of the data analysis with other primary and secondary data to find answers to the research questions and achieve the dissertation's objectives.

3.5. Methodology

A qualitative methodology is adopted in this research. In-depth semi-structured interview methods were used conducted with people who work in a government organization. The interviews were digitally audio recorded and was translated and transcribed in full in order to be available to take notes and analyze the recorded data. An inductive orientation and interpretivist method is used in this study. According to Ponterotto (2005), deductive and inductive orientations are considered the basis for the positivist and phenomenological (interpretivist) perspective. Amaratunga et al. (2002) claimed that the most important characteristic of good data in qualitative research is focusing on real life which means taking care of nature in events and attending to the richness and holism of the data and trying to decrease the amount of complexity is also considered major feature of successfully collected and analyzed data. As Mangan (2004) stated, there are differences between the positivist and phenomenological paradigms which is shown in the table below:

Table 5: Research approaches (Source: Mangan 2002, p. 567)

	Positivist paradigm	Phenomenological paradigm
Basic beliefs	The world is external and objective	The world is socially constructed and subjective
Observer is independent	Observer is independent	Observer is part of what is observed
Science is value-free	Science is value-free	Science is driven by human interests
Researcher should	Focus on facts	Focus on meanings
	Look for causality and fundamental laws	Try to understand what is happening
	Reduce phenomena to simplest events	Look at the totality of each situation
	Formulate hypotheses and then test them	Develop ideas through induction from data
Preferred methods include	Operationalising concepts so that they can be measured	Using multiple methods to establish different views of phenomena
	Taking large samples	Small samples investigated in-depth or over time

As has been mentioned, the researcher used qualitative methods in exploring the subject of study. Jarratt (1996) pointed out that the features of qualitative research methods are invasive and not structured as well as quantitative methods, furthermore, it is suitable for research which depends on exploration. This is often important when the researcher is not familiar with the topic of study. Jarratt lists the major differences between qualitative and quantitative methods which are summarized in the following table:

Table 6: The differences between qualitative and quantitative methods
(Source: Jarratt, 1996, p. 7)

Dimensions	Quantitative paradigm	Qualitative paradigm
Purpose	Prediction and control	Understanding
Reliability	Stable – reality is made up of facts that do not change	Dynamic – reality changes with changes in people's perceptions
Viewpoint	Outsider – reality is what quantifiable data indicate it to be	Insider – reality is what people perceive it to be
Values	Value free – values can be controlled	Value bound – values will impact on understanding the phenomena
Focus	Particularistic – defined by variables studied	Holistic
Orientation	Verification	Discovery
Data	Objective	Subjective
Instrumentation	Non-human	Human
Conditions	Controlled	Naturalistic
Results	Reliable	Valid – the focus is on design and procedures to gain real, rich and deep data

He also added that in the semi-structured approach to in-depth interviews the researcher can conduct this approach for a list of different subjects, and allocate a specific time for each interview topic and overall interview.

As it is known that the development of any country depends partly on the development of the resident nationals in the state which is why this research is important. The study's standpoint is to gain more knowledge about the factors involved in developing nationals in the country. The researcher depended on qualitative methods and followed the interpretivist paradigm using an inductive approach, as it is considered the most suitable method for the study. Moreover, one major reason for using the inductive approach is to explore the reality of the concept of talent management in the country.

This research aims to investigate the interviewers' explanations about their background, their views and knowledge on the factors involved in developing nationals within a government organization, as their organization is representative of some of these organizations. It is clear that qualitative methods aim to develop definitions and explain phenomena, by asking different questions such as why? Who? and How? The interviewees' answers can be detailed and vividly descriptive, which sometimes gets closer to participants' senses of reality.

Semi-structured interviews are appropriate for in-depth research (Gray, 2004). On the other hand, it has disadvantages as the inexperienced interviewers might not be able to ask relevant questions. Moreover, semi-structured methods help researchers to go in-depth and collect more data about the topic they are researching. This can inform previous studies in the literature review, furthermore if the study is about a new topic, than conducting interviews is a helpful way to collect detailed information and develop new ideas.

Broom (2005) distinguished between interview styles in qualitative and quantitative methods and argued that in a semi-structured (in-depth interview) the researchers ask questions from the interviewee. He added that this style enhances open dialogue and helps to give flexibility to the interviewees while answering the questions of the interviews. In contrast the style can be unstructured which mean the researcher goes through the interview as a conversation, not as a set of questions and answers, at the same time the researcher has more freedom to explore whatever emerges during the interview and may or not follow a brief topic guide. However, audio recorded interviews consume a lot of time and transcribing adds to the time spent analyzing the data collected. This may be considered a disadvantage of this style. The researcher faced some of these difficulties during this study.

This study explores the issue of nationals' development in the UAE, especially in government organizations. And aims to determine the extent that nationals desire to improve their abilities and skills; also it explores the important factors for developing nationals such as employee development, leadership development, and talent management. Moreover this research examines the effect of Emiratization on

nationals' development. This study is based on an exploratory approach and aims to answer the research questions which were mentioned in the first chapter.

3.5. Sampling Method used and Data Collection Process

In this study data were collected, by using semi-structured face-to-face interviews, to gather information from the viewpoints of the managers and employees who work in the government organizations on nationals' development in the UAE. The interviews were scheduled in a set of open-ended questions available both in three sections with total of (34) questions available in both Arabic and English languages to make it easier for interviewees to answer the questions (see Appendix 1). 16 participants answered the questions as audio recorded face-to-face interviews. The technique which was used in this study was sending an email to the manager of the organization to invite them to participate in the interviews. A formal invitation and a brief introduction of the topic and clarifications along with questions were sent to the HR Studies and Policies Officer previously by email (See Appendix 2 for the invitation letter). Also phone calls with the Human Resource office were used to organize meeting times with the interviewees. The period for each interview ranged in duration from 35 minutes to one hour. The process of data collection took around 10 days. Table 7 below summarizes the participants profile including their position, level and years of experience.

Developing Nationals in UAE Government Organizations

Table 7: A summary of participants' profile and their positions in the Government organization.

No.	Position	Tenure (years)	Nationality	Level
1	Manager, Economic Statistics	7	UAE	Managerial level
2	Assistant Media and Corporate Communication Officer	2	UAE	Mid Managerial level
3	Analyst\Programmer	2.5	UAE	Professional level
4	Corporate Performance Management Specialist	2	Lebanon	Specialist level
5	Director of Social Statistics	3	UAE	Managerial level
6	Manager Network and Support Services	12	UAE	Managerial level
7	Senior Customer Care Officer	4	UAE	Mid Managerial level
8	HR Studies and Policies Officer	1.5	UAE	Professional level
9	Admin in HR Department	1	UAE	Professional level
10	Senior Quality and Corporate Excellence Officer	4	Palestine	Professional level
11	Senior Financial Analyst	5	Egypt	Professional level
12	Manager, eServices	12	UAE	Managerial
13	Senior Executive Project Management	8	Egypt	Professional
14	Head of Prices & Indices Unit	13	UAE	Managerial Level
15	Organization Security Manager	15	UAE	Managerial level
16	Household Survey Specialist	34	Jordan	Specialist level

Using qualitative methods helps the researcher to achieve the aim and objectives of the study by understanding and interpreting the data and information which were collected to get comprehensive answers, to analyze it, and find recommendations as solutions for the research problem. Flick (2009) provides an in-depth analysis of the qualitative research and he recommends investigation that uses interpretative and naturalistic approaches to the world. Naturalistic inquiry is considered one of most

important components of qualitative research, which means that the meanings people provided are important for interpreting the phenomena, which are studied in natural ways that do not impose the researchers' own interpretation but rather base it on the meanings communicated by the research participants.

3.6. Data Analysis

To analyze the data which were collected through interviews, the researcher used a qualitative method and a review of academic literature from different journals to highlight nationals' development in the UAE. The researcher used the inductive approach to understanding the issue of developing nationals who are working in government organizations.

Joubish et al. (2011) have characterized processing data and analyzing as dependent on four steps which will be followed in the study. The first step is thinking about the data and information which will be collected, and then judging the value of the collected data. The third step is interpreting the data to be able to understand and explain it. The last step is analyzing data by drawing conclusions and conducting the mechanical process of verification. These steps are shown in the following figure.

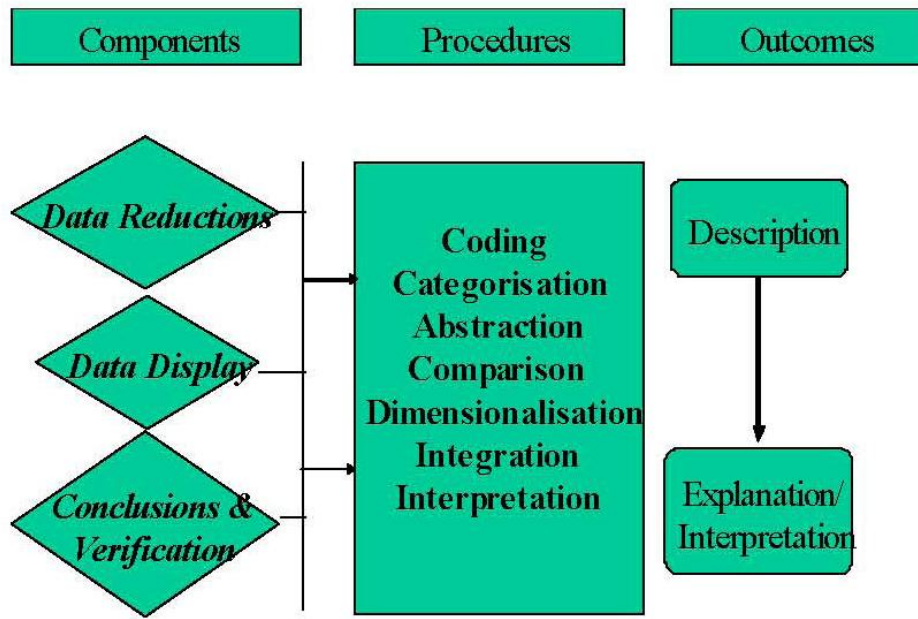


Figure 4: The Qualitative Analytical Process
(Adapted from Joubish et al. 2011, p. 2085; based on: Strauss and Corbin, 1990, Spiggle 1994, Miles and Huberman, 1994 and Mary, 2005)

At the end it was very important for the researcher to analyze the collected data and interpret them by divided them to individual, sub-groups and collective perspectives. The next important step is a distinction between the interviewees' views and perceptions and the evaluation of the researcher. Lastly discussion chapter comes after analysis and interpretation chapter to discuss and compare findings, results and interpretation with the literature which have been reviewed at the beginning of the search to connect and link it to what have been achieved in relation to the research objectives and research questions.

3.7. Overview of Data

From the interviews results it can be understood that the nationals in the UAE are interested in developing their abilities and skills, moreover they trying to improve themselves in all areas. What is to be concerned here is that there is a direct link between talent management and nationals' development. But there is missing link somewhere because there is lack of a clear definition of talent concept in the

government organizations. Furthermore, talent management is affected by Emiratisation. In other words, interviews show that government sectors in UAE and particularly in Dubai generally in possesses a large number of talents especially that the policy of the Dubai government is to empower the talents and mainly UAE nationals. In addition, a large number of UAE citizens were empowered rapidly. As soon as they showed signs they had a certain talent. Their talent was reinforced and empowered, and now a large number of them have reached senior positions. This is a good way of empowerment, but as mentioned previously, there is no clear policy. It is still all based on personal initiatives, but the overall vision needs to be clearer and known for all. There is no doubt, the decision makers in the UAE are very concerned about Emiratisation, on the other hand talent management has an effect on Emiratisation. Moreover, if a department in the organization is supporting the employees, as a citizen and nurturing their talent and give them the opportunity to get ahead in their career, financially and professionally, this would be a positive sign to the talent management. It is obvious that organizations which have better management will strive to increase its acquisition of talent, and by default, increase the number of UAE nationals in it.

Emiratisation assesses the quotas which are in general supported and perceived as positive tool. However, organizations may face challenges when meeting the governmental quota targets. One of these challenges is lack of work experience of UAE nationals. In order to tackle this challenge, organizations need to develop and apply a number of measures in order to transfer knowledge and work experience from expatriates to UAE nationals. Internship programs and training will help young Emiratis to add to their experiences and increase the number of nationals in the organizations.

This research has discussed and shown number of aspects that governmental polices need to take into consideration if they want to support effective talent development and talent empowerment that will benefit the organizations in the UAE. The government should support talent development of young Emirati nationals through education and training programs for talent development and

retention. These policies and investment should involve the talents needs. Training programs will help Emiratis to develop their skills and knowledge.

3.8. The challenges and limitations of the study

The challenges are many faced by any study. While doing this research there were some challenges which have been overcome and did not affect the completion of the study, these challenges were:

- Difficulty in conducting the interviews with the staff of the government organizations to collect data for the research purposes. Many of the employees and managers in the organization refused to participate in the interviews probably due to reasons such as confidentiality.
- The interviewees were not able to give complete answers and several of them said they did not have an idea about the specific topic. Moreover, there were questions about talent management in the organizations and since it was considered a new topic for the region their answers were inexperienced accounts in some areas.
- Time was another challenge for this research. As the interviews had to be carried out during working hours, most of the employees refuse to join the interview because of the pressure of completing their duties and job tasks.
- Lack of references and previous studies that dealt with the precise study of talent management situated in the context of GCC country nationalization policies.

Limitations for this research were first, the study has done in one small government department in the Emirate of Dubai. So, findings and results are probably only generalizable to small technical departments similar to this one. There are 37 government organizations in Dubai and of course many more in the other 6 Emirates, so a significant limitation is the limited generalizability of interviews all conducted in one case study organization.

Second some government organizations may have more experience of HRM and talent management such as the larger organizations like RTA. Therefore, interviewees may not be representative of knowledge and talent management practices in other Dubai and UAE government organizations. Last the research focused on research sample understanding and perceptions this might not match with other employee's behavior in the other government organizations in the UAE or in the other country.

Another limitation this research faced was the adequate number of answers to the questions. From the beginning of each session, the interviewee was asked to answer the questions in a flexible and convenient way. In this case, they preferred more to discuss issues regarding to their organization in general rather than going through the questions. Also most of them were not awareness about the concept of talent management, so they did not give sufficient answers. That is why it was difficult for the researcher to make a systematic comparison of their answers to all participants in organization in terms of practices, issues and implementation. Therefore, qualitative and an analytical discussion and interpretation of the data collected from all levels and positions is the best method chosen for this research.

3.9. Ethical Considerations

The researcher provided the interviewees with confirmation that the data collected would be used for research purposes only without violating the privacy of the participants in the interviews that is why numbers are given in Table (4) instead of the names of the participants in this research. Moreover it is important to remember that ethical matters are important in this research and that includes

maintaining the participants' confidentiality. Also general ethical considerations such as requesting prior permission from the participants to voice record the interview were taken in to account. As Flick (2009) confirmed ethics in qualitative research is very important.

Chapter 4: Analysis and Interpretation

4.1. Introduction to Chapter

This chapter presents and interprets the findings of this study by using qualitative research methods of analysis. Furthermore, this chapter aims to present the outcomes of the research, to find the answers to the research questions and provide a comprehensive analysis of the empirical data. The approach to data collection used for this dissertation was in-depth interviews. The researcher conducted 16 audio recorded interviews from employees working in a government organization in Dubai which were fully transcribed and read in detail in order to determine the analysis and interpretation. An advantage of the method of data collection that was adopted is the open-ended interview structure makes it easier for participants to explain their point view more flexibility and give long answers instead of responding with short, closed answers. The results of the semi-structured interviews will be discussed in detail in the following sections where the data analysis follows the concepts mentioned in Table 4, which was presented in Chapter 3.

4.2. Talent Definition

Talent management is defined in different ways by researchers, one of the commonly used definitions is that talent consists of individuals who are able to create a change and make a difference in the organization and its performance through their contribution and high level of potentials.

The first question (see Appendix I) in the interviews which were conducted in the government organization asked interviewees to define the concept of talent from the point of view of managers and employees, and the following quotations are representative of the replies received to illustrate this concept:

... To begin with, generally speaking, talent can be found in children, and when the child is first born, you can notice in him a talent, and talent can be divided into... I mean... Of course, talent -as I know- is by which an individual will distinguish himself (from others), with his personality and charisma. It

could come by birth, or it could be acquired (later), and it can take the form of practical side or the form of hobby or a profession, so it could manifest itself in more than one aspect.

Interviewees provided different definitions for talent management and below are some more examples of the variety of perspectives mentioned:

... Talent is when you possess something unique and different from others, and you seek to develop it, and polish it more, in order to stand out.

(Interviewee 3, Professional level)

Another interviewee provided another definition:

... No doubt the talent is something present in the person himself; (also) the person can acquire that from his experience in work or life or even in his home among his family and siblings. This is something acquired, and in every environment we (happen to be) present in it whether work environment or home or in the society, we acquire talents and skills. So talent in general, is something you distinguish yourself with it and you polish it, which is what consist a talent.

(Interviewee 2, Mid Managerial level)

Interviewee 7 (Mid Managerial level) also mentioned that:

... By the word talent you could say about skills of a person, skills that they have and they excel in it. How is it defined in the emirates, that is a tricky question because since talent management is still new in the UAE so not much has been said about it but I think mostly it will be defined as how to know the talent of these people and how to mature in the outer world.

In contrast, Interviewee 16 (Specialist level) defined talent as:

...The talent is related to the individual's character, and also related to his study, and could be also related to the environment where he was raised. You can notice a talent in the child, when he is 4-5 years old from the games he plays on the computer, by observing the child's behavior; you can tell what his interests are.

Many interviewees defined talent by referring it to creativeness, and evident when the individual is creative with things that come naturally to him. The individual may be talented in a thoughtful idea, or by creating something, like an invention, or a hobby, when he focuses on one subject and excels in it, this in short is talent. As these definitions show, the meaning of talent it is the knowledge and skills which the individual person possesses, whether they were based on experiences or acquired skills, moreover it often moves from social life and can be used in work. Most of participants from different departments agreed that the definition of talent is like an attribute or a characteristic that the person is distinguished with, and can do things better than the others, because of it. This talent can be used by the individual in any situation or in any project and is a means which people can manage to get through their work and social activities. This can be part of the definition of talent as it refers to a gift of a mental or physical characteristic of individuals from other people. This gift means that they are able to achieve successes appropriate to their abilities and talent. Talent is apparent in many places, such as people enjoying Creator Almighty in a small group worship. Talented behaviour can be found in the excellent care and attention applied in various areas life by elite scientists, thinkers, innovators and inventors. Talent as a potential can be found at the beginning of life, in preparation for the future it can be seen as something latent that can flourish with the growth and development of the individual in the early stages of life, in the home, then at school and in work. Any good environment, which sponsors its growth, will provide it with the support and capacity to emerge to a stage of production and work performance, which becomes superior and even remarkable. This means that if people who have talent find those people and situations that take care of these talents, this will help them to improve their skills and abilities and give them the opportunity to be creative employees in the work field.

Interviewee 4 (Specialist level) offered another definition:

...The concept of talent in an UAE context refers to those employees who have certain skills, let's say, natural skills,

which enables them to accomplish jobs, and to excel. Not merely accomplish the job, but also to do it with excellence. The concept in the UAE is increasingly gaining significance. The UAE is focusing on talent management, particularly. We even notice that some organizations are using the term talent management interchangeably with Human Resources Management.

Also Interviewee 10 (Professional level) expressed a similar viewpoint when he mentioned that:

... In my opinion, talent is a trait or a characteristic which is peculiar to a certain individual, and it makes this individual unique. Regardless of the area (or field), for example, in the government you can find all kinds of areas. However, if we like to focus on the bureaucratic aspect of it, you could find some individuals who have a talent in communication, or in leadership, or in interpersonal relationship. While others might have a talent in handling work pressure, or establishing a personal network that will advance the cause of the organization. etc...

As the above explanations show, employees and managers perceived talent in different ways. Consequently, it is not surprising that there were similarities and differences in definitions of talent given by the organization's staff. Many of the employees interviewed in this research defined talent could be the person's capabilities to develop or it could be hobbies, or it is something that makes the individual unique and distinguished from others, while a smaller number of them included in their definitions the capacity for creative skills in the job and work career. Most of the interviewees showed that they have an idea about what is meant by "talent", but they were not aware of what is "talent management" which is mostly associated with significantly and linked to the strategic HRM concept of talent management, as something considered to be an essential factor for organizations to be competitive and successful. It was noticeable from the interviews that the employees who are in the professional and specialist levels are much likely to give definitions appropriate to the managerial concept of talent management.

4.3. Drivers and Barriers to Talent Management

Interviewees mentioned the drivers for the talent management in the UAE at the same time they highlighted some of the barriers for implementing talent management in their organization and these will be described below.

Interviewee 15, (Managerial level):

... They (Rulers and Sheiks) do lead initiatives, but I as a person, am not aware of them. But what I know is that the government is interested in developing talents, I remember Shk. Mohammad said that in the UAE the creative person should be encouraged. That's why they run all these Awards for distinguished work, so if the person is talented, he (or she) should be looked after. So now the government, through the Executive Council is paying more attention to Excellence in government work. Also, in the sports field, we have the Hamdan Award, which also includes Arabs and GCC (Gulf Cooperation Council) nationals. So the government and concerned organization are the (ones who lead the initiatives in talent management).

Interviewee 14 (Managerial level) agreed with him and expressed a similar viewpoint:

...Most of the initiatives in the UAE stems from the vision of His Highness Sheikh Mohammed Bin Rashid (VP & PM of UAE & Ruler of Dubai), he is the champion of thought in the country. He is the one that provides us with directions through meetings, press conferences and through social networking sites like on Twitter and Face book. So he is the main promoter of talent and excellence in the UAE.

Another participant, Interviewee 9 (Professional level) added and elaborated on this viewpoint expressed by several of the others:

...Sure, we have the Sheikh Mohammed Bin Rashid, Dubai program for government performance which helps the organizations to do well so that they win the Award...and these training courses....lots of programs the government provides for organizations and individuals.

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Other drivers which have been mentioned by participants are the role of organizations and HRM departments as follows:

...This could be the Department of Human Resources (in the Dubai Government) let's say, which is specialized in these matters. Or it could be a special department, set up specifically for this purpose, or the departments of Human Resources in the different organizations themselves. Also, involved in this subject would be the universities and other institutes of higher education, when they design courses for the students or launch new programs. This is all included in the management of talent. When the concerned parties look at what the market needs are for skills and whether a particular skill is in demand, or is in short supply. This is all intertwined in the subject of talent, specialties, and the requirement of the labor market.

Interviewee 4 (Specialist level) explained more about this driver when he said:

... We can notice that the department of Human Resources is the body responsible for talent management; it's responsible for the various programs, such as training and, retraining, and special programs, in order to chart a fast career path (for certain individuals), to create an environment inside the organizations, conducive to empowerment of this category (of talented individuals) to enable them take part in development of the organizations, and to enhance its overall performance. Furthermore, there are external organizations concerned with this effort, like, for example, I heard about the Hamadan Award for talent, and there are societies...

Interviewee 1 (Managerial level), mentioned the role of departments of government organizations in promoting talent management to develop Nationals as:

...Organizations are now beginning to lead this phenomenon, and the fields are open, whether it was in clubs or institutions, or whether universities. Nowadays, life has changed, and the internet and social media have opened the doors for talent with the outside world, before, the talent was limited.

Another interviewee added that managers have an important role in enhancing and developing Nationals' skills through talent management:

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...If we talking about organizations or government departments, we can say it is the managers who lead these initiatives. Because managers also help in building talent, by picking and choosing based on their daily experience. They select certain individuals who have talent and begin to develop them. But on the other hand, there are managers who do not help anybody; on the contrary, they bury the talent. They make sure the talent is never is identified or recognized. Having said that, God bless our Sheikhs and Rulers, they are always looking out for talent and developing and encouraging it.

(Interviewee 3, Professional level)

After studying different interpretations of interviewees' responses and taking into account the content of the talk in the interviews, the researcher identified the main drivers for employees to implement talent management and develop Nationals' work skills. These are listed in the following Table:

Table 8: Drivers of Talent Management

Driver	Frequency	Frequency Rate
Sheikh Mohammed Bin Rashed Almaktoom	2	10%
Human Resource Management	3	14%
Governments Organizations	3	14%
Departments	2	10%
Leaders and Managers	7	32%
Rewards	1	5%
Institutions such as (Universities)	1	5%
Training Programmes	2	10%
Total	21	100.00%

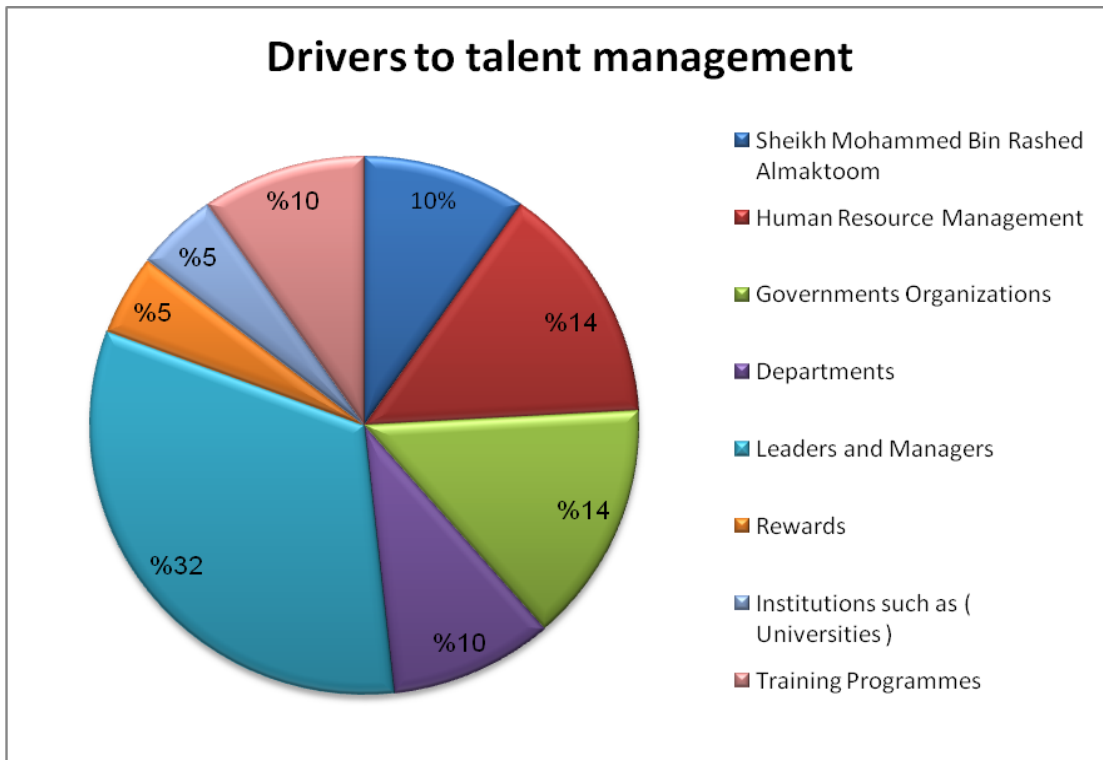


Figure 5: The drivers to talent management

From the above table and chart it can be understood that there are variety drivers to talent management, these drivers can be divided to different categories such as:

- Managers and leaders, organizations, rewards are the main drivers which play an effective role in developing talent management. Another important driver is the department of HRM in organizations. An indication from the chart is that the most important driver of Talent Management according to the viewpoints of this group of participants is the leaders and managers since this represents around 32% of the drivers.
- The next most frequently mentioned drivers are HRM and organizations, they have equal proportions which is about 14%.
- Sheikh Mohammed Bin Rashed Al Maktoom, training programmes, and department in organizations are also considered as important drivers to talent management.
- It is clear from the chart also that rewards and institutions help in developing Talent Management.

- Participants taken each as unique individuals have different specific viewpoints, for example, one of them thought that there are no specific drivers for Talent Management as she said:

... So the subject is present, but so far, it still consists of individual initiatives, and not institutional framework. It is mostly initiatives by the decision makers, but as far as I know, there isn't special body concerned with this subject, explicitly.

The reason for her voicing this opinion seemed to be because the concept of talent management is not yet spread across the whole organizations, and there were only a few managers are implementing it in their departments. As a team the organization has a knowledge team, this team is responsible for developing employees in the organization by helping them to attend different training programmes inside the organization or outside. Also, they have created a website for employees to add and update training courses or experiences or talents they possessed. the majority of interviewees seem to believe that Talent Management is primarily the role of the Human Resource Department even if it has not so far established and implemented the concept.

To define some of the drivers, it refers to factors that help move forward and develop, talent management and reflects how organizations and managers understand the importance of developing employees to increase productivity, motivation and performance in the work environment; that is why it is very important to support this concept. As mentioned before there are different drivers of talent management, but the most important one identified in this study is leaders and managers. If there exists a good understanding and awareness of the implementation of talent management in organization, and the potential effectiveness of talent management on Nationals' development, then this is likely lead to reach to high levels of performance. In the UAE, leaders show great attention to the development of Emirati talent, and that happens by giving them the opportunities to be creative and distinctive. Leaders in the UAE always require managers to adopt talent in their organizations and their departments and encourage Nationals' development to help them reach the highest levels of individual performance and innovation. In addition,

the role of leaders is to spread the spirit of competition between the various institutions, government departments and employees and by offering incentive awards and competitions, which emphasizes the role of talented leaders to support and promote a culture of management talent amongst managers. His Highness Sheikh Mohammed Bin Rashid, who is considered the strongest driver to talents and improving creativity and innovation, is keen on motivating Nationals and always wants his nation to be the first place in all fields. What should be mentioned here is that the HRM department is the main and important driver of talent management because it is responsible for all issues which relate to employees such as recruiting, selecting, appraisal, training and development, retention and engagement. That is why managers should be aware about this concept because leadership also considered one of the most drivers for talent management and it affects it, all these help the employees to stay in the organization and be creative in the work.

Participants mentioned some of the barriers or obstacles for implementing talent management in their organization and these are described in the following section:

Interviewee 13 (Managerial level) asserted that:

...Yes, there is what we call change resistance. People normally resist anything new, therefore, the subject should be studied well, and an awareness campaign will be needed to educate the people on the new concept, before we start training them on it.

Another interviewee claimed that:

...There are challenges everywhere and everything, but there ought to be solutions for each challenge, or certain procedures to achieve our goals.

(Interviewee 5, managerial level)

Interviewee 6 (Managerial level) explained that:

...I think there are many challenges facing talent management in the Emirates, first of all it is identifying the talents. We need to identify the talents that are needed for future growth whether economically in all sectors. These needs to be identified and then there is the need for bringing it out, all these stuff needs to be brought out and they need to mature these talents out.

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The opinion of Interviewee 8 (Professional level) about the challenges of talent management related to organizational support and incentives:

...Yes there hurdles, because if you are interested in talent you should support talent. If there is no support, then definitely there will be a deficiency. If there is no encouragement, or incentives, and the talent is not developed, it will be lost.

Another interviewee added this challenge:

...Yes, a lot of challenges. The first challenge is knowledge, which is how to make the other person aware of talent management. Talent management needs to be promoted and advertised in a public relation campaign to drum up support for the initiative among government leaders and senior officials. Similar to what we have done in the past 10 years with Dubai Quality and distinction Strategy (through which) we had succeeded in spreading the culture of distinction among Dubai government departments.

(Interviewee 11, Professional level)

A different opinion was expressed by Interviewee 7 (Mid-managerial level) which is interesting although inconsistent with the others:

... I do not think so, because the subject has become more open, not like in the past. I mean there were things that we did not know anything about (in the past), but now the media, and the social media (networks), you feel this thing has reached its utmost. And there are shows that supervise this subject.

To mention some of the barriers and challenges for implementing talent management in government organizations, this research found that there was a general lack of acknowledgement and awareness about Talent Management amongst government leaders and senior managers, and the importance of implementing Talent Management in UAE organizations. This seems to be explained partly by the fact that other issues in the society have had a more sustained policy emphasis such as the Dubai Quality Initiatives and Excellence Strategies; consequently there has been a comparative lack of support and encouragement of talent, and identification

of talent. More comprehensive and explicit policy initiatives are needed for future development in all fields, by discovering these talents and promoting the highest levels of achievement. There is a need to develop employees in their jobs and change people so that there is less to anything that they feel is new, which is why the subject should be publicized and studied so that it will become easier for everyone, managers and employees, to implement it.

Some interviewees thought that there were now less barriers to Talent Management than there were in earlier decades. One interviewee, the Senior Customer Care Officer, explained how the challenges that face Talent Management as a new subject are reduced by using different types of multimedia and social media which make the world like a small village and help with knowledge sharing and increase communication between people in different locations. This means that if there is resistance to change, there will also be opportunity for more open thinking on what has happened in the world and people will learn more about new practices in their work fields and try to train the rest of the workforce to be able to keep up with the developments that are happening in different work areas. Therefore, multimedia and social media have the capacity to improve and support talent to achieve the goals of the organizations that managers and employees work in.

A major finding of this research is that lack of strategic planning can be considered the main obstacle facing Talent Management in organizations in the UAE. What the researcher has noticed from conducting these interviews is that there are practices in HRM related to Talent Management but there is no awareness about the management concepts of Talent Management, and there is no specific department responsible for Talent Management. These strategic considerations create a major challenge for managers to implement Talent Management effectively in their organizations. This idea is supported by Interviewee 2 (Assistant Media and Corporate Communication Officer) who said:

...There are challenges everywhere, and since our organization is a small one and our number is small, you feel your whole time is consumed by work. So I believe if there was a special department for this subject (Talent Management), there will be more focus and more care given.

Moreover managers should develop their abilities and enhance their leadership attitudes to improve his organization and help his staff to retain in the organization and benefit from his or her talents. To overcome these barriers, procedures should be done towards implementing talent management to become the main source for organizations and companies to be successful and more productivity.

4.4. Current Talent Management Practice in UAE

Garavan et al., (2012) in their research found that Talent management can be defined as a certain practices which reflects using strategic plans for employees' selection, recruitment and training and development in the organization. This mean talent management includes several aspects such as focusing on the talents of human resources excellence as the most important resources of the institution or organization. In addition talent management refers to attract and recruit talented and qualified candidates and those who have competitiveness abilities, moreover it manage and determine the salaries of competitors and provide opportunities for training and continuous development. At the same time it interest in management of performance by using new methods, and retention of talented employees and return them if they leave the workplace, finally as a result provide an opportunity for promote staff who improve themselves and deserve promotion.

As discussed previously in this study, there is no specific department for talent management in organizations, as a separate section, but there is human resource department which apply some of talent management practices in organization. Participants show this during interviews as will be presented in the following paragraphs:

Interviewee (1, manager level)

...Certainly, of course, if we look at the (existing) talent which the leadership team are (grooming!) and nourishing, there are incentives provided, and financial compensation and awards given, and we have from time to time, the Distinguished

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Employee Award, so all these things encourages the employee to remain with us.

He added comments about the procedures for recruiting, promoting and other issues related to HR department as:

...The mechanisms whether in recruitment or selection are the same as I told you before. It starts in the early stages in schools and universities. As for the employees, and their follow up, this is done by the HR department; the human resources keep track of promotions and employee performance and assessment likewise and for training and development. Also, in staff evaluation, if somebody gets an excellent evaluation he will get a financial award, and there are many aspects where the individual can get an award...

In the same vein, another participant (2, mid manager level) explained that practices which applying in the organization makes work interesting, but she agreed that the employee should keeping contact with others to gain more experience:

...Of course, we as an organization, have our own practices that ensure work is not boring routine for the employees. There are many business engagements outside of the Centre with other government bodies, (which allows) the employee to go out of the work environment and visit other organizations, learn from their experiences and transfer what they have learned to the Centre.

She gives more explanation for the practices in the organizationa as training and development which is part of HR department:

...We do it through training workshops and various programs whether they ask for it themselves, or we send them to it. In that respect our HR department is really not sparing any efforts in doing that, they go themselves to the employee and they say we will take you to that course or workshop. In this filed they are really good

She further talked about the flexibility in the works hours which help the employees to be more disciplined at the work:

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...Like I mentioned before, we try to break the daily routine as much as we can, it is not 7 hours of works and that's it, no but there is change to this routine.

She also gave example for flexibility at the work as:

...We give incentives to every one. There is simplicity when applying for vacations, also there is flexibility in work hours. 7.5 AM -2.30 PM or 8:00 AM to 3:00 PM, the employee can choose the timing suitable for him.

Promoting employees considered very significant sign for their improvement as they become motivated if they feel that managers appreciate their efforts, regarding to promotion policy she explained that:

...As for the promotions, like I told you, the restructuring is taking place in our organization now, before we had 4 departments now we have 7 departments. Every department evaluates its own employees based on the targets for which they set out at the beginning of the year. Like we said, there is flexibility in work and flexibility in talent management, the employee can go out and attend any seminar or training course. Also, we see what other department are doing through our interaction with them, and we learn and adjust, we are very open minded.

Another participant as managerial level also agreed with previous interviewees as these practices are part of HR policy:

...This policy can be more clarified with the HR department. As far as we are concerned as section heads or department heads, when we need to recruit, we give priorities to Emiratis.

This support what is argued before that most of government organizations do not have separate department for talent management which have full time manager, while the practices are related to HR department which implement the practices that help to achieve to organization' goals, mission and vision.

She gave more explanation for practices like how to widen the pool of talents in the workplace as:

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...yes, we take care of it by developing it, and by offering training courses. If the individual have a specific talent which we see will benefit us, we will develop it. We will pave the way for him to excel, we will expand his work and give more opportunities to excel. (We say to him) excel, be creative do not be afraid.

Moreover she gives examples for work life policies as:

...Yes, we do have these practices. It is not all about training courses and that's it. But even if the employee has a talent and he would like to give a lecture to pass his skills and knowledge to his colleagues, he can. Also there are the social events outside of the Centre, such as marches or blood donation campaigns, health awareness events, social campaigns, joint participation in festivals in which we always take part.

All activities mentioned above motivate employees to work in very exciting environment and help them to be creative and more loyalty. In addition participant showed implementing for other practices including promotion, training and development, diversity and flexibility at the work.

For recruitment practice she argued that:

...Of course, this is done through personal interviews, and we all get involved on this subject, I mean all concerned individuals will be involved in the recruitment.

Another interviewee added more details for the practice of recruitment and selection as follow:

...I think this subject is closely connected to the recruitment of employees. At the Centre level, we have a clear and defined process and a systematic approach for selection of field researchers and employees. Of course, the technical standards are among the criteria, and naturally talent is part of the selection criteria.

...Also, we look at their ability to talk, to be persuasive, and the first impressions are important, all these things get evaluated during the interview. Likewise, for the researchers we have the

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same selection criteria, but we emphasize their communications and language skills, and their talent in general

On the other hand for other practices such as retention or returning, and repatriation talents she showed that she hasn't any idea about any certain practices implement in this areas which confirmed that there no awareness about this concept in organizations especially public sector as she give in:

...I have been for only three years, and I just became promoted to section head; I started as a statistician from 2010-2012. I did hear about people who left and came back, but how did they come back, I really don't know.

...I personally did not experience this situation, but as far as retaining good talent is concerned, I think the Centre is genuine to the maximum extent in keeping talent.

From participants' viewpoints it is understandable that there are practices which may not be systematic, as far as empowering employees, whether UAE nationals or expatriates. This happens by giving them the full authorization to perform their work duties and provide them with a good work environment. Work environment in the organization is very important factor for retaining the employees and it is one of the most essential factors encouraging people to stay.

Interviewee 12, manager level, had commented on current practices of talent management in her organization as she showed that no clear awareness about these practices because it is the job of HR department such as recruitment and retention:

... I am not aware of the (selection process), as I do not get involved in it as an employee, but the HR can advise you on these matters.

At the same time she gave a significant comment on recruiting talents in the organization as:

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...In my point of view, if you do not define what talent is, and identified and recognized the people who have talent, how can you keep them? So the answer to your question is, No!

This viewpoint means that it is very important for managers to understand the standards and characteristics of talent to be able to involve them in workplace environment even in private or public sectors.

The answering about the question of widening talent pool in organization was as follow:

...There is nothing of that sort going on. Frankly, I haven't seen anything, so I cannot answer it.

Training and development is agreed by most of participants is available and implemented in the organization:

..Yes there is training and development, we are seeing this happening through the knowledge Management, and they have been organizing several training courses, inside the Centre. These courses were open to all staff members to participate; this is a great thing in itself.

She confirmed that there is promotion in job, but no clear idea about the process of promoting employees:

...We do have promotions for the employees, especially recently, we went through a restructuring process, so there were people who got promoted.

She agreed with previous interviewees about the interesting daily work routine policies, and flexibility in HR section. In addition she thought that there are not a lot of practices implemented in her organization as:

...When I recognize and identify the talented people in my organization, only then, I can tell what the practices are. But, I am not seeing any serious attempts at discovering talent or encouraging talent. However, there are some bonuses given out, only.

At the same time she didn't believe there is a policy regarding to diversity:

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... I haven't noticed any special policy regarding diversity.

An interviewee 11 agreed with him that there is no big prove for diversity and he interpreted this as follow:

...Diversity policy...No, frankly I cannot say (it exists...) not in the sense you are alluding to. Because the majority of us here (in DSC) are Arabs, so the cultures are not that much unlike to have (a need) for diversity policy which you are talking about. Among 120 DSC employees, we only have 4 Indians and the rest are Arabs, so we don't need diversity policy for that.

Interviewee (4, specialist level) also gave his information about current practices of talent management in his organization, for example he explained how recruitment happen as follow:

...I can only answer this question partially, but if you want more details, you will have to check with the HR. They are the ones who will be able to give you a better picture. The practice of selection and recruitment is such that a lot of CVs are invited and many candidates apply. The CVs get screened and studied, and those short listed will be interviewed. The (final) interviews will be conducted by the department managers and the section managers. This is how talent is recruited.

At same vein participant 8, who works in human resources department, explained the process of promotion as:

...We follow the quota given to us by the Executive Council and by the Human resources development Authority.

An interviewee 3 also gave an example for returning employees in the organization as:

...This is natural. But to be honest with you these things do not happen often, except if the individual is really an important talent. I know of one such case, when an employee resigned and then in less than one month they brought him back, because he was a big talent. So yes it is done.

Participant 4 put the factors for retaining employees in the organization as:

...The most important factor in the retention is the work environment. In general, we have a family-type work

environment, and we also have activities, social and otherwise. People in the center, share with each other their social occasions whether it was good or bad. Also, there are entertainment activities, done from time to time; there are lectures and seminars etc... and this all organized by the HR.

Interviewee 8, from human resource department gave process about retention for employees in the organization in case they want to leave:

...Those who would like to be transferred, it's ok with us we will transfer them. Maybe in another place they will get better support. We may have an employee who will come and say: my direct manager does not support me enough, and I am doing many things and he does not appreciate. I want to leave...We will say: no do not leave but we will transfer you to another section, perhaps you will do better there. We had cases like that where employees changed their minds and withdrew their resignations.

Moreover he clarified the organization policy about promoting employees which enhance talent management, although there is no separate department with same term but there a lot of practices related to this concept, which mean that it needs more awareness about it to be implemented all over the country.

...There is an integrated Policy for hiring and recruitment. Whether it is recruiting new employees, or controlling and observing existing ones, this process is carried out by the section and department managers. There is a process of development and coaching, and if you take a look at the new organizational structure, you will see that we had a young employee, who started in the Centre at very junior level, and then he was promoted until he became a department manager. This was due to his distinctiveness and to his good work performance, and based on how much he contributed to the organization.

Another interviewee talked about recruiting and the important of hiring Emiratis employees as priority of this practice:

...This policy can be more clarified with the HR department. As far as we are concerned as section heads or department heads, when we need to recruit, we give priorities to Emiratis.

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However another participant, 11 as professional level has this viewpoint:

...If somebody gets a scholarship, he naturally must finish it and come back. This is general practice in government, and you will notice this is done in the Dubai Police in a big way. But, here in the Dubai Statistics Centre, we never sent anybody aboard, to my knowledge. However, we may send people to conferences and seminars, for 2-3 days and come back. But not for 2-3 years to finish a Master's or a doctorate in some foreign country but, we did however, send people locally inside the UAE to finish their Masters, and Praise to Allah- they got it, and came back, and DSC paid for the cost. But externally we never did it.

He additionally showed his understanding for the process of promoting employees as follow:

...There is a policy in place, which is the performance management, and this is not a DSC policy but, a government policy in general. The promotion is granted based on the assessment of the yearly performance of the employees according to the targets set forth at the beginning of each year. We look at how much was accomplished plus the behavioral competencies. We add both evaluations and we get the percentage number, we have 2, 3, and 4 (meets expectation/ exceeds expectation etc...). Accordingly, the employee gets the promoted, some will get 5% and others will get 10% according to each employee's assessment.

From all participants' viewpoints about practices in the organization, it showed that they has various and different awareness of these practices depending on their years of experience in the organization, their position as (manager, professional or specialist) or their background of talent management as a department which responsible of applying and implementing these practices in the organization or company. As mentioned above most of them agreed that practices such as training and development, promotion, HR flexibility and work life policy are implemented in the organization, while they differ in retaining and returning, repatriation talents in the organization. All of the participants' viewpoints are summarized in the following table:

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Table 9: A summary of current practices of talent management in the government organization

Current Talent Management Practices	Frequency Rate	Interviewees' Viewpoints on the Organization Policies
Recruiting & Selecting talents	87.5%	- Recruitment for employees happen by advertising for the job, using interviews for all candidates and then select the best one who have more qualifications and fit the requirements of the position.
	12.5%	- not aware about the procedures of recruitment as it is part of HR responsibilities. (Those participants were in manager position).
Retaining	81.2%	-Agreed that employees' retention is one of the priorities of their managers as they try to make the work environment attractive and helpful to motivate staff to work, also they retain them by using reward system and promote those who have excellence achievement done to improve the organization.
	12.5%	- Have no about employees' retention, and not aware if this happen in the organization and if there is procedures done regarding to this practice.
	6.25 %	- Thought that there is no practice for retaining staff in the organization.
Widening Talent Pool	93.75%	- Agreed that there is widening for talent pool in their work environment and they argued that this happened by providing a lot of training programmes internally and externally.
	6.25%	- Believe that there is no implementing for this practice, and there is no awareness of it in the organization.
Returning	43.75%	-United in opinion that their organization's managers pays attention to return talented employees who leave the organization and they have one case for as talented and excellent employee and return again and recruit him as manager. They are giving incentives to employees, in the form of new promotions or grades or even in leadership roles by training and developing them.

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	37.5%	-There is no idea about this practice and whether it is available or not.
	18.75%	-This practice is not implemented in the organization.
Training and Development	100%	All interviewees in the organizations unanimously agreed that their managers interesting in developing employees and enabling them to enter training courses and workshops inside the organization or outside, moreover they created a team called as knowledge team to share experience between the staff and providing training programmes fir them. Moreover they follow the staff after training programs by asking them to write reports about the programme, or share other the experience and knowledge they gain from the course.
Repatriation	37.5%	-They explained that it is exist but for managers especially nationals and for short period.
	25%	-No clear idea or awareness of the implementation for this practice for the workforce in the organization.
	37.5%	- It is not implemented in the organization.
Promotion	93.75%	-Most of the participants has same viewpoint that there is promotion for the staff depending on the rules of HR departments and the evidence is they have changed the functional structure from 4 departments to 7 which mean that there are promotions in the organization's policy.
	6.25%	-There is no idea about the process of promoting employees in the organization.
Diversity polices	81.25%	There is diversity among teams work in the organization because there are a variety of nationalities in the workplace which enabling the staff to exchange their experiences, knowledge and skills in the

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	6.25%	organization.
	6.25%	There is no clear policy for this practice.
		No awareness of implementing this policy in the organization
Work life polices	100%	All the employees and managers agreed that they have very interesting environment because they always interactive with community events (National day celebrations, Eid) and celebrating special events such as the employee of the month or when someone promoted to new position).
HR flexibility	100%	All the interviewees agreed that there is flexibility in HR department in depending on the rules and policy of HR.

From the table it is clear that not all the practices of talent management exist in the organization, it is shown also that not all the managers and employees are aware of these practices if it is available or not in their workplace, which give a reason for lack implementing for talent management in organization because there is no enough knowledge about it. That give significant for spreading the culture of this new concept among the society in general and particular in the organizations, companies and private and public sectors, at the same time there are a lot of practices can be seen in government organization although there is no special department for talent management for example the daily routine of work, can give very clear idea about the policy of the managers in the organization as it considered one of the most important practice for building friendly work atmosphere, and the open door policy also gives the employees the chance to present their suggestions and highlight their talent in the workplace, in addition collecting between managers and employees outside of work at least once a year, and sharing social events such as Iftar Ramadan, Eid and National Day celebrations help in broking routine at the work.

4.5. Talent Management organizational issues and challenges in UAE organizations

Talent management as a very important concept in enhancing the role of nationals in government organization because there is no doubt that all practices of talent management help them to be more creative, productivity and loyalty to their workplace, at the same time it increase performance of work to reach to high levels of excellence.

4.5.1. Priorities and needs for managing talent in organization

Participants during interviews differ in their viewpoints about the priorities and needs for talent management in their organizations as follow:

... Our Centre is interested in all aspects, not only one aspect. The Centre is concerned about all aspects, whether training, or support, or anything, and I assure you of that....the executive manager, and leaders here they offer you the complete support that you need.

(Interviewee 7, mid managerial level)

...As far as I can see, our Centre has talents and creativity. For example, the restructuring of the Centre, was carried out by in-house effort. The launching of Centre Strategy 2012-2015 also was carried out by in-house effort. When I say in-house effort, I mean, we did not seek the help from any outside entity. All of the automation of our systems that are being implemented in the organization was done by in-house effort by our IT department, whether it is statistics systems or internal systems.

...Our priorities are for whatever things improves our work itself. I mean, we as statisticians, there are things that are more beneficial to us than others. So these are considered priorities...

(Interviewee 3, professional level)

...Of course. We train our staff here internally and externally to transfer knowledge through training courses and workshops, and also we have what we call the "internal trainer" who is the person (who has) experience and he transfers it to his other colleagues inside the organization.

(Interviewee 2, mid managerial level)

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Another participant also focuses on developing nationals as one of priorities of talent management as:

...The management looks after the employee professionally and practically, and helps him to develop himself and develop the organization.

It is shown that there are priorities for talent management which including national development, and improving then in different areas, also providing support and motivation via training and development for managers and employees inside or outside the organization.

Further an interviewee who works as senior Quality and Corporate Excellence Officer talked about another priority as:

...Like I said, there is no clear policy for talent management, but the priority here is to recruit talent from the market, employ it and empower it as much as possible. If they were UAE citizens, then they will be moved from the executive level to the supervisory or leadership role.

He argued that needs for talent management as:

...I think the biggest thing we are lacking is the systematic approach, as we do not have a clear system and we do not have a clear definition of talent. What is talent; we do not have enough cadres in the human resources who can follow up on these issues. Perhaps, at this stage, this thing might be considered a luxury, and not among the priorities, especially that we have a very limited cadre in the (HR) department, and they have a very big burden as it is.

This can be really very important needs for talent management which is a clear strategy for all staff in the organization, to know what should be done and use it in proper way.

Talent management need discussed by participant 12, as follows:

...Yes, I know that they have focused on some skills and highlighted it between the staff, such as the internal audit skill, but they did not cover all aspects. Even so, if the Centre took good care of talented people, they will not only benefit the Centre, but they would also benefit any place they work in it.

Nowadays, any place of work is only creative and successful by the quality of talent it has.

...The assessment in the Dubai government today, is not whether you have carried out your work or not. Because that's a given; you must do your work. But rather on what are your creative initiatives and what are you bringing forward in the way of excellence and in the way of motivating your talent. This is how different departments can stand out as successful and excellent by having talented people

What is mentioned above can give a plan for organizations to encourage their employees to be creative and talented in all fields.

4.5.2. Awareness and knowledge about talent management

Interviewee 4 commented on his awareness about talent management as:

...To be honest with you, the organization where I worked before had a talent management department. But, it was really another name for HR management than a real practice.

It is clear from what said by participant (4, specialist level), depending on his experience that organizations which have department for talent management, it is just as name, without real implementing for the practices of talent management, only it is human recourse management department.

That is why he gave this suggestion to increase the knowledge about this term in organizations:

...The first responsibility for the government is to increase awareness for the concept of talent management; some more focus is needed in this area. The case in point is the Dubai Award for Government Excellence, we have an established culture of excellence now, and people are used to that and the expectations of government have been set high. Also, there should be clear policies at government departments, and to see how they can apply this concept, and find a formula that does not contradict nationalization policies and practice. ...

(Interviewee 4, specialist level)

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An interviewee 3, professional level also echoed the above view:

...To be honest with you, not always, I do listen most of the time to the FM radio, and learn what the new talents that have come out are, and this sort of things.

Interviewee 11 believed that this concept is new and not known well in the country as he confirmed:

...No. to be honest with you I am not aware of any good practices, because this subject is new to us. So I really do not think that anybody has yet implemented any initiatives on the basis of it (talent management. I am almost 100% sure nobody has done so yet.

That is why interviewee 10, suggested that:

...Exactly, We should make some awareness. I mean what we need at this stage, is the theoretical matters. At least, we should be relying on best practice, which is used worldwide. What is the definition of talent, what are the procedures that we should take in principle at this level to care for talent and develop it on the DSC level? (We must answer these questions) Then we move to the level of empowerment, application, and improvement.

But few of the employees in the organization showed that they have knowledge about it:

...Yes, I am. Since I am media staff in the Centre, I read all the newspapers and all the news which concerns us and I also gain experience from that.

(Interviewee 2, mid managerial level)

Another participant also said that she listened about it:

...I have heard about some organisations, non government department but semi government that has applied talent management but I can see it in other places where they encourage talent mostly like art in the UAE. I believe we should see more of other sectors other than Art for example production and literature. There are these motivations that bring out the skills and talents of people but there should be more.

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One more interviewee additionally commented that she aware of the concept from TV programmes, which can be used to spread the strategy of talent management for all the people to have an idea about the importance of implementing it in the country as a way to recruit high numbers of talents from Emiratis. She said that:

...Yes. In general (I am aware of that) through TV and media and sometimes I hear it in the news in the form of announcements, I follow this thing.

This can give an indicator that there are organizations in the country interesting in talent management such as semi government organizations.

An interviewee who works in HR department added benchmarking as a method to exchange experiences with other and be aware of updates practices can be used in their organization:

...Yes. Sorry. But, I forgot to mention something. In order to develop these practices, we do benchmarking, that is, we go and see what other best practices are used in other government departments, or even private organizations. We exchange visits with other departments, sit with them and meet, we see what they have whether it is hobbies, practices, or anything that has to do with knowledge and talent, and we benefit from these experiences.

Sample firms in this study have different understanding and awareness of talent management, after reading all participants' answers it shown that around (69%) are not aware of talent management before and what are the practices for this strategy, in addition they considered it a new topic which need a lot of advertisement and plans to be known for all. And in contrast (31%) of the participants have knowledge about talent management from their initiatives like reading or TV programmes.

The talent management concept is growing among managers and employees in government organizations in the UAE. They realize that talent management is much more managing or leading people. They are well aware that there are very important impact on improving nationals, developing them through different fields such as planned training programmes, promoting, recruiting and other practices related to HR practices. Moreover awareness of Talent Management is increasing in the country but results show that this awareness is known only for few numbers of

managers and employees in the UAE. There is lack in implementing of practices of Talent Management and applying strategies and plans to improve talents in organizations and in work place by investing strategic plans and establishing departments for this concept.

4.6. Effect of Emiratization on National Development and Talent Management

Talent management can be defined as a strategy for improving employee recruitment, retention and engagement within government organizations, but this concept should be connected to Emiratization, because both are playing a vital role in developing nationals in the UAE.

As mentioned previously UAE rulers are very interested in developing nationals and they have a major role and impact on Emiratization. Emiratization can be defined as an initiative managed by the government to employ nationals in the public and private sectors as well as providing them with training programmes to increase the number of nationals employed in UAE organizations. As discussed in this dissertation, and in relation to ideas advanced by Potter (1989), who stated that to have an effective localization, nationals should fill the required job, in order to the achieve the needs of the organizations, which helps them to get jobs in different sectors of employment.

Most of the managers and employees from different levels (professional and specialist), believes in the role of Emiratization in promoting talent management and agree that it is effective in increasing Nationals' skill development. The quotations below exhibit some of the variety of perspectives expressed by the research participants:

Interviewee 1, managerial level, claimed that the effect of Emiratization on Talent Management as:

...Definitely, it has an effect, because every organization will try as much as it can to recruit talents. Every organization has at the

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end of the day a target to select the best talent for them, in order to succeed.

Another participant believes in the role of Emiratization as:

...Yes, it does have a role and a big one too. Because, if you nationalize your department, you will start having more citizens than newcomers then the contest turn out to be between citizens themselves, more than between newcomers and citizens. While when you have (a mix of) newcomers and citizens working together, you tend to find animosity and mistrust, more than a fair contest. The newcomers are afraid to lose their jobs to the citizens, and the citizens think they are more entitled to these jobs.

(Interviewee 3, Professional level)

Emiratization in the UAE is supported by leaders and this is shown in what is said by participant 2, managerial level:

...The nationalization policy...of course Sheikh Mohammed (VP-PM & Ruler of Dubai) said that 2013 is the year of Nationalization. And - Praise to Allah- as I told you, our government is looking after the citizens and encourages their participation in work, whether it was in the small work categories or in the big scale categories, always preparing them to become the effective future leaders for the country.

Interviewee (5, managerial level) supported the above idea as she gave this information about her organization:

...The policy in the Centre is for 100% nationalization. As far as the senior and managerial positions, these are all UAE nationals. Also the specialists and junior staff can be both UAE nationals and new comers, and in the specialists positions we also have UAE nationals.

Interviewee (8, Professional level) made connections between Emiratization and HR and at the same time asserted her belief in the role of Emiratization especially for managerial positions:

...Nationalization is really up to the HR, when they conduct interviews and when they appoint new staff.

... Definitely, as you can see here, and in all government departments in general, all the leadership positions, from department managers to section managers are all for citizens. Of

course, they all have talent, and the executive manager support this thing, otherwise, they wouldn't have reached where they are now.

Interviewee 10 (Professional level) added that the public sector is much more attractive to nationals than is working in the private sector and she confirmed that in their organization they motivate nationals' talents and empower them. Managers also support and encourage Emiratization:

...In the public sector, there is a genuine interest in nationalization of positions, and most of the government departments that I dealt with, are working persistently on recruiting national talent, and we have a good example here, in the Dubai Statistics Centre. Whenever they find a UAE individual who has the initiative, they immediately empower him, and improve his job status. But, in the private sector it is totally different situation for many reasons. In my opinion, this is due largely because of the big disparity in salaries and job security.

(Interviewee 10, Professional level)

He added a new viewpoint explaining that Emiratization is affected by Talent Management:

...I believe that talent management has a role in nationalization. I mean, if the department you are working for is supporting you, as a citizen and nurturing your talent. If it is giving you the opportunity to get ahead in your career, financial and professionally, this would be a positive signal to its management of talent. I really believe that the organizations that have better management will strive to increase its acquisition of talent, and by default, increase the number of UAE citizens in it.

Another participant believes that if the employees in the HR department are citizens, then this will lead to nationals' talent development, as she explained, and this will help in developing the work in organizations:

...Yes, it does. And a big role too...

...Through my work in previous organizations, I can say that the organization whose HR department is run by citizens is more interested with the development of talent for the citizens and in developing the work and getting ahead. But the organization which is led by non-citizens does not pay attention to talent development or the employees in general.

But her opinion about Emiratization was that commitment to the policies was variable across organizations:

...Some organizations work sincerely according to the nationalization policy but some organization use it only to meet certain quotas, and they focus on small jobs. But the organizations that work on nationalization from the top to bottom are among the most successful organizations in the country.

(Interviewee 14, Managerial level)

On the other hand, some interviewees opposed the above perspectives and disagreed with the viewpoint of other participants. One suggests that there is a weak relationship between Emiratization and Talent Management:

...In fact, I see it (The role) as weak. Or maybe it depends on each organization, I am sure. The pace of nationalization is very slow. When you look at the productivity factor of any organization, you will find the organizations with the highest rate of productivity, are the ones in which the newcomers form the backbone of it. I do not mean to down play the role of citizens, but normally the newcomer workforce of technicians and field staff forms the thrust of the organization.

(Interviewee 16, Specialist level)

Another interviewee (15, managerial level) was unsure about the effect of Emiratization on talent management as he believes that this depends on the needs of the organization and should be implemented to lead to successful outcomes and work performance.

...We cannot say the role of nationalization in talent management, because that all depends on the need of the organization, or if you are talking specifically of government, there is a policy regarding that, but I don't know if the nationalization plays any role.

Another participant argued that the Emiratization policy needs to take a longer term view and help promote the development of Emirati talent for the future. BUiD academics and colleagues working on a research project for the Federal Demographic Council concluded that Emiratization is more advanced in the

government organisation than private organisations. In the government organisation the researcher studied, the majority of expatriates was Arab expatriates and agrees that they seemed to have more accepting and committed attitudes to Emiratization. As was cited by the BUiD research team in their confidential Government report, the following comment by this expatriate is typical of what was said and reveals a general level of openness to Emiratization:

...The policy of Emiratization is the UAE government rights and prerogative, because at the end of the day, they have to look after their citizens and population. UAE citizens should have the priority and the first crack at jobs and positions. It is an important policy, but, at the same time, it should not overlook other alternative candidates who might be fit and talented, but who are not necessarily UAE citizens.

(Interviewee 4, Specialist level)

The sample of firms in this study has different understandings of the effect of Emiratization on talent management and the ways it will lead to national development. Table 10 below summarizes participants' viewpoints about talent management and to what extent it is affected by Emiratization:

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Table 10: Participants viewpoints of the effective role of Emiratization on talent management

Participants viewpoints about the effective role of Emiratization on talent management	Frequency	Frequency Rate	Interpretation and Explanation
The role of Emiratization on talent management is effective.	11	68%	<ul style="list-style-type: none"> • UAE needs qualified nationals. • To increase competition between nationals and avoid problems which may otherwise occur between them and expatriates. • To motivate citizens and make them creative and distinctive. • Nationals want to serve their country and develop themselves and their country.
There is no clear role of Emiratization on talent management	1	1%	<ul style="list-style-type: none"> • Nationalization is very slow. • The newcomer workforce of technicians and field staff forms the thrust of the organization.
Neutral opinion	2	2%	<ul style="list-style-type: none"> • It depends on the needs of the organization. • If the person is an expert (knowledgeable), whether citizens or not citizens as long as he is a specialist in his field this individual will succeed. • Even in nationalization there should be degrees and a selective process. • There are some deficiencies in some positions occupied by nationals, because they just want to

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			meet a quota.
There is no clear role of Emiratisation in influencing talent management	2		<ul style="list-style-type: none"> • Encouragement and support from the department and the managers will support the nationals as a result and this enhance Emiratisation. • Talented managers will increase acquisition of talent, and at the same time will increase the number of UAE nationals in organizations. • Implementing of the policy of talent management, will strengthen the Emiratisation, because all will be aware of this concept.
Total	16	100.00%	

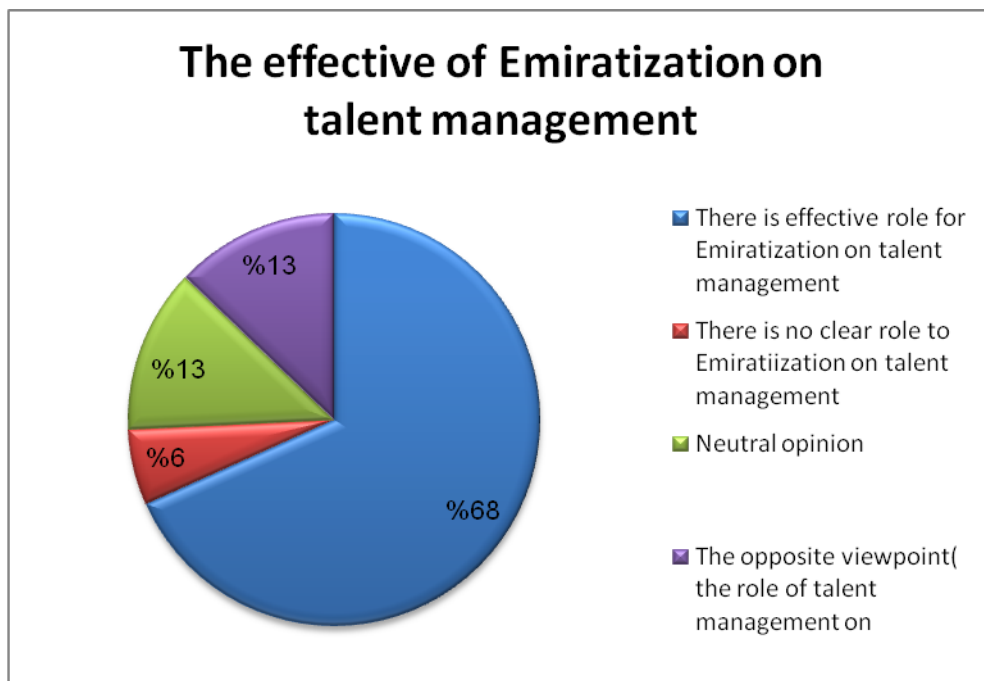


Figure 6: The effective role of Emiratisation on talent management

Table 10 above shows that most UAE managers and employees in the organization believe in the role of the Emiratization and its influence on talent management, and 68% of participants advocated this viewpoint saying it helps with encouraging and improving nationals through developing talent by training and supporting them which helps them to serve their country. However, talent management is still a new concept in the country and many organizations and managers are still at the early stage of developing it, that is why improving awareness about the concept of talent management and to be more strategic in planning for implementing it are required. It is noticeable that although there is no specific department for talent management in the organization investigated, they have certain practices in the HR department, which means that implementing talent management will become easier in future years.

At the same time, the Table provides the viewpoint of participants who thought that there is no relationship between Emiratization and talent management because they see the rate of Emiratization is moving slowly, and there are still a lot of expatriates in the country who occupy many jobs in different specialities and contribute substantially to the success of their organizations. But this opinion was a very low rate around 6%. It can be seen in most institutions and in both private sector and government organizations that a lot of talented nationals are making significant contributions to their organizations and receiving high rewards, which can be considered a sign of the impact of Emiratization in developing UAE nationals. In addition, a few participants (13%) in the sample have the idea that talent management affects Emiratization, this idea is based on their belief that managers who implement talent management in their organizations will support and develop the abilities of nationals and increase their creativity in the workplace.

To analyze the main data which were obtained from these interviews, it has been shown that managers and employees in the government organizations in the UAE demonstrate their active interest in talent management and the important role of Emiratization on talent management to improve and empower national

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development. But at the same time it is obvious that Emiratization need more effort from the nationals in the country to become more experienced and be able to enroll in all types of jobs and increase the performance and productivity of UAE organizations. This was the viewpoint expressed by participant 4, a non-local:

...Of course, it had a role naturally. Since we are a Statistics Centre, there are some positions, or some skills you do not find it available locally, in other words, it is difficult to find UAE nationals to do these jobs. Even though it is easy to sources this talent from the expatriate population, and there is the example which I gave you, for the position that remained vacant for a whole year, because they wanted to fill it with a local, and when they did not find one, they had to look for an alternative expatriate (And I was hired). So in this sense, the Emiratization policy did have an effect on (Talent management).

The viewpoint of the researcher on Emiratization is that most Emirati prefer working in the governmental sector more so than the private sector. The reasons for this choice include various points such as: firstly, salary, it is obvious that the salary is high in government sector more so than the private sector, a second reason, is holidays and vacations. In the government sector there are more leave days during the year, while in the private sector there are less. At the same work hours are also lower in the government sector. Thirdly, the rules regarding labour law are more strict and specific to all employees and managers.

Also when looking at the percentage of Emiratization we will see that it is low as was demonstrated in the interviews which were conducted for this research it shows that there is lack of nationals in general as stated by one of the participants:

...I think the percentage of Emiratization here at the professional level does not exceed 35%-40% at best.

The reason for the reluctance of citizens to work in government institutions and the comparatively high employee turnover is strongly motivated by their desire to join the Armed Forces or to go to Abu Dhabi where they can get double the salary. However, one of the most noticeable problems is the big gap in salaries between Government of Dubai and Government of Abu Dhabi, also many young male

Emiratis join the Armed Forces even before they go to college. This is one of the challenges facing the Ministry of Education in the UAE, and even the ones who stay in the (school system) go to non-technical specialties in the Arts and Humanities. These study specialties are filled in the country. Therefore, one of the biggest challenges the UAE faces is the salary gap and the need to encourage young Emiratis to continue their higher education.

4.7. Effect of leadership on Nationals' Development and talent management

As discussed in this paper, one of the main pillars of talent management is improving the strengths of nationals in all fields and sectors especially government organizations since it depends on recruiting nationals.

... Talent comes from the person himself, and the manager supports this thing. It also contributes to the development of the Centre and improves its reputation. When they say that X manager or X section manager completed this or that project, and succeeded in it because he had a talent, so this is considered a big achievement.

(Interviewee 8, Professional level)

From what was mentioned above by the interviewee it reflects that leadership has an effective role in managing and supporting employees in particular and the organization in general.

Another participant (4, Specialist level) asserted that managers have the responsibility to improve employees' skills and talents and at the same time they should know how to use these talents in useful ways which help in achieving the organizations goals:

... Surely the managers have a role, and this should take the form of control and monitor. The managers should have the leadership skill to be able to tell who has talent and potential and develop that in them. More importantly, is to know how to put the talent to use, because if someone has a talent, but if it is not used, then

what the point is!? So it is the managers' responsibility to know how to utilize this talent in a way that benefits the organization, through follow up, and through projects.

Interviewee 5 (Manager Level) argued that talent management already exists in her organization and managers have an important role in encouraging development in the organization to help employees to reach high levels of performance.

... There is a big role played by the managers in that regards, especially that this is included in their (yearly) assessment, that he (would be evaluated) according to how much incentives, development and encouragement he is providing to his staff, whether inside or outside the organization. In the sense, that the managers do workshops and training to their employees... and share the work and the experiences...

On the other hand, Interviewee 6 (Manager Level) didn't agree with the above quoted participant as she thought that there is no clear policy about Talent Management implemented as specific practices in the organization and she explained that as:

... Currently there is no, as I said we are still fairly new, there is no rules, there is no memos or anything that came out telling us about talent management or how to go about it but as a line manager if I see a skilled person from my point of view I would just try to bring it out through trainings and putting them in certain projects emphasizing that they be in certain committees other than their work.

Currently I don't think there is but what I believe that they should be the people who encourage talent management, encourage people, or have certain programmes. They should be the people who initiate certain programmes that put these people to bring out their talents, to help them out with their skills.

By this she means that there is no obvious awareness about talent management which reflects the fact that there is no clear strategy explaining talent management for managers and employees and how to implement it in government organizations. Interviewee 8 (Professional level) discussed how enhancing the work environment is a very important factor for developing successful organizations and she believes that management and leadership is very important in order to promote talent

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management through training, building team work and motivating employees which, she mentioned, is available in her organization:

What is noticeable from most of the participants is that all of them focus on the effect of leadership on talent management and on empowering nationals in particular and employees in general; and they give examples for the ways which are considered the main means for improving people's skills and capabilities such as training and development, motivation, promotion and evaluation and assessment.

...First of all to encourage the employees to develop their talent, and to provide for them the good work environment to practice their talent, training courses, changing the daily routine so that he does not feel bored.

Training and development, nationalization, promotions, and bonuses.

...he should do something in order to encourage the employee not only training he needs incentives in order for him to reach the things, for example salary increases, also the promotions, every employee will get support from his executive manager.

(Interviewee 9, Professional level)

Interviewee 15 (Manager) added important and valuable idea to other participants opinions which is sending the candidates for jobs to appropriate sectors to work in if they find that they do not fit with the requirements of the job available:

...We have this thing here, we have special directives from our CEO that when we receive CV's that are not fit to our organization to notify him, and he will send it to other government organizations who may hire him for his skills.

Interviewee 10 commented on the organization's policy which explained the effective role of leadership on talented people:

...Here at the DSC, the Talent management is included to a large extent in the empowerment policy for the UAE nationals. In addition to the knowledge Management policy, for example, if they notice someone who has good knowledge, they will try to (make him) share and disseminate his knowledge to others, so if he can teach his colleagues communications skills, or public relations skills, or any work related skill. Secondly, if this

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employee is a UAE national, he gets empowered professionally. He will be supported and a clear job chart will be planned for him.

The research for this dissertation has examined the adaptation of talent management practices by UAE government organizations and the role of leadership in developing nationals by implementing talent management in the business and economic fields in the country. It is found that they are increasingly paying attention to the role of leadership in enhancing talent management, as the results show, most of the managers have adopted similar practices in their organization, moreover their leadership styles with employees are influential because they act as a family and have open communication channels so that employees can express their views, opinions and needs, presenting ideas to improve their work or provide recommendations and suggestions for helping to develop the organization. Also, the senior managers seem to have good attitudes in encouraging and motivating the employees, which is very important for improving their skills and increasing their desire to work.

Chapter 5: Discussion

This chapter presents the discussion for the results of interviewees' viewpoints on nationals' development in the government organizations in the UAE. This reflects different understanding of the concept of Talent Management and the effect of Emiratisation and leadership on Talent Management and National development, as well as the current practices of Talent Management in the UAE. The results of the empirical investigation in this research lead to several important observations about nationals' development in the light of the research questions and objectives.

In response to the first question in this research, findings show that many interviewees defined talent by referring it to as creativeness, and is evident when the individual have special abilities which is related to thinking skills and creative capabilities. This definition is consistent with Lewis and Heckman (2006) discussion of the definitions and concepts of talent management as they stated that it refers to mental and intellectual behaviours.

At the same time participants' answers show that the meaning of talent refers to knowledge and skills which are processed by the individuals and through what they gain from their experience, also they can use it in both their social and work life. Most of interviewees agreed that talent can be defined as a characteristic that makes a person distinguished and different from others. This talent also can be used to manage skills and tasks in the work.

In addition employees and managers have different definitions of talent as some of them added the abilities relating to creative skills in the job and work career to be one of the most important issues for employees' performance. This is supported by what discussed by Hughes and Rog (2008), who offer more explanation about talent connecting it with the job especially, human resource practices, which relates to work such as recruitment and selection, managing employees and developing them in the organization. This connection between talent and HRM draws attention

to the greater responsibility of the HR function for insuring implementation of relevant HRM practices.

Most of the participants expressed their ideas and knowledge about the concept of talent from their background or experience, but most of them were not aware about the concept of "talent management" which is mostly associated with significantly and linked to the strategic HRM concept of talent management, as something considered to be an essential factor for organizations to be competitive and successful. It was noticeable from the interviews that the employees who are in the professional and concept of talent management. This idea is accord with Tansley (2012) who has explained that the definition of Talent Management is often not clear for companies and this makes it difficult to manage. Also interviewees reflect that there is lack of actual implementation of Talent Management in the organization, moreover there is no policy or processes for applying the practices of talent management in workplace. There is however more evidence in other organizations reported in the HRM literature for implementing of Talent Management practices by Human Resource Departments as is shown, for example, in the study by Tansley (2012).

To conclude, it is important to note that staff who work in this organization are mostly Emirati, especially at the managerial level, but there are around 30% of the employees from different Arab countries. What is more apparent after completing interviews with employees in the organization is that the expatriates generally have more experience in the job, which means that Emirati employees still need to improve their skills and performance to become specialists in the workplace. Also the employees' views differ from one to another depending on such factors as their experience, years in the occupation and job, and position in the organization. Some of them only defined talent as a gift from God, and the individual therefore acquires it or does not have it. Also, it was portrayed as something which exists with the individual from an early age, and then he or she starts to develop it further. Perhaps there are certain practices detected by the family or in the schools or later in his place of work, and then the individual tries to develop it, since this talent must be

discovered first otherwise it will not be developed and will die. On the other hand some of them add to talent management the ability of individuals to manage their work and deal effectively with the surroundings. Moreover, only a few of them added that the meaning of talent can be divided into two parts, there is talent which is particular to the individual, and talents particular to the career, the part which is specific to the career, namely, are the competencies which the individual acquires from the environment, from education, training and work experience. These talents benefit the individual in his field of work and can benefit his organization as well. In addition, the definition of talent communicated by some individual participants refers to employees who have certain high level skills, such as natural skills, which enables them to accomplish jobs, and perform them consistently at a standard of excellence.

The concept of talent management is increasingly gaining significance. At the time of this research, the UAE is focusing on talent management, as an area for improvement in both government and private sector policy and practice. Some organizations are using the term Talent Management interchangeably with Human Resource Management, while talent which is related to personal activities, such as sports and personal hobbies, it is understood to differ from person to another and must be linked to talent in terms of specific jobs.

This research found that Talent Management is important for organizations' success, as most of participants were interested to implement Talent Management in their organization, and they agreed that it has a big role in developing nationals and the effectiveness of the work environment, these results are supported by Hughes and Rog (2008) who argue on favour of the importance of Talent Management because it focuses on retaining and engaging talented employees in the organization. For these reasons, they recommended that a combination of HRM practices in the field of Talent Management, such as employee retention, leadership development, and training and development. But at the same time it should be remembered that the concept of Talent Management is still not common in many organizations, and if there are departments for Talent Management it will often not

be completely referring to Talent Management practices, since it is often a part of Human Recourse department. This allocation of responsibility for Talent Management to HRM was agreed by the majority of interviewees who expressed views and ideas that Talent Management is primarily the role of the Human Resource Department even when it has not so far established and implemented the concept.

This study demonstrates that managers in government organizations in the UAE have shown the important role of Emiratization in Talent Management and improving talents. This concept is supported by Suliman and Hayat (2011) who stated that Emiratization is an initiative in the UAE which shows that the government is particularly concerned about nationals' developments and retaining their talent in the UAE. But at the same time it is observable that nationals should improve their skills and capabilities to become more experienced and capable to be specialist in their jobs.

Table 7 in the previous chapter shows that most UAE managers and employees believe that Emiratization has a significant role to play in Talent Management as 68% of participants confirmed that it helps with encouraging and improving nationals through developing talent by training and supporting them which helps them to serve their country.

Lastly, government organizations should keep a certain fixed percentage of jobs allocated for citizens in the organization, nevertheless Emiratization still needs more time to be implemented 100% in the country, and this policy is supported and managed by the leaders and Sheikhs as was announced by His Highness Sheikh Mohammed Bin Rashid the ruler of Dubai in his decree that 2013 will be the year of Nationalization, which gives substantial proof of enhancing the policy of Emiratization in both the government and private sectors. Moreover there are also initiatives to attract Emirati to the private sector such as 'Absher ' which gives benefits and incentives to motivate nationals to join and enroll in work in the private sector.

Based on analyzing participants viewpoints in previous chapter it is obvious that managers should develop their abilities and enhance their leadership attitudes to improve their organizations and retain staff in the organization and benefit from their talents. To overcome these barriers, procedures should be established for implementing Talent Management to become the main source for organizations and companies to be successful and achieve higher productivity, moreover leadership has an effective role in Talent Management as it should not be merely a style of giving instructions and orders, but should be a driver which motivates, encourages and improves employees' talents in the workplace. Also managers should achieve the organizations mission and objectives by selecting, training and developing the employees' skills to help them to work with high energy and less stress. These results are in line with articles by Kondo (2002) and Winston (2003) which were reviewed in Chapter 2, who believed that achievement in organizations is supported by successful leader. In addition, these results also resonate with the study conducted by Leskiw and Singh (2007) who argued that leadership development is essential for organizations in the business environment, because it helps leaders to be effective in communicating with staff, and most executives are aware of the need for developing leaders.

Armstrong (2009) has argued that there is a relationship between management development and Talent Management proposing that they are connected to each other. This connection was mentioned by several of the participants in the interviews as it is important for employees to have an awareness about the HRM concepts of empowering and motivating employees by promoting, training, developing, retaining and helping them to work in healthy workplace to achieve the goals of the organization.

The results of this study present less of linkage between HRM and Talent Management policy than is frequently advocated in the literature. Although the participants reported that there is a linkage in the areas of performance management systems and employee selection, promotion, retention, training and development programs, some seemed to underestimate the developments that would have to be made first for Talent Management policy to play a more effective role in the

organization. Fortunately it was also found that leaders and managers are interested in paying greater attention to the role of leadership for enhancing and implementing Talent Management in the government organizations. The results of the interview research show that several practices of talent management are adopted to some extent within the organization, moreover managers use leadership styles which helps them to influence their employees as well as create a healthy atmosphere work and have open communication channels. Their purpose is to motivate employees to express their opinions and needs, share ideas and give suggestions to develop the organization. Furthermore, in this research it is confirmed that managers must maintain positive attitudes towards encouraging employees, which is necessary to increase their commitment to work.

Additionally, a formal Talent Management strategy is required to achieve the goals, mission and vision of the organization, improve productivity, create a climate for innovation and instill a culture of creativity. This will help organizations to show their relevance and to compete effectively in a market characterized by local integration and global competition. These factors can be of great importance at the organizational level, and the effective use of talent can contribute to economic and societal goals such as reducing poverty and increased creation of jobs in the UAE. However, leadership needs more development programmes to become more aware about talent management, because there is need for more talent management systems and organizations' managers should consider making separate departments for Talent Management and employ specialists in its policy and practice. These initiatives will expand its role and contribution to the success of companies and other institutions through directing resources and operations to optimal levels. Talent Management is essential to help with changing the culture of work and gaining more benefit from the experiences of successful global organizations in this field.

Moreover this research illustrates the important of the culture of the workplace because it encourages employees to work in a motivated and convenient environment and this help them to be creative and spread the spirit of loyalty,

solidarity and cooperation between the workforce in the organization. The present findings seem to be consistent with other research studies such as Joyce (2010) who identified a combination between culture and success oriented behaviours where all employees can benefit, appreciate and respect others, which leads to high levels of performance and the best results. Additionally by employees feeling more commitment this will motivate them to stay their jobs with the organisation. This study's results echo the findings of Borkowski et al (2011) who proposed that the importance of organizational culture includes its effect on employees' emotional reactions, behaviors, and perceptions in the work environment. Moreover positive cultures help staff to achieve high levels of job satisfaction and solve problems in effective ways, by encouraging them to communicate and support relationships in the work team.

The results need to be considered in the light of the study's limitations. First, the study was done in one small government department in the Emirate of Dubai. So, the findings and results are probably only generalizable to small technical departments similar to this one. There are 37 government organizations in Dubai and of course many more in the other 6 Emirates, so a significant limitation is the limited generalizability of this set of interviews which were all conducted in one case study organization. Second, some government organizations may have more experience of HRM and talent management such as larger organizations like RTA. Therefore, interviewees may not be representative of knowledge and talent management practices in other Dubai and UAE government organizations. Lastly the research focused on the research sample's understanding and perceptions; these might not match with employee behaviors in other government organizations in the UAE or in other countries.

On the basis of the research for this dissertation several suggestions for future research can be made. Future studies should achieve a broader with data collected from more UAE public organizations to be able to give more analysis and meaning to the main findings. Also, researchers should obtain a high response rate of a

cross-section of the employees in order to increase the accuracy of the study findings.

5.1. Conclusion to Chapter

To sum up the main findings of this research include that Talent Management is a growing concept and still limited to some managers and employees in the government organizations. We can conclude that managers in organizations are interested in implementing Talent Management in the country and the prevalence of this concept is mostly dependent on support from the government and its organisations' leaders and managers. They are playing a significant role in promoting Talent Management practices to help all nationals to be creative and motivated to do their best in their jobs and increase employee's loyalty and performance and especially concentrating on talented people. The research findings of this dissertation show that:

- Most of talent management practices are implemented in the empirical research for a large number of organizations in the UAE such as employee recruitment, retention, motivation, promotion and training and development as these are considered important drivers for employee performance and leadership development.
- The sample organization which was used in this dissertation research does not have a separate department for Talent Management; moreover it does not implement formal policies for talent management.
- There is a lack of awareness about talent management among most of the employees and managers and especially a lack of knowledge about the practices of talent management.
- Talent Management is affected by Emiratization which is receiving great attention from leaders and government in the UAE,
- There is an effective role being played by leadership on talent management and this effect is demonstrated by managers' attitudes and behaviors towards employees' development through training, retaining and motivating them.

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- The chart below summarizes the main findings:

How do Government Organizations perceive the concept of Talent Management?

- Talent definition is known as the special abilities and capabilities which help person to achieve the goals with creativity and distinguish from others.
- The concept of Talent Management is not well known in government organizations and it has low rates of awareness and knowledge.
- Talent Management is receiving attention from managers and leaders in the country as being significant and requiring implementation across organization.

To what extent is talent management adopted in government organizations?

- There is only some implementation of the range of practices of Talent Management.
- Sometimes there are practices adopted in the organization but without specifically calling it Talent Management, as the Human Resource Department in the organization is considered responsible for practices which relate to employees such as selection, promotion, training and development.
- Managers and employees showed interested to implement Talent Management in their organization and prefer to have a separate department for it.

What is the effect of implementing Emiratisation on developing talent management and nationals in government organizations?

- Emiratisation is initiative which supports Emiratis by providing opportunities to work and get job. This programme has a vital role in developing nationals in the UAE and affects Talent Management positively and motivates talented people in the country.
- Emiratisation in the UAE is supported by leaders who make strategic plans to help nationals to take place in different jobs and improve their talents experience, skills and talent.
- Job knowledge and experience should be transferred between Emiratis and expatriates.

What is the role of leadership development in developing nationals in the government organizations in the UAE?

- Leaders and top management support have a great effect and impact on implementing Talent Management
- Strategic planning for Talent Management play an important role in developing Talent Management practices and a well developed TM strategy and framework will be a driver for TM, but this is found currently to be found lacking in UAE organizations.
- TM practices depend on developing leadership skills in organizations.
- The role of HR managers was found to be relatively weak in the case organization. Hughes and Rog (2008) suggest that there is should be close collaboration between TM and HRM to enhance employees' development.

Chapter 6: Conclusion and Recommendations

6.1 Introduction to chapter

This chapter will discuss the conclusion, implications, understanding and awareness of developing nationalization in the public sectors in the UAE, and the role of talent management, leadership and Emiratization as major factors in improving nationals' skills, careers and work performance in organizations. In addition this chapter presents the summary of the study based on analyzing and discussing the results according to the dissertation's research questions and objectives. The chapter has been divided into two sections in addition to this one. The second section is the conclusion which presents the key research results. The third section is the recommendations which are suggested based on the results of the study, these recommendations are made to government, managers and employees in government organizations and stakeholders to strengthen and enhance the issue of developing citizens as they are considered the backbone of the country by improving leaders and managers and increasing the awareness of the concept of the Talent Management.

6.2 Conclusion

This study is basically designed for investigating the importance of Nationals' development in their jobs in the government organizations, and to evaluate the role of leadership, Emiratization and Talent Management on developing nationals by studying current practices of Talent Management in the UAE, and illuminate how government organizations perceive this concept and the implementation of it in the organization.

As a start, in this study most significant articles which related to the study subjects are reviewed, their results are summarized and discussed to compare it with the research results and outcomes. To conclude this study the results of the study are summarized in the following lines.

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As discussed in previous chapters, Emiratisation is considered one of the most effective factors in developing nationals in the UAE, and can be defined as initiative which was introduced and developed by the UAE Government for employing UAE nationals in an efficient position in the public and private sectors. Emiratisation programmes aim to provide jobs, training and development programs for the Emiratis to help the nationals to take their chance in finding suitable jobs and reduce the level of unemployment in the country. UAE rulers play an effective role in encouraging nationals to improve themselves; moreover they have been supportive of any initiatives related to the development of the nationals. Emiratisation is an important factor in talent management and it plays an important role in developing and increasing the standards of young Emiratis to be part of the workforce in both public and private sectors and be responsible for preserving Emirati culture in the region.

Tansley (2011) has argued that Talent Management is at the stage of growing and studying, while the practical society believe in the importance of the talent management, the academic community did not take care about fixing the practical and theoretical gaps, whereas they interest slightly in training and development are more implementing in organizations, this is clear as a result of this research depending on the opinions and viewpoints of the participants of the research because they have shown not enough awareness about the concept of Talent Management and the practices of their organization are included only the general one which related to Human Resources Department. At the same time they were very interesting to have a separate department for Talent management in their workplace to be able to develop their abilities and skill and increase their performance and creativity especially for talented employees.

One of the important findings of this research is that there is a lack of systematic policy and practice for talent management in organizations in the context of the UAE. According to participants' viewpoints, most of the organizations have not implemented formal and systematic Talent Management (TM) systems. So far, organisations have implemented some scattered policies and practices for different elements of TM such as: recruitment, employee motivation, employee retainment,

identification of high potential, leadership development and employee development. However, a systematic and comprehensive approach towards the management of talent is absent. The reasons for this result are: primarily, awareness of TM and specific areas of policy & practice is variety and differs amongst organizations in the public sector. Changing economic needs also affect the implementing of talent management and challenges in addition to sectoral needs.

Talent Management programmes should be designed to create talent pools that lead to particular job classifications and should focus on developing people's skills, competencies, and behaviours that cause those jobs and employees to become successful in future. The focus should be more on developing a comprehensive and enterprise- wide talent mindset. Blass et.al (2006, p.1) mentioned that: "TM is more than HRM, leadership development initiatives or succession planning. It is the collective approach to recruiting, retaining and developing talent within the organization for its future benefit, and extends beyond the domains listed above to include strategy, organizational culture and change management".

In general, the study indicates that talent management is affected by leadership development and Emiratization. Leaders and managers are showing interesting in implementing talent management in government organizations, at the same time there is a lack in this issue as not all managers and employees know about it.

The result of this study is in line with the results of the study done by Hughes and Rog (2008) as talent management is very important in organizations because it is focusing on acquiring and retaining necessary talent as an important resource in the organizations. Additionally it should be implemented to motivate and engage employees the workplace.

6.3. Recommendations

The definition, importance, drivers and factors of developing nationals in government organizations in the UAE have been discussed in this dissertation and

it is concluded that it is indispensable to develop citizens in the country and implement Talent Management in the organizations to achieve competitive advantage, promote innovation inside and outside of the organization and enhance their performance and productivity.

6.3.1. Recommendations for Government and Government Organizations

It is important to enhance the role of nationals in developing their country and improve their skills and attitudes and develop talents to be able to retain in organizations and be more efficient in their organizations.

- More systematic measures are to be taken by the organizations so as to transfer knowledge and work experience from expatriates to Emirati nationals.
- Separate department for Talent Management, there will be more focus and more care given.
- The policy of nationalization places some limits on the recruitment process, (Nationalization is a two-edged sword), also there will continue to be some budgetary constraints.
- Strategies of government should empower young Emiratis and their recruitment and promotion should be based on their performance and achievements.
- Government should consider some policies for talent development and this can be through TM systems investment, performance management, mentoring activities for Emiratis, employee training, development and educating.
- Effective talent development need to be supported by the government, and it should take an action for utilizing the talents so it will benefit UAE nationals and the whole work force as well.
- The partnership between government, universities and private sectors should be enhanced so the talent needs will be identified and in this case the required talent will be developed among Emiratis.

- Government policies should address the unemployment issues among Emiratis in the private sector. Private sector organizations have more working hours and fewer holidays comparative to public sectors. Government can decrease the working hours for private sectors and make them to have Saturdays also off.
- Generalization of the Dubai Quality Awards in the UAE in general and in the government institutions in particular where distinguished employees are honored at the country level as well as to be honored at the level of their organizations. Also there are the Awards such as the Distinction Awards on UAE level, or in Individual Emirate Level, such as the Dubai Award for distinguished performance, and there are awards for distinguished people, these awards should be should be organized on the organizations level to cover more talented employees. Having an Award for talent management, just like we have an award for Employee satisfaction and Excellence performance. So that when someone introduces something innovative and creative in his field of work, he should be rewarded.
- The responsibility for increasing awareness of the concept of Talent Management as well as more consideration is needed in this area. Also, there should be clear policies at government departments, and to see how they can apply this concept.
- Increase awareness towards Talent Management by providing training programmes about this concept for both managers and employees to know more about it to be able to implement its practices in the organization successfully.
- Organizations should establish a separate and special department for Talent Management, to implement its practices. This will help employees and give them the chance to improve their talents if they feel that their talents are appreciated.
- The organizations should launch some initiatives and projects which reinforces and develop this concept, and to increase awareness.

Also, there should be partnerships between organizations and universities which will enable organizations to follow up potential graduates and students while they are in the university, this will offer guidance, directions, and it strengthens the process of talents recruitment.

6.3.2. Recommendations for Leaders and Managers

- Changing the evaluation and promotion criteria so that it distinguishes talented employees financially and morally.
- The immediate and direct honoring for the talented employee who achieve a distinguished in order to motivate all the staff in the organization.
- Good policy for retaining talents in the organization by creating a motivated environment and enhancing communication between employees and managers to reach to high levels of effective performance.
- Provide an opportunity for talented staff to conduct lectures and conferences about talent management where the staffs of their institutions are the target.
- Managers should establish separate department for Talent Management, and be sure all practices are implemented in the organization, such as retaining employees, motivating them and promoting talented people.
- Sharing good and creative ideas and suggestions of talented employees so everyone can benefit from them. Definitely, if the suggestions are workable and beneficial, there will be a response and a benefit to organization.
- The senior managers and leaders in the organizations should give support and encouragement to talented employees and launch award for distinguished employees.
- Analyzing barriers and challenges to Talent Management through Analysis Tools such as survey and interviews to improve Talent

Management and be able to solve all problems regarding to its issues and practices.

6.3.3. Recommendations for Nationals

- First thing talented employees should know their skills and talent, and make it clear, and let it be known. Because, his direct manager sometimes may not notice the talent, so it is incumbent upon the individual to demonstrate his abilities and skills, and not only talk about it. They should strive to constantly develop and learn new skills. Never shy away from submitting a suggestion or a new idea, because some suggestion may benefit the organization in a big way.
- Employees should be kept abreast and up to date of what is going on internationally in their areas of specialisation.
- Develop their talents and try to transfer their knowledge and skills to other colleagues in the organization, to extend the pool of talents. At the same time learn from other experiences and benefit from their talents in their work fields.

6.3.4. Recommendations for Stakeholders

- Show interest and appreciation for talented people by using incentives and encouragement methods to motivate talented employees.
- Providing training programme abroad for talented people to travel and learn new experience and enhance their talents and skills. They should manage these types of programmes so that they can attend conferences and workshops and present what they learned to others. Also it is useful to contact with companies, to offer them partnerships, whereby they will offer training courses and we will

send our employees to them for the course. This will be mutually beneficial relationship between organizations and staff.

- Their social responsibility must be much bigger, so they would specify a percentage of their profits to be allocated for social development, which talent development is a part of it.

6.3.5. Recommendations for Future Research

Several areas in future researches must be followed up in talent management in order to add a contribution to the human resources field in the company. Below some of the future researches are outlined:

- Recruitment Agencies play an important in finding the correct jobs according to the talent of the workers.
- More research is needed to identify ways that occupations can be done towards nationalization by increasing motivation from families and by more coordinated preparations in school and colleges which can identify future employment prospects.
- The need to do research on talent management and employment of Emiratis in the country is required. It is also necessary to do a research to identify the numbers of Emiratis employed or unemployed in private sectors. Hence a complete future research is needed to match unemployment and skill shortages and available vacancies. Such statistical analysis will help to find out quotas in a calculated way.
- An opinion survey is also recommended so as to know the Emiratis expectations regarding work and life.
- Distribute leadership inside the organization: distributing leadership responsibilities and jobs in any organization will change the leaders from commanding to influencing which leads to an engaged workforce and solving the problems related to shortage of skilled talents.

- As discussed earlier, many participants in the government organization recommended that the UAE should create more partnerships between organizations and universities for training and undergraduate and postgraduate qualification programmes. These can be in specific areas of technical and scientific expertise that show the shortages and are likely to continue being a priority for employers and require higher numbers of qualified Emirati.

In general, the implementation of Talent Management in the government organizations in the UAE need for awareness from all agencies, government, leaders, managers, stakeholders and employees especially talented workforce. In addition there is a growing interest to this concept which predicts a good future for business and increases the performance, loyalty and productivity in all sectors.

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Appendix I – Interview Questions



Movers and Shakers of Talent Management in the UAE for 21st Century

Interview Schedule

Explanation: This research project, which is funded by the Federal Demographic Council, seeks to report on the state of talent management in the UAE with a view to produce recommendations for policy makers and practitioners. The project involves a review of academic and practitioner literature as well as in-depth interviews with representatives of case study organisations and with key Emirati stakeholders with an influence on and interest in management of talent in the region. We will ask you questions under four headings: talent management as a societal issue; talent management as an organisational issue; talent management and individual employees; overview and future. We offer full confidentiality and anonymity to all research participants.

Macro Level: Talent management as a societal issue

1. What is talent? How is it defined in the Emirates?
2. Who defines talent in the Emirates?
3. What drives talent management initiatives (external vs internal drivers) in the Emirates?
4. Are there any challenges facing talent management in the Emirates?
5. What is your assessment of talent supply and demand in Emirates?

6. What is your assessment of talent supply and demand in your specific sector of work?
7. What do you think about representation of locals versus expatriates in the Emirates?
8. What do you think about the Emiratization policies?
PROBE: What is the role of Emiratization in management of talent in the Emirates?
9. Are you aware of any good practices for managing talent in the Emirates?

Organisational Level: Talent management as an organisational issue

10. What is your organisation's approach to management of talent?
PROBE: How is talent defined in your organisation?
PROBE: Who shapes this approach?
11. Whose (individual vs department) responsibility is management of talent in your organisation?
12. Do you have particular priorities for managing talent in your organisation?
13. Do you have particular talent needs in your organisation?
PROBE: Key talent shortages/needs
PROBE: Horizontal and vertical representation of Emiratis/expatriates
PROBE: Turnover
14. Can you please tell us about the current talent management **practices** in your organisation? PROBE: What do you do in terms of:
 - a. Recruiting and selecting talent
 - b. Retaining talent
 - c. Widening talent pool
 - d. Returning talent
 - e. Training and development
 - f. Repatriation
 - g. Promotion
 - h. Diversity policies
 - i. Work-life policies
 - j. HR flexibility

15. Can you please tell us about the current **measures and monitoring mechanisms** that you use for talent management in your organisation?

PROBE: How do you measure/monitor:

- k. Recruiting and selecting talent
- l. Retaining talent
- m. Widening talent pool
- n. Returning talent
- o. Training and development
- p. Repatriation
- q. Promotion
- r. Diversity policies
- s. Work-life policies
- t. HR flexibility

16. How central is talent management to the strategies of your organisation?

17. How effective are the current talent management interventions in your organisation?

18. Do you have any stories of successful talent management interventions in your organisation?

19. In what ways your organisational talent management strategy is effected by Emiratisation?

Individual level: Talent management and individual employees

20. Are you aware of any stereotypes and biases about Emiratis and expatriates in your organisation?

21. How do you assess the attitudes of line managers towards Emiratis and expatriates in your organisation?

22. How do you assess the attitudes of senior managers towards Emiratis and expatriates in your organisation?

23. How do you assess the attitudes of non-managerial staff towards Emiratis and expatriates in your organisation?

24. Is there a talent manager in your organisation?

PROBE: If yes, what is the role of the talent manager in your organisation? Can we interview this person?

25. What are the roles and responsibilities of line managers for talent management?

26. What are the roles and responsibilities of senior managers for talent management?

27. What are the roles and responsibilities of non-managerial staff for talent management?

Overview and Future

28. Are there any challenges facing the future of talent management in your organisation?
29. In your opinion, what could government do to promote effective management of talent in the Emirates?
30. In your opinion, what could organisations do to promote effective management of talent in the Emirates?
31. In your opinion, what could individuals do to promote effective management of talent in the Emirates?
32. In your opinion, what could other stakeholders do to promote effective management of talent in the Emirates?
33. Would you like to make any additional comments on talent management in the Emirates?
34. Would you recommend us other participants to interview on this topic?

Thank you very much for your participation in our study.

Appendix II- Research Invitation Letter



26th February 2013.

<Address>

Dear <Name>,

Request for Permission to Interview DSC Directors Managers and Employees

I am writing to request permission from DSC to interview a cross-section of 15 DSC employees (Directors, Senior Managers, Middle Managers, Functional Specialists, Technical Employees). The topic area is Talent Management and Emiratization.

The British University in Dubai has been funded to prepare a report for the Federal Demographic Council on Talent Management and Emiratization good practice and challenges in four organisations.

We have selected DSC as one of the four organisations, since it a very well-known Government organisation and furthermore we have a signed Memorandum of Understanding (MOU) to conduct research projects of mutual interest.

The principal investigator for this project is the Vice-Chancellor Professor Abdullah Alshamsi who amongst many other achievements is an advocate of Emiratization.

Yours faithfully,

Professor Abdullah Alshamsi
Vice-Chancellor

Enc. Interview Questions, FDC letter of invitation to participate.