



Talent Management in the UAE
The Potential of Talent Management for Organisation
Performance

إدارة المواهب في الإمارات العربية المتحدة
قدرة إدارة المواهب على تحسين أداء المؤسسة

by

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ABSTRACT

Managing talent is one of the most important areas to be studied, and organisations should manage talent strategically. A problem is that many organisations do not yet fully acknowledge Talent Management (TM) concepts and approaches, and although they may know the importance of TM, they are not implementing and practicing it.

This research highlights three main issues about talent management. Firstly, it describes what TM is and its definition. Secondly, how its approach is distinctive from Human Resource Management (HRM), and finally how HR can implement TM inside organisations. The research also presents the relationship between TM and performance management in developing employees' performance. The results prove that TM is an important part of HRM, and leadership must be involved in managing talent in order to enhance performance and reduce TM challenges. The results also show that Emiratisation is presented as a challenge for the private sector to attract and retain talented Emiratis.

In conclusion, this research demonstrates the important impact of effective TM on business strategy and HRM in developing and enhancing organisation performance.

Keywords:

Talent Management, HRM, Performance Management, Emiratisation

ملخص

إن إدارة المواهب هي واحدة من أهم الموضوعات التي يجب دراستها، وينبغي على المؤسسات أن تعمل على إدارة المواهب استراتيجياً. إحدى المشكلات هي أن العديد من المؤسسات لا تدرك تماماً حتى الآن المفهوم الكامل لإدارة المواهب والنهج الخاص بها، وعلى الرغم من أنها قد تعرف أهميتها، إلا أنها لا تنفذ ولا تمارس ذلك.

يسلط هذا البحث الضوء على ثلاث قضايا رئيسية تتعلق بإدارة المواهب. أولاً، هو يصف ما هي إدارة المواهب وتعريفها. ثانياً، كيف أن نهجها متميز عن إدارة الموارد البشرية، وأخيراً كيف يمكن للموارد البشرية تنفيذ إدارة المواهب داخل المؤسسات. كما يستعرض البحث أيضاً العلاقة بين إدارة المواهب وإدارة الأداء في تطوير أداء الموظفين. وتثبت النتائج أن إدارة المواهب هي جزء مهم من إدارة الموارد البشرية، ويجب إشراك القيادة في إدارة المواهب من أجل تعزيز الأداء وتقليل تحديات إدارة المواهب. وتُظهر النتائج أيضاً أن التوطين يرد باعتباره تحدياً للقطاع الخاص لجذب الإماراتيين الموهوبين والاحتفاظ بهم.

في الختام، يؤكد هذا البحث على أهمية إدارة المواهب الفعالة وأثرها على استراتيجية الأعمال وإدارة الموارد البشرية في تطوير و تعزيز أداء المؤسسة.

الكلمات الرئيسية:

إدارة المواهب - إدارة الموارد البشرية - إدارة الأداء - التوطين

DEDICATION

I have completed my master degree and gain this success with the grace of Allah and beloved parental satisfaction. I have always been motivated from my parents, my family and the people I love. They are my inspiration and I am so grateful for their belief in me. I dedicate this piece of success to them, because I would not be who I am now without their gorgeous passionate and awesome caring.

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LIST OF ABBREVIATIONS

CEOs	Chief Executive Officers
GTM	Global Talent Management
HR	Human Resource
HRM	Human Resource Management
IHRM	International Human Resource Management
MNCs	Multi-National Companies
PM	Performance Management
TM	Talent Management

CHAPTER 1

INTRODUCTION

As well-known, Dubai city has witnessed an architectural high speed movement and construction sector booming in the last couple of years, in which it had been made by high performance and potentials planners and professionals in engineering. By the end of 2013, Dubai, as a talented city, has won Expo 2020. Therefore, there is a deep need to look at managing talent in organisations as a part of Human Resource Management, and to know how this issue is linked to the organisational performance management.

1.1 Research Overview

Talent Management (TM) is quite new in its implementation and its practice is recent in the UAE and the Middle East. The term is still confusing some practitioners in regard to Human Resource Management (HRM) practices, this is mainly due to the areas of similarity between them. In addition, it has been observed that managers use Performance Management (PM) as a tool to identify talents in the organisation and they do not take any further action afterwards. TM applications have been introduced in September 2011 to a major private sector construction company based in Dubai. It was presented as an initiative from the author to the company on their intranet website to give awareness about TM. It has been targeted towards senior managers in order to introduce TM as an important area for the organisation to review and start planning to make it a central topic on the organisation's agenda, and apply it as part of its HRM best practices. Therefore, TM has been identified as deserving more investigation, analysis and scrutiny, and will be very useful for the researcher's future career and study as well as contribute company benefits too, as TM is very critical area and it has many associated relations and aspects with leadership, HRM and PM.

According to literature, TM has been considered to be typical of common HRM practices with focus on some selective sample of the workforce who are high potential and high performers. However, it is important to note that TM shares some

of the same functions with HRM and it is not replacing HRM as a traditional function (Lewis & Heckman 2006). TM is affecting the whole organisation because it enhances organisation decision making, culture and performance. HR team can implement TM practices; however, HR alone cannot manage TM because it needs support and deep involvement from the top management. It could be saying that TM is leadership development (Macfarlane et al., 2012) where organisation system and performance can be improved.

Talents are known to be the highest performers and potential employees. Organisation can use PM and appraisal system to identify talents and develop them (Torrington et al 2011). Organisations can also use PM to retain talents, because PM reflects management strategy and leadership practices in the organisation, and it also helps organisation to improve reward system. Therefore, PM can provide valuable information about the expectation of talent behaviors in the future.

This study is a practical example to clear the misunderstanding of TM and the confusion surrounding this term. It is a first step into implementing TM inside the selected company and studies the process of applying TM best practice along with PM in order to improve the organisational performance.

1.2 Research Problem

Talent Management is still a new topic for some professionals and workers in the UAE. Practitioners are engaging with TM because it is a fashionable exercise of HRM practices. They do not understand that TM approach is different from HRM and they neglect the significant TM influence on the organisation. In addition, managers use performance appraisal as a regular routine documented practice need to be filled in order to be submitted to the HR department.

There are no responsibilities defined specifically for leadership or the HR team to help them in managing talent. Therefore, this research explains the difference between TM and HRM approaches and provides organisations with list of responsibilities for leadership, HR practitioners and line managers. It also explains the responsibility for TM specialists to perform their duties in practicing TM, and

finally examines the relationship between TM and PM in order to improve organisation performance.

1.3 Research Scope

This research explains the term of talent management, its practices and how it is considered a part of HRM but, at the same time, it has an impact on the entire organisation especially performance management.

The scope of this study is limited to a private ABC construction company in the UAE within the geographical boundaries of Dubai with observed investigation conducted in the private sector of the emirate of Dubai.

1.4 Research Aim and Objectives

The main aim of this research is to highlight talent management and how it is distinctive from Human Resource Management. TM is a very significant aspect in the organisation and it is a serious management issue that should be taken into consideration, in order to retain and develop the internal talent in the organisation as well as to attract and retain external talent. The research highlights the relationship between TM and PM and how such relationship has an influence on management and performance development. Moreover, the research will discuss the challenges facing Emiratisation implementation in a UAE construction company, where the reader can understand how this policy should be implemented effectively.

The objectives of this research are:

- To explain the TM term and demonstrate the difference between TM and HRM.
- To prove that TM implementation is a significant aspect for organisations development.
- To identify the connections between TM and performance management.
- To integrate TM practices and systems in the organisation.
- To give recommendations for management in order to enhance Emiratisation in the private sector organisations operating in the UAE.

1.5 Research Questions

This research aims to explain Talent Management and how it is a vital part within the HRM, how it is completely different from HRM and performance management and also how TM practices can be positioned in relation to organisation performance.

The research intends to discuss both broadly and in-depth the talent management concept and tries to answer the following questions:

- How is Talent Management distinctive from Human Resource Management?
- How can HR implement talent management in the organisation and why is TM significant for organizations?
- What is the linkage between Talent Management and Performance Management?

1.6 Research Structure

This thesis contains six chapters, which explain the defined study objectives, presents a literature review of other relevant theories and ideas that have been published, methodology, data collection and analysis, and finally, the conclusion and recommendations.

Chapter 1 Introduction

The current section presents the research review, research problem and scope, research aims and objectives and research questions. It also presents the structure of this research.

Chapter 2 Literature review

This chapter presents the literature review focusing on the definition of Talent Management and its relationship with Human Resource Management. It presents the importance of implementing TM inside the organisation, HR support in applying TM and TM's effects on organisations through developing performance. It will also highlight the Emiratisation subject as well as TM challenges.

Chapter 3 Methodology

This chapter presents the research approach, interviews design and data collection. It also presents the analysis of the collected data and the research limitations.

Chapter 4 Results

This chapter presents the data analysis and details of the results of the empirical interview study. The findings are structured according to the interview questions, in order to analyse and interpret the collected data regarding talent management, and its relationship with HRM and performance management in developing the organisation.

Chapter 5 Discussion

In this chapter, the findings of the interviews are discussed. The results and their interpretation are presented to answer the research questions along with a discussion of their connection to the literature review chapter.

Chapter 6 Conclusion and Recommendations

This chapter presents the final conclusions of the research. It also presents the author's recommendations in order to enhance TM strategy and implement its best practices in the organisation. Recommendations for future studies are also made.

CHAPTER 2

LITERATURE REVIEW

The main theme of this research is that Talent Management (TM) is considered a part of Human Resource Management (HRM). There are strong relationships between TM and HRM, and TM and leadership and management development. The research also defines the meaning of TM and presents how it will be implemented as well as showing the succession planning that will be adopted. It also presents the linkage between TM and Performance Management (PM). Besides this it illustrates TM challenges faced in the case of Emiratisation policy. In this section, literature on talent management will be reviewed.

2.1 Talent Definition

Talent has been formally defined as a “natural aptitude or skill” (Oxford 2003, p. 1798) to think and/or to act in a special, unique and different way than others. Talented people are the highest skilled and top performers group of employees in the organisation. Tansley (2011, p. 266) defines talent as “those who are identified as having the potential to reach high levels of achievement” and can make a difference in the organisation in a way that enhances its profit because they are the top performers (Chambers et al. 1998). Most researchers and practitioners consider top performers and high potentials to be talent; however, others consider them to be “A-players” (Minbaeva & Collings 2013), or “stars” (Nankervis, 2012). Talents need special treatment to attract, lead, develop and retain them. Talent Management has also been defined as “the process by which an organisation identifies, manages and develops its people now and for the future” (CIPD 2011, p. x).

Fundamentally, talent management has not only been the focus of academic research but has also become an issue for organisations, especially management (Thunnissen, Boselie & Fruytier 2013). In the 1950s the first practicing of TM was made, where General Electric in the USA set a one year training program for the newly hired

engineers to track the potential for career progression. Historically, the TM term has been called by different names, it was traditional processes of leadership, management development, training, evaluation and HRM feedback. In the 1970s the internal organisation development was a platform for the current concept of TM (Cappelli 2009, Macfarlane et al. 2012). In the 1990s TM had a very significant impact on organisational development, especially when members of McKinsey & Co talked about talent in their article on "The War for Talent". Nowadays, managing talent has become an area of interest to academics, HR practitioners and companies. They started to understand the meaning of TM and how it affects HRM, and many researchers studied the importance of TM from strategic and functions points of view (Tansley 2011, Collings & Mellahi 2009, Lewis & Heckman 2006, Ils, Preece & Chuai 2010, Stahl et al. 2012).

Although there was much interest in TM, it has also been criticized by some researchers as some of them claimed that there is still diversity and different perspectives in identifying the term. Accordingly, no clear meaning has been defined and there is an ambiguity in understanding the concept (Torrington et al. 2011; Lewis & Heckman 2006; Tansley 2011, Ils, Preece & Chuai 2010). The latest definitions from the Chartered Institution of Personnel Development (CIPD 2013) for talent and TM are:

Talent consists of those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.

Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles.

2.2 Talent and Human Resource Management

After defining talent, it is important to explain the relationship between talent management and human resource management. TM is considered a part of HRM. Many academics and researchers have proved the involvement of TM in HRM. For example, Lewis & Heckman (2006) explain that TM has typical HRM practices with a selective focus on particular members of the workforce, so it is very important to point out that TM is neither refreshing HRM practices nor replacing the traditional HRM. They also link TM to HR planning in projecting employee/staffing needs or positions, with more focus on internal employees rather than external highly potential employees and their performance. Dijk (2008) called TM a “future model” for integrating HRM. Others such as IIs, Preece & Chuai (2010) state that TM is a “fashionability” exercise to enhance HR, it is part of HRM with a selective focus on organisational improvement to attract and retain talents.

On the other hand, Macfarlane et al. (2012) express that TM is a division of HRM activities, as they focus on the definition of TM and its relationship with HRM. Thunnissen, Boselie & Fruytier (2013) confirm that TM principles are built on a wide range of HRM and organisational behavior theories and get their strength from integrating HRM correctly in organisations. These opinions confirm that TM is a future generation of HRM, and has a wider scope to include improving management and organisational development.

Furthermore, Chambers et al. (1998) state that top management and leaders have a direct responsibility for TM as they must apply a TM standard or strategy to improve their decisions about staffing and guarantee fair performance assessment inside firms. TM is a form of connection between TM and organisational business strategy (Lewis & Heckman, 2006) and it is a means of leadership development (Macfarlane et al., 2012); however, it needs to link organisational corporate strategy and culture for effectiveness of decision making (Vainam, Scullion & Collings 2012). Hence, the talent issue cannot be solved by HR alone, an organisation’s top management or leaders

should make efficient decisions to increase organisational success in facing talent market challenges. Such talent decisions are called "Talentship" (Boudreau and Ramstad 2002 & 2004). It has a vital implication on HR infrastructure and leadership development. TM is one of the ways to help organisations to resolve any crucial daily activities or challenges wherever they occur rather than hoist "high fliers" for a mysterious future (Coulson-Thomas 2012), as it updates management with the talent needs for the future. Therefore, TM is involved in an organisation's business strategy and improves the efficient decisions of top management as part of their responsibilities.

One of the most important tools in TM is to understand talent needs and improve organisation culture. It supports the implementation of workplace flexibility and work-life balance. Nowadays, due to changes in the global market and life goals as well as the needs of different generations, HR professionals play an essential role in TM. Their main responsibilities are to revise and develop organisational culture in order to attract, manage and keep valued employees (Eversole, Venneberg & Crowder 2012). According to a survey by Chambers et al. (1998), the top percentages show four main motivation reasons that attract talents to work with specific organisations. Firstly, "Go with a winner" which indicates organisational values and culture where they seek highly successful organisations to grow. Secondly, "Lifestyle" which represents freedom and autonomy where they get more flexibility and liberty to perform their jobs. The third reason is "Save the world" which reflects challenging jobs where they have been inspired and challenged by the organisations mission with less supervision, and finally, "Big risk, big reward" where they are well managed by the organisation and get good compensation and career development.

The same concept is mentioned by Torrington et al. (2011), to attract, motivate and retain talents in organisations, they need flexible working hours, to be managed well and challenged by the organisation. They explain that there are some ways to keep talents and increase their commitment, because the key of growing talent is building the talent pipeline. Retaining talent is important as much as recruiting new talent. Not only will the retention process attract talents, but it will also reduce employee

turnover and prevent them from joining the competitors. The organisation must understand employees' competences and give them some scope to innovate and work. This should happen especially with talented people in two ways: firstly by giving them the freedom to work autonomously, which will not only affect their performance, but will also be an indicator of whether their intentions are to stay in the organisation or whether they are planning to leave. Secondly, talents are more empowered by giving their best in a relatively free work environment rather than in strict organisational processes and procedures. Therefore, managers are requested to manage talents in a flexible manner, noting that the flexibility of working hours or offering part time jobs are also a vital factor in retaining and attracting talent.

On the other hand, it is essential for talent management to have a strategic and integrated approach more than a specific set of practices. Such strategic approach requires consistent TM activities, support from the organisation's strategic objectives and fits in general with the organisation's values and activities. It also requires leadership based on senior management rather than HR people, because in order to have successful talent management, top management, such as CEOs, Boards of Directors and/or senior executives, must be deeply involved in TM activities. One of their main roles is to find high potentials, and track and develop them. The above mentioned opinions illustrate exactly the main idea of this research.

It is also important to mention that organisations need to focus on individual talents especially old employees who have had long experience and knowledge, because they can be creative in their fields, and such creativity is an element of talent where an organisation's environment is enhanced and influenced by talent development (Tansley 2011). In addition, organisations can not only attract and retain experienced talents, but it can also target talented graduates. A survey by Chambers et al. (1998) shows that sourcing talent from college graduates is an early development stage in their succession planning within the organisation. On the other hand, they assert that the organisation must understand why talents are leaving in order to reduce turnover. In general, the organisation must improve recruitment and development processes.

People are linked to business profit as the main purpose of establishing any organisation is to make profit and increase company revenue. Therefore, management and HR must be strong and efficient to lead employees, especially talent, and align objectives and goals towards success and making money. Farley (2005) proposes that there is a link between organisation profits and employees. The “people-profit link” translates organisational business goals into workforce needs in order to maintain TM processes, targeting and selection, talent review, succession planning and performance management. HR should work with top management to identify the organisation’s needs which will lead to business success (see Figure 1). HR can be the preeminent facilitator for strong TM decisions, because the core of top management roles is to analyze data they receive from all departments, and make efficient decisions accordingly. Consequently, leaders can only make optimal decisions on TM if they have accurate and comprehensive data from HR, since HR operations and processes are there to ensure that the organisation successfully achieves its targets.

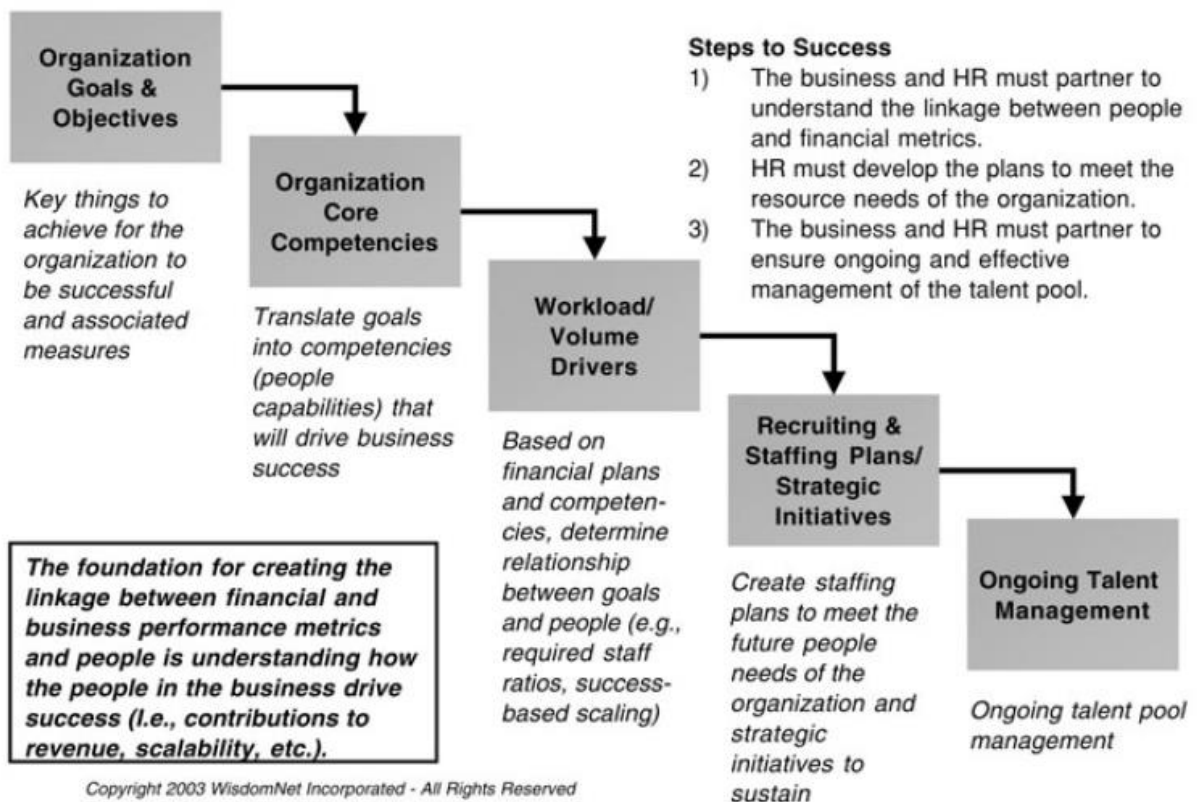


Figure 1: Translating Corporate Goals into Resource Requirements
(Source: Farley 2005, p. 56)

2.2.1 Global Talent Management and International Human Resource Management

As it is explained before that TM has a strong relationship with HRM on a national scope, there is also a relationship between the Global Talent Management (GTM) and International Human Resource Management (IHRM) in Multi-National Companies (MNCs). GTM identifies key positions to ensure sustainable competitive advantage, develops a talent pool of top performers and potentials, and expands HRM internationally to facilitate the filling of such key positions in organisations on a global scale. Noting that developing HR structures ensures global talent's commitment to their organisations (Mellahi & Collings 2010), GTM is involved in IHRM activities system (Tarique & Schuler 2010) to attract, develop and retain high potential employees in accordance with the strategic directions of multinational organisation in highly competitive, dynamic and global environment.

A survey conducted by Guthridge & Komm (2008) has highlighted that managing talent in local business is easier, less complex and not highly challenging as in international business. It suggests that organisations are focusing more on rotating talent globally, because moving talent globally will not only support the organisation in developing talents, but will also promote its culture. Therefore, organisations should adapt certain processes in order to succeed in managing global talent. The first vital step is to establish sustainable HR processes in each different geographical branch. The second step is to take care of talent career paths, as some employees may feel that moving around the world is destroying their careers. The third step is to prepare a comfortable work atmosphere and overcome dissimilar cultures, because each county has its own customs and traditions. Therefore, global talent should have an awareness session about the country. The final step is to assist universal mobility and provide all types of assistance for smooth transfers.

Moreover, HR people need to evaluate talent processes consistently and provide training to ensure diversified promotion. Scullion, Caligiuri & Collings (2008) clarify that to retain in an environment of increased global competition, organisations, especially multinational companies, need to operate effectively. They must successfully design and implement best practices to organize, recruit, develop and retain the best and highest talents, in order to ensure their sustained success via a significant GTM strategy from the top management. Schuler, Jackson & Tarique (2011) clarify that GTM refers to the methodical use of specific HR policies and practices to manage many talent challenges which face companies. These HR policies and practices are related to planning, selection and staffing, downsizing employees, retaining, training and development, management and employee evaluation in the company. Taking into consideration that the size of the overall workforce and competitive business requirements are a high important issue. They also suggested that in order to face TM challenges, HR Managers can achieve this by having the right talent in the right place at the right price.

Competition across countries affects local and global labour markets, as GTM challenges perpetually grow and develop, so companies need to deal, identify and manage it effectively for success. It is essential for companies to know and understand the environmental forces that face GTM nowadays, in order to build its strategic plans competitively. HR policies and practices have to change the ambiguity management faces, and to operate more effectively in the current competitive world. The core of GTM is that HR policies and practices must identify global talent challenges, so companies can attract and maintain the global benefits. Accordingly, to manage global talent challenges successfully, companies must identify such challenges as well as implement suitable HR policies and practices.

In addition, Guthridge, Komm & Lawson (2008) point out the need to develop "Employee Value Propositions (EVPs)", and suggest that if companies develop their ability to perform GTM successfully, they can achieve talent positioning and balancing, empower the workforce, gain global competitive benefit, multiple employee value propositions and attractive employer brands. Not only do companies need to develop

and standardize their GTM capabilities, but they must also overcome all barriers that exist in implementing their GTM initiatives (see Figure 2). To draft any talent strategy, HR experts should know and understand the strategy's aim and the vision of the company since it is important to identify the GTM initiatives.

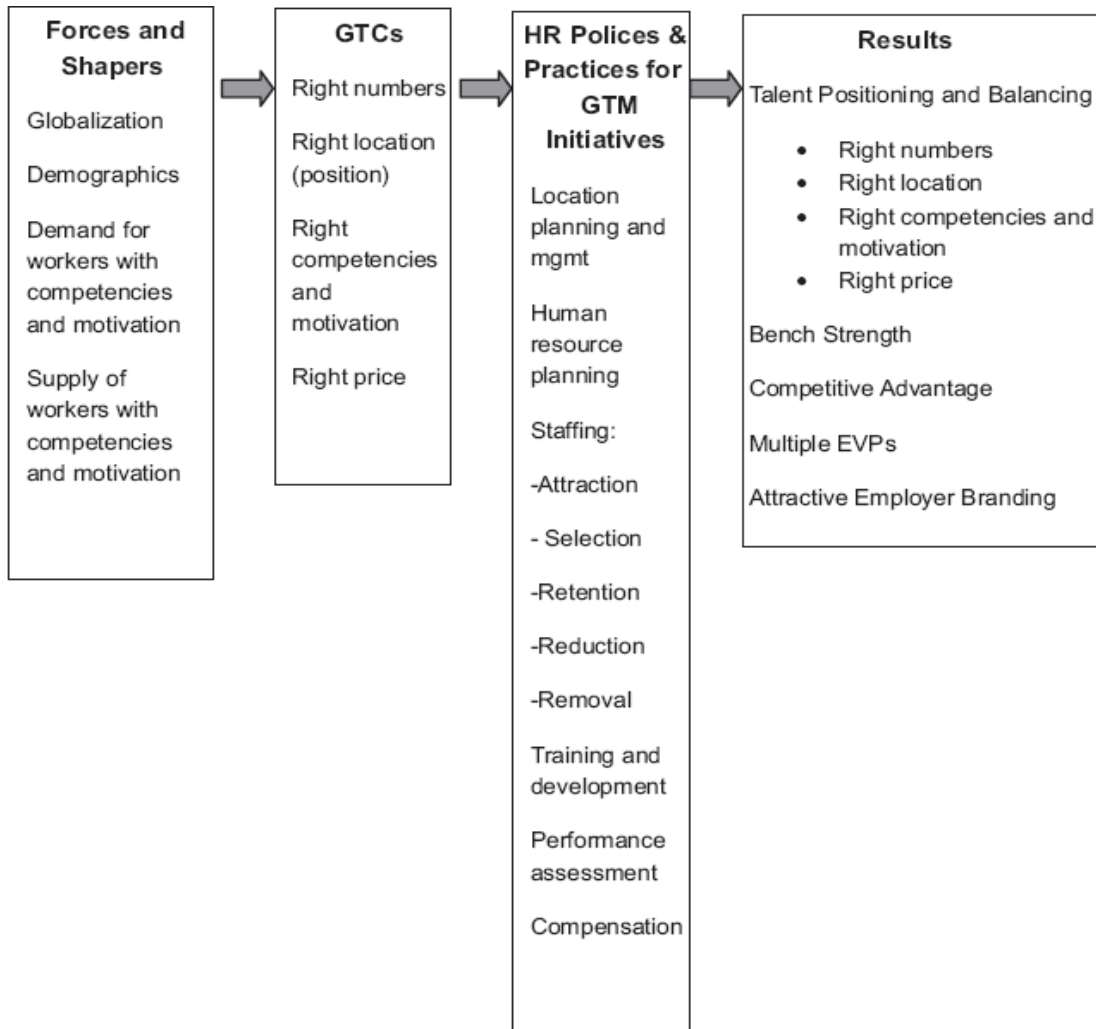


Figure 2: Framework for global talent challenges and global talent management initiatives (Source: Schuler, Jackson & Tarique 2011, p. 508)

Sharing responsibility between corporate HR and top management is also required in GTM. Minbaeva & Collings (2013) maintain that it is a challenge to convince

leadership with GTM capabilities to share this responsibility, because GTM need to be integrated in IHRM policies and practices as well as to align with global organisation business strategy. Implementing GTM as a strategic business process, in order to develop employees' behaviors and performance globally, requires an unique multinational firm to be very knowledgeable and experienced about the market. It also requires the firm to understand the effectiveness of system implementation, point out strategic key positions and measure talent performance.

GTM must focus on putting and retaining talents in strategic positions despite their locations. Organisations must also provide them with similar lifestyles when relocating, and maintain a positive relationship even if they leave the organisation. This will benefit the MNCs in the future, and top management should understand the different barriers when applying GTM standards, they should also consider work and culture environments, development and assessment, performance reviews and feedback whenever there is a talent decision.

The coming section will discuss the TM concept implementation and its strategy.

2.3 Talent Management Strategy and Implementation

2.3.1 Talent Strategy

Each organisation should set up a strategy to implement and apply talent management effectively. When top management take decisions to apply TM, HR team should make some steps to assist them to implementing TM. "TM Specialist" (Federal Demographic Council 2013, p. vii) could be hired or assigned internally to report directly to the management for TM progression. The main TM Specialist's role is to make activities, processes and approaches so as to attract, develop and retain talent (Thunnissen, Boselie & Fruytier 2013, Guthridge, Komm & Lawson 2008).

TM is a set of serial processes that organisations should identify, in order to manage and develop its people now and in the future. Therefore, the company should establish a strategy for its business plan to meet the current and future demands, create measured competence processes and implement ways to retain people who create success. The company must also deal with those who do not fit its requirements to develop them, and the most important thing is to measure the efficiency of all strategies and update policies and procedures to gain high performance for the company's future (CIPD 2011). It is also mentioned that the TM system should be included in the top priorities of the organisation. The TM strategy has many objectives, however the main aim is to understand the organisation's needs and talent demands in the present and future, so management should establish measurement tools, create a talent pool, identify ways to obtain and retain talents and finally measure the impact of TM implementation on the organisation's strategy and performance. The other strategy objectives and aims are: (1) develop "employer of choice", (2) recruit the best quality of people for long time, (3) establish a good

reward system to attract and retain the highest performers and potentials, (4) design and develop succession planning and career paths with challenging opportunities (Armstrong 2012).

TM strategy consists of a “bundle” of processes to ensure the existence of talent whenever and wherever it is needed. The strategy’s processes should be started from the business strategy in order to develop and maintain the talent pool (see Figure 03).

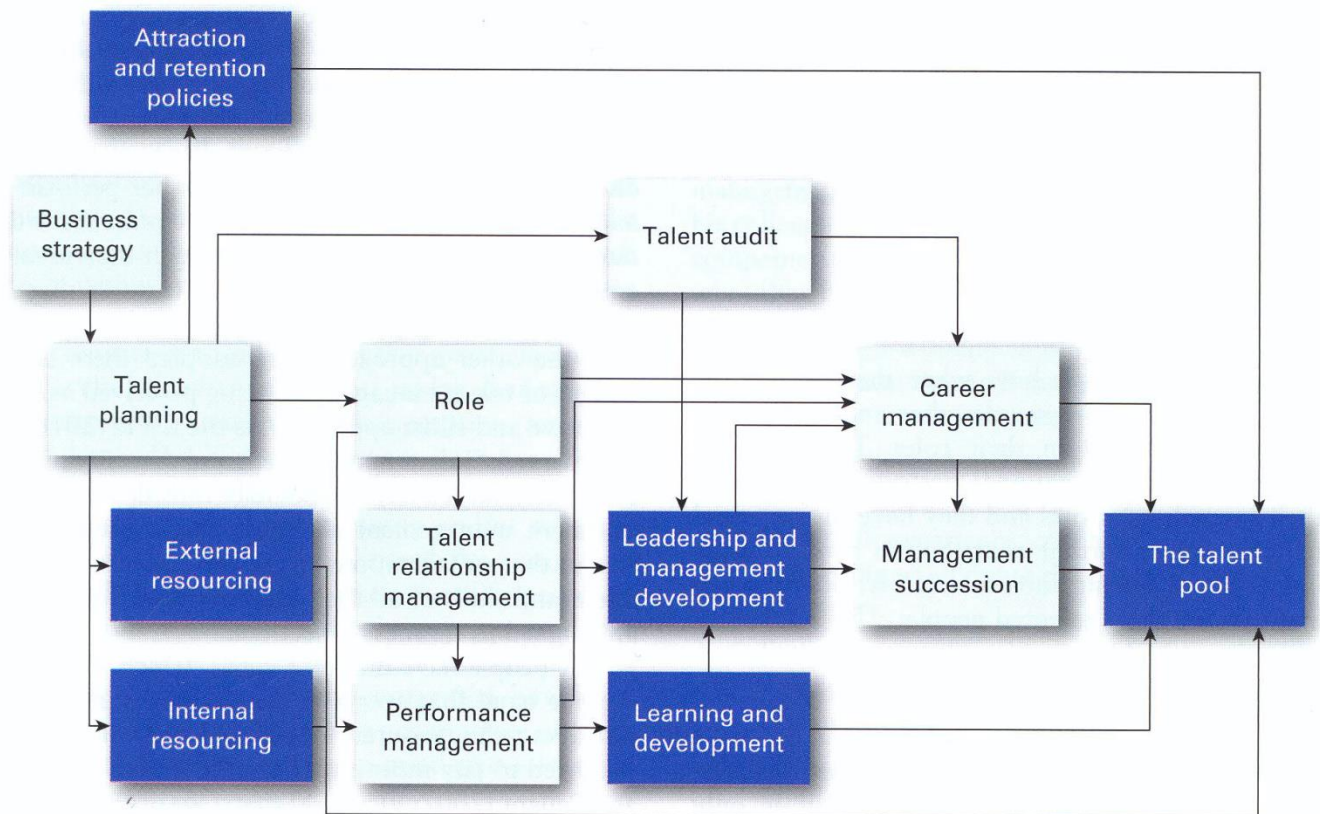


Figure 3: The Elements of Talent Management
(Source: Armstrong 2012, p. 258)

These processes are as follow:

- Talent planning: this process is to identify how many talents are needed in the present and the future, in order to provide resources. HR planning has the same technique as in HRM strategy; however, talent planning

establishes talent supply in and outside the company. It will develop policies to attract potentials and retain highly performers, especially for the future competencies.

- Attraction and retention policies and programs: these two policies are to ensure the talent flow of the talent pool. The attraction policy is designed for external talent resources and the retention policy is made for internal talent in order to retain them as a committed employees.
- Talent audit: this process will assess and examine the high potential employees by performance management. It will provide career planning and development for talent and test their abilities to carry out more challenging roles in the future. It also helps to take action regarding talent leaving the company, as it can be an indicator for measuring that risk.
- Role development: this process provides opportunities and develops the required challenging responsibilities in order to increase talent engagement and motivation. It is important for talent to have role flexibility for better results.
- Talent relationship management: this builds “effective relationships with people in their roles” (Armstrong 2012 p. 259) as well as to build a good relationship between the talent and the organisation after they leave. The process’s objectives are to recognize valued employees, develop career paths, and enhance a fair environment for all employees and commitment of talented people.
- Performance management: this is a HRM process which includes many assessment tools to identify and evaluate talents. The process will also increase talent engagement and motivation as well as enhancing reward systems.
- Learning and development: this is an important process for managing talent, because it supports their required skills and competencies and improves the quality of job performance. The outcome of this process is a record named “employee success profiles”. This can assist in talent role development.

- Leadership and management development: a study by CIPD in 2010 (cited in Armstrong 2012, p. 259) states the effectiveness of leadership and management development in TM practices.
- Management succession planning: this is a process to assess and audit talent, in order to ensure the right skills for the future and a high quality of talent supply and availability. Such processes will create plans for leadership development.
- Career management: this process develops talent flow capabilities for their career path and ensures that they are satisfied with the roles and responsibilities of the talent.

Moreover, Collings & Mellahi (2009) defines TM strategy and presents a model for strategic TM. It starts with identifying key positions “pivotal positions”, and build the talent pool by looking into the organisation internally and externally, to discover highly potentials and top performers. Then, developing the HR structural design not only to fill these positions, but also to increase their motivation and ensure their continued commitment to the firm. Hence, applying strategic TM in this way will enhance organisational performance (see Figure 4).

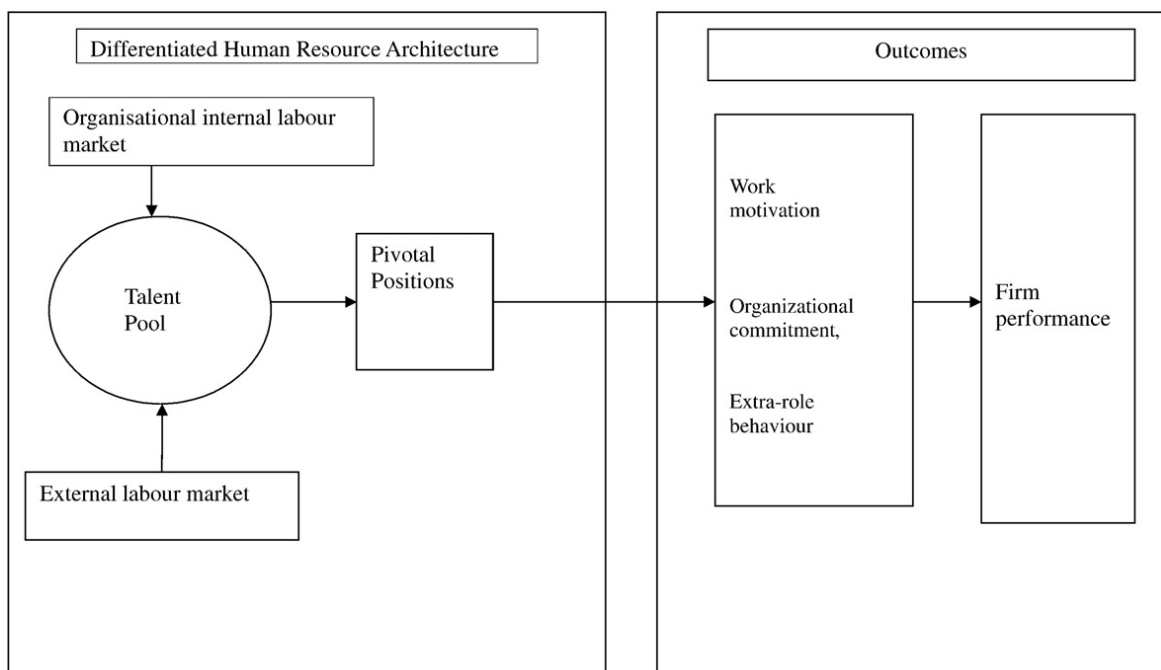


Figure 4: Strategic Talent Management
(Source: Collings & Mellahi 2009, p. 306)

This means that this strategy model proves the influence of TM on HRM and organisation in the competitive market (war for talent), as below:

- TM is an efficient base to operate HRM practices, especially recruitment and selection, in a competitive way.
- The outcome from TM strategy enhances employee motivation, commitment and organisational behaviour, which will improve productivity and management decision making.
- There is an extensive and positive relationship between TM and organisational performance.

In fact, the organisation's war for talent is not only from outside the firm, but also exists inside as well. This is mainly due to stakeholders' needs and interests which may conflict with the organisation's goals and objectives (Thunnissen, Boselie & Fruytier 2013).

TM concept implementation consists of talent system, talent practices and succession planning.

2.3.2 Talent System

TM has hard and soft systems (Macfarlane et al. 2012). TM implementation inside organisations will enhance HR policies and procedures and will also increase the effectiveness of management leadership and business plan, because the TM system directly affects the decisions of top management, HR teams and talents in organisations (see Table 1). Macfalane et al. present the following table to point out how to apply hard and soft TM as a general guideline to the organisation’s performance, in case of it is correctly applied.

	<i>Hard talent management</i>	<i>Soft talent management</i>
<i>Underpinning logic</i>	Managerial: ensuring tight integration of talent management with HR policies, system and activities with the firm’s business strategy	Humanistic: generating commitment via development, communication, motivation and leadership. Treating talented employees as valued assets and a source of competitive advantage
<i>Goal</i>	To ensure that the organization’s stock of talent is best matched to its business objectives	To recruit, develop and manage talented people
<i>Link between talent and business objectives</i>	Explicit and direct	Implicit and indirect
<i>Success defined in terms of</i>	Generation of wealth/profit for the organization	Employees achieve their full potential. Organization achieves its goals (which may be wealth or public goods)
<i>Talent depicted as</i>	A (potentially scarce) resource, to be built up in the organization moved around, deployed and monitored. Abstracted from the people who possess it	A source of creative energy. Synonymous with the people who possess it
<i>Employee depicted as</i>	(Passive) ‘HR’: possessors of talent; recipients of training or development; workers to be deployed in the pursuit of business goals	(Active) ‘resourceful human’: agents who engage proactively with the organization’s mission; capable of development, worthy of trust and collaboration

Table 1: Defining characteristics of hard and soft talent management
 (Source: Macfarlane et al. 2012, p. 447)

According to a report by the Federal Demographic Council (2013), there are many organisations that have no TM system although they apply some TM practices. In order to build a TM system, the organisation has to design a TM plan for “acquiring, developing and deploying” future leaders (Sloan, Hazucha & Katwyk 2003), especially in global organisations (see Figure 5). This system is designed to: define talents, fill in the gap between demand and supply in the talent pipeline, build the talent pool using the best selection resources, align TM processes (attract, develop and retain), and finally build mechanisms for organisation support to measure and evaluate the system. The system can be considered as a standard set of steps and framework, because it helps organisations to follow and review their business plan and decisions, strategy and processes according to this standard.

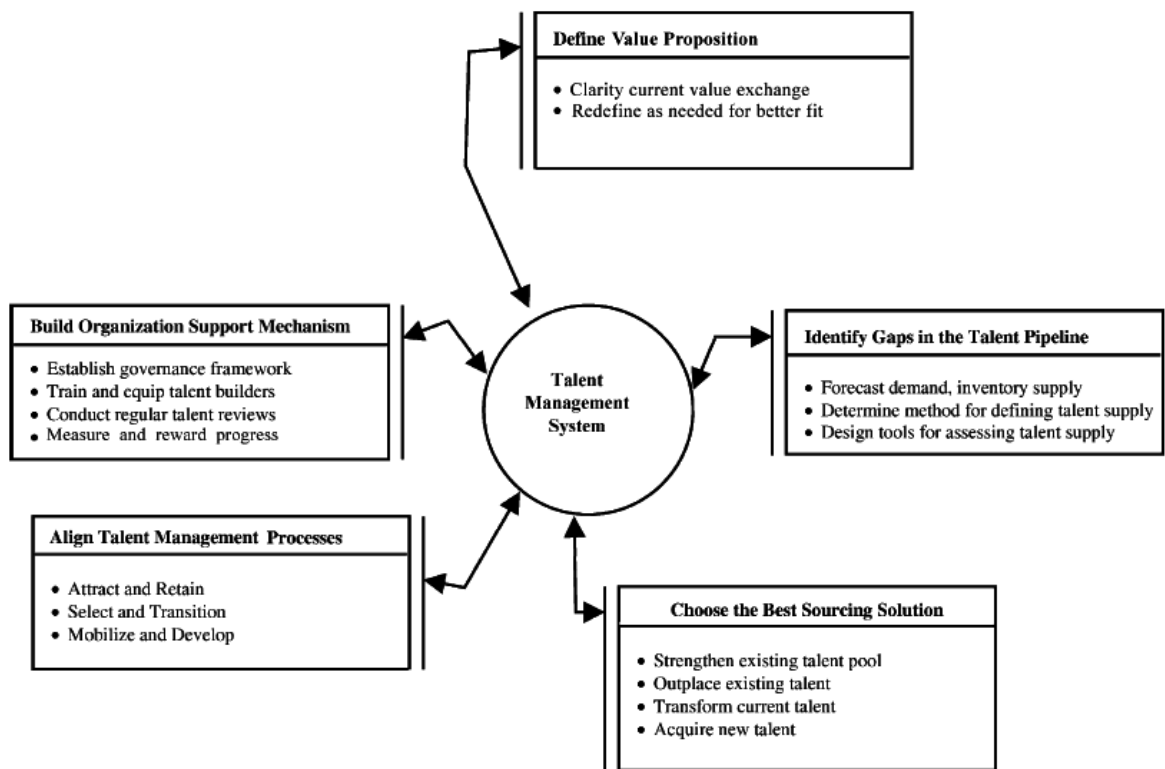


Figure 5: Designing the Talent Management System
 (Source: Sloan, Hazucha & Katwyk 2003, p. 255)

2.3.3 Talent Practices

TM practices focus on individuals' skills, their behaviour and performance as confirmed by IIs, Preece & Chuai (2010). The first step in the TM system practices is to identify the key positions in order to have sustainable competitive advantage in the market. Organisations must have a systematic way of identifying the key positions required (Collings & Mellahi 2009). It should be noted that identifying talents and targeting them must be at all levels (Guthridge, Komm & Lawson, 2008). The second step after recognizing the required talent, is that the organisation builds the talent pool which is a collective group of identified talents (Tansley 2011). The third step is retention of the talent. According to Torrington et al. (2011), retention gives impression of the strength of the organisation in the market and its sustainability, because it helps to develop the current talent, prevents talent from leaving to competitors, and also can attract new talent.

Stahl et al. (2012) explain the TM practices along with TM guidelines in "The Talent Management Wheel" (see Figure 6). They argue that there are six principles of valuable talent management for successful companies, these principles are:

- (1) Alignment with strategy, as company strategy is the first point for TM. This strategy must be flexible and is able to be changed as required by the market business conditions.
- (2) Internal consistency. Company's TM practices should be steadfast and contribute to each other, because internal harmony inside any company is important and critical to TM.
- (3) Integrated culture. This means that to understand the basis of sustainable competitive advantage for any successful company and its corporate culture. The more the culture and values fit via the performance management system, the more the company becomes globally successful. In addition to training and development plays an important role in managing and emphasizing the culture.

- (4) Management involvement, which is essential for TM to be supported by senior and line managers, and is deeply involved in TM process especially recruitment, succession planning, leadership development and retention.
- (5) Balancing global and local needs, as TM is very complex for multinational organisations where they operate in many countries.
- (6) Organisation branding. In order to magnetize talents and fill their requirements, the company needs to has either strong fulfillment of marketing principles or achieve corporate social responsibility, which nowadays has become essential for TM and branding activities in most companies.



Figure 6: The Talent Management Wheel
 (Source: Stahl et al. 2012, p. 27)

As highlighted before, TM is deeply involved in HR and the whole organisation. Blass (2007) gives details showing the potential effectiveness of TM practices and processes on HRM, organisation culture and change management (see Table 2).

Perspective	Core belief	Recruitment & Selection	Retention	Succession Planning	Development Approach
Process	Include all processes to optimise people.	Competence based consistent approach.	Good on processes such as work-life balance & intrinsic factors that make people feel they belong.	Routine review process based on performance review cycle.	PDPs and development reviews as part of performance management. Maybe some Individual interventions.
Culture	Belief that talent is needed for success.	Look for raw talent. Allow introductions from in-house.	Allow people the freedom to demonstrate their talent, and to succeed and fail.	Develop in-house if possible, if not look outside.	Individuals negotiate their own development paths. Coaching & mentoring are standard.
Competitive	Keep talent away from the competition.	Pay the best so you attract the best. Poach the best from the competition.	Good people like to work with good people. Aim to be employer of choice.	Geared towards retention- letting people know what their target jobs are.	Both planned and opportunistic approaches adopted. Mentors used to build loyalty.
Developmental	Accelerate the development of high potentials.	Ideally only recruit at entry point and then develop.	Clear development paths and schemes to lock high potentials into career paths.	Identified groups will be developed for each level of the organisation.	Both planned and opportunistic.
HR Planning	Right people in the right jobs at the right time.	Target areas of shortage across the company. Numbers and quotas approach. Turnover expected, monitored and accounted for in plans	Turnover expected, monitored and accounted for in plan.	Detailed in-house mappings for individuals.	Planned in cycles according to business needs.
Change Management	Use talent management to instigate change in the organisation.	Seek out mavericks and change agents to join the organisation.	Projects and assignments keep change agents, but turnover of mainstay staff can occur.	Can be a bit opportunistic initially until change is embedded.	Change agents develop others who align with them and become the next generation of talent.

Table 2: Differences in operationalisation of HRM according to talent management perspective
(Source: Bass 2007, p. 5)

2.3.4 Succession Planning

Barnett & Davis (2008) define succession planning as a system that helps to manage the talent pipeline, because the main objective is to provide the quantity and as well the quality of talents. Processes and structures are established to identify talents that are needed for future leaders who are ready to contribute and capable making a difference and achieving high performance. It also requires investment in the best employees and on-going continuous development for the highest performance.

The organisation should take succession planning seriously and so doing emphasize the benefits of making good succession planning. It needs to develop and retain talents and to understand today's younger employees who have different values and attitudes towards their jobs. Planners also need to take advantage of the younger person's knowledge of evolving technology, while corporate governance and globalization. Besides, the benefits include reducing turnover, improving financial and business results and leadership progression. There are five continuous best practices for succession planning: the process overall (preliminary and preparatory), talent key to be identified, reviewed and evaluated, feedback and development and measurement (see Figure 7).

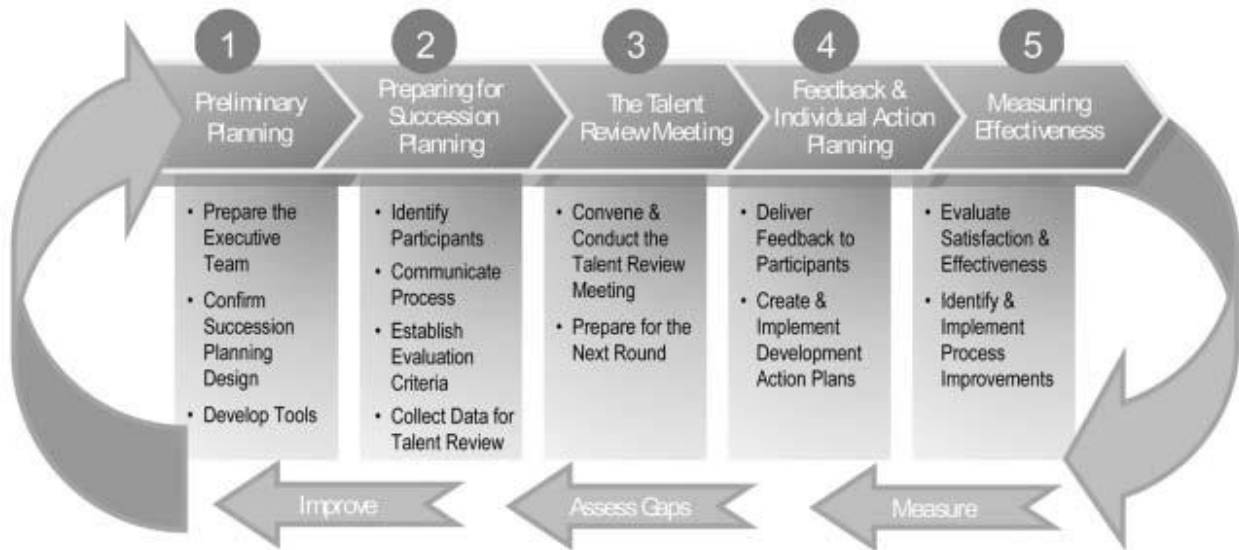


Figure 7: High-Impact Succession Planning Process
(Source: Barnett & Davis 2008, p. 731)

Dessler (2008) confirms the same meaning of succession planning as an on-going systematic process of identifying, assessing and developing leaders inside the organisation, in order to improve performance which includes three steps: identifying and analyzing key jobs, creating and assessing employees, and selecting the right candidate who can fit these key positions.

Furthermore, succession planning is a tool to develop future leaders through using today's workforce. Golden (2005) states that companies establish programs to recognise, train and develop current high potential and achievers, to be candidates for future leaders. However, there are some challenges facing succession planning: (1) changes in the leadership due to changes in managers and leaders' scope of duties and responsibilities, (2) restructure career progression as managers and leaders need a new career models for development such as expanding their skills, professional qualifications and increased marketing of themselves, (3) change workplace demand including culture, technology and work environment with affects decisions. Therefore, the organisation should strengthen its future leader-talent pool by providing effective training and development, building special programs for identifying leadership potentials and guide its talent leaders with the necessary methods to succeed in their career development.

Finally, succession planning is considered an important and common approach for GTM (McDonnell et al. 2010). It will assist the organisation in discovering key candidates and help in evaluating the employees' abilities and capabilities internally before looking for external talent in the market. Therefore, succession planning is "a corporate-driven global process" (McDonnell et al. 2010, p. 154) for global talent development and can also positively impact on global HRM (see Figure 8).

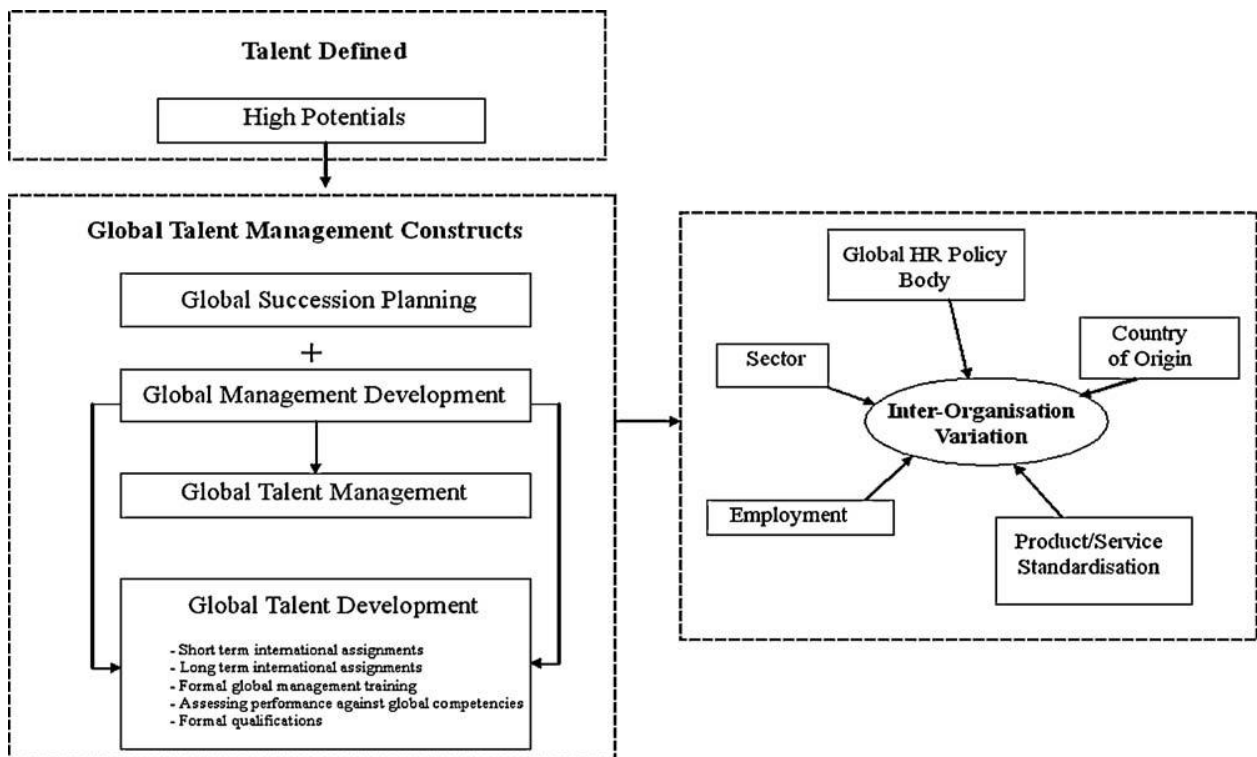


Figure 8: Global talent management model
(Source: McDonnell et al. 2010, p. 154)

2.4 Talent Management Challenges

The fact that Talent Management is important to many organisations in all aspect leads to a war for talent either locally or internationally. In direct and indirect ways, TM increases a company's profits and promotes the flourishing of the organisation's brand, due to the impact of their top potentials and performance. Consequently, TM becomes a field of competitive dispute and has many challenges.

The major challenge that faces TM is implementing TM strategy. This is mainly due to the difficulty of applying TM or management resistance and refusal to be persuaded that TM has benefits for the organisation. Mellahi & Collings (2010) state that the vital challenge facing TM is that organisations do not understand or are not convinced with the effectiveness of implementing TM, and it is not on their list of top priorities on top management's agenda. Whenever a company cannot recognize the importance of applying TM strategy and practices, its future is at stake by default. In addition, neglecting TM strategy and practices will also lead to shortages of talent (Vainam, Scullion & Collings 2012), especially when targeting the same talents in the competitive labour market. Chambers et al. (1998) argue that most companies do not view TM seriously until they face a major business problem. Conversely, Stuart-Korze and Dunn in 2008 (cited in Torrington et al. 2011, p. 594) state that there are many talents in the market, however, there is lack in HR Professionals "who know how to identify, develop, recruit and retain talent". This issue is more broadly applicable whenever there is misunderstanding of the TM term, and when no TM strategy and practices are incorporated within the organisation's business plan.

There are four primary challenges that face TM. The first challenge is targeting the same talents (Chambers et al. 1998). Second one is the complex economy and market changes. Thirdly rising job mobility and increasing levels of employee knowledge and awareness (Chambers et al. 1998, Guthridge, Komm & Lawson 2008, Vainam, Scullion & Collings 2012). Fourthly, the complex demands of globalization, which is the external factor in the environment as agreed by many researchers

(Guthridge, Komm & Lawson 2008, Vainam, Scullion & Collings 2012, Kim & McLean 2012).

TM challenges hit all types of organisations at all levels. Mellahi & Collings (2010) argue that there is a challenge around global talent, as HR and top management face critical issues regarding this dilemma. When talents are located at the level of top management, they are more visible and valued by their senior colleagues. Both physical and travel distance between the main office or headquarters and subsidiaries are significant obstacles that organisations face with TM (Kim & McLean 2012). Although social media can promote and advertise limited vacant positions, talents, based in different subsidiaries, have fewer chances to apply.

Placing talents in one team is one of the TM challenges. Mankins, Brid & Root (2013) argue that organisations should understand employees' abilities and strengths, and then they can have the extraordinary creativity once it puts the best talent thinkers in one team. The effectiveness of talented teams will not exist if the organisation does not follow the best practice of TM because the old idea about the best employees should not work together does not exist any more. Many well-known organisations, such as Apple and Google, are putting their talent stars together in the same team which has resulted in the best achievement of critical projects with a specific mission and objectives as the employees are led by highly motivated leaders, have extremely ambitious goals and high incentives and rewards.

On the other hand, organisations still need to be aware of the challenges they may face from having talents in one team. Effective implementation of TM systems requires continuous performance evaluation to measure talents' team spirit in order to prevent ego conflicts damaging performance, as these teams should never be a one-man show. Contingency plans should be prepared for replacements and backup teams, whenever needed. However, one overall rewards system should apply to all employees. Finally, Organisations should work toward reducing TM challenges, and HR should be very proactive, and their roles also need to be efficient in building strong relationships among organisations' business units (Chambers et al. 1998).

2.5 Talent and Performance Management Relationship

Performance Management (PM) is one of the most important elements on which organisation depend in order to recognise talent. Talents, defined as employees with high potential and top performance (Chambers et al. 1998, Lewis & Heckman 2006; Tansley 2011; Mankins, Brid & Root 2013; Mellahi & Collings 2010), are strongly influenced by Performance Management (PM) systems. PM systems will retain the talent in the organisation when they are implemented effectively (Chambers et al. 1998, Mackey & Barney 2005). It has been observed that talent is related to high potential employees and linked to high performance (Stahl et al. 2012). Companies should establish a standardized global performance management system, which is based on local integration and implementation of performance processes and tools.

PM is a mirror for the firm's strategy. Foot and Hook (2008) confirm that the strategy, including HRM, mission statements and organisational goals and objectives, affects the performance of individuals and teams. There is a relationship between the amount of communication and the level of involvement within the workforce. On a team level, if the organisation strategy is known and understood, the performance level will be raised, so the role of line manager remains central to implementing PM processes and reviewing the performance appraisal of teams and individuals for career progression and competence development (see Figure 9).

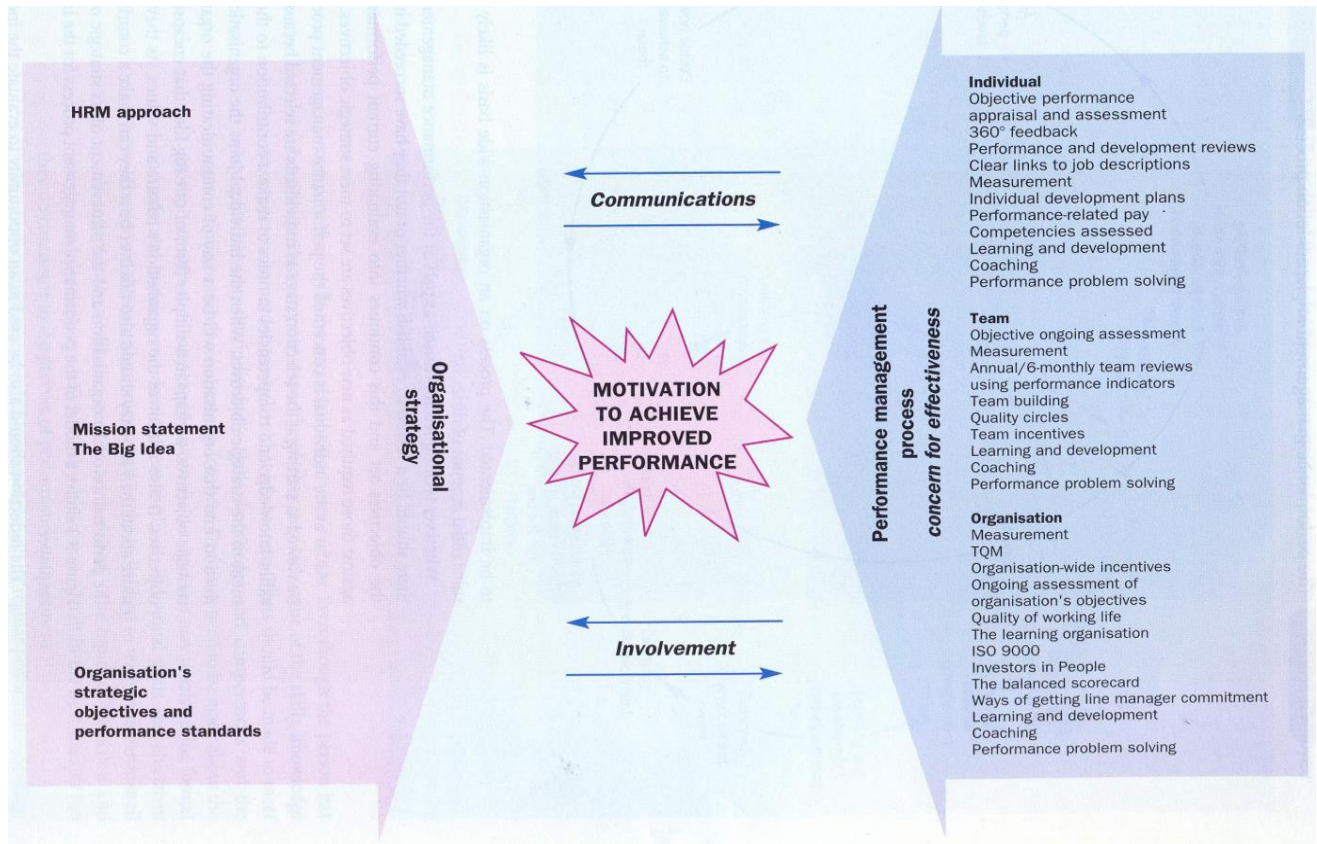


Figure 9: Performance management: a dynamic approach
(Source: Foot & Hook 2008, p. 241)

PM systems are managed across the company and it is not only the responsibility of HRM. Its implementation is based on understanding of shared processes and motivation tools in order to achieve organisational goals and objectives as well as to manage and develop employees (see Figure 10). In common, proper application of PM and adoption of performance appraisal will increase the organisation's efficiency and guarantee high performance.

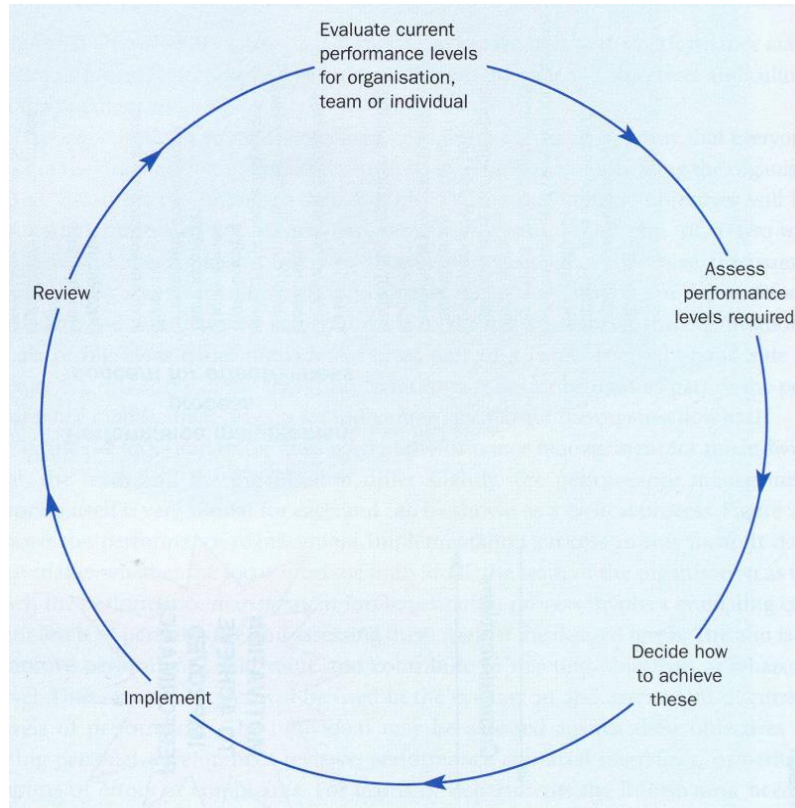


Figure 10: The performance management implementation process
(Source: Foot & Hook 2008, p. 242)

Many organisations use performance appraisal “Organisation Sense Management Review (SMR)” (Bhatnagar 2008, p. 23) as an on-going-tool to evaluate job descriptions, achievements, responsibility scope, improvement, future goals, and training needs. Torrington et al. (2011) claim that assessment of current employees’ performance is one of the tools that identifies talent, as talented people may have existed but not yet recognized. Therefore, setting up “Assessment and Development Centers” will help to identify talents by using measurement tests such as interviews, psychology tests, and performance tests.

Many employers identify talent by performance appraisal (Sloan, Hazucha & Katwyk 2003) and assessment via evaluation tests, interviews, different grades and direct work tasks. This traditional approach is commonly used. However, recognizing talents should focus on the organisation’s future needs rather than current needs (Torrington

et al. 2011). TM strategy should not only focus on top performance as many other factors should be taken in consideration, such as gender, age and cultural background which can affect the behavior of talent at work. Therefore, diversity has to be developed by the HR team, and through encouragement and support from the top management. A diverse workforce is more likely to produce effective solutions and lead to successful implementation of TM as part of the business strategy (Guthridge, Komm & Lawson 2008). Taking into consideration the idea that HR practitioners are to facilitate TM but not to lead talents (Torrington et al. 2011), successful TM requires the execution of appropriate leadership styles in parallel with implementing the organisation's strategy to identify, measure and develop employees via performance management systems.

Traditional performance appraisals were based on paper work, and newer technologies are now available such as Smart phones which have become part of both personal and professional life. Samarakone (2010) suggests using a "real-time talent management system" as a new application of mobile technology to facilitate and prompt communications between managers and employees especially talented ones. In this way, managers can discuss, review and feedback employees with performance and behavior results, job-related actions, business goals and objectives which could also improve the management's business decision making. The advantage of using this system is to save time, effort and also provides on-the-spot advice for both management and employees with real-time or rapid updates. However, these automated forms of communications between management and employees may affect employee's commitment because there is no embodied, co-located interpersonal interaction and liaison between them. The strong effect and impression are created by face-to-face interaction between management and their subordinates. In addition to that, there is a risk with this technology mediated approach which includes either the loss of data in cases of damage to devices or the information could be revealed to the public or competitors if devices are lost.

There is a potential for a positive relationship between TM and PM which is supported by various techniques of performance appraisal. Aguinis, Gottfredson & Joo (2012)

give four recommendations and explain how organisations can maintain talent by using PM. If these recommendations are applied, organisation can provide a challenging environment for talent to increase their performance, because talents are always looking for challenging jobs and tasks. PM can play a vital role as an indicator and communicator for talent behaviors in the future, and identify new activities to engage talents for their next goals and objectives. Finally, PM can be a proper and competent input to evaluate organisational reward systems for talent including their expectations regarding salaries and bonuses (see Table 3).

Recommendation	Brief Description
1. Use performance management to create and maintain Individualized Developmental Plans (IDPs)	<ul style="list-style-type: none"> • IDPs are agreed-upon and individually tailored courses of action to be taken by both the manager and the employee to improve performance, prepare the employee for advancement, and enrich the employee's work experience. • IDPs help improve the retention of top performers because they address their expectations about work: learning new skills on the job and receiving individualized attention. • IDPs become so intricately tied to the organization that competitors will find them hard to imitate, thus making it difficult for competitors to attract away top performers.
2. Use performance management to ensure that work is challenging, interesting, and meaningful	<ul style="list-style-type: none"> • Ensure that top performers' work is challenging (e.g., involves sophisticated knowledge and skills), interesting (e.g., novel, fun), and meaningful (i.e., makes a difference). • Implement job sculpting, which involves matching top performers' jobs to their personal values and embedded life interests. • In larger organizations, use job sculpting to create and then place top performers in to smaller and more autonomous units, which makes top performers feel like they are at small organizations while really working at large ones, thereby allowing top talent to get the best of both worlds.
3. Use performance management to provide clear advancement opportunities	<ul style="list-style-type: none"> • Top performers are more likely to cite advancement opportunities as a reason for staying with an organization compared to low performers. • Performance management should be used to (a) communicate to top performers the next rung in the advancement ladder, (b) indicate which new competencies and behaviors should be learned to achieve that next rung, and (c) identify what developmental activities are needed to engage in and set appropriate goals accordingly
4. Implement performance management systems that include contingent rewards	<ul style="list-style-type: none"> • Top performers are particularly sensitive to whether they are sufficiently compensated and usually possess a highly developed sense of justly earned entitlement, including expectations regarding salary growth. • The contributions that top performers make to the organization should be measured properly and rewarded accordingly.

Table 3: Research-based recommendations on using performance management to win the talent war (Source: Aguinis, Gottfredson & Joo 2012, p. 613)

This research mainly shows a robust link between TM and PM. Such linkage is derived from many reasons. Firstly, there is the idea that PM assures the monitoring talent which improves the quality of HR development (Dijk 2008). Secondly, there can be a positive relationship between TM and management development via PM where "Management development is the process through which employers select, develop, and advance individuals into leadership roles" (Cappelli 2009, p. 180). Consequently, both processes of TM and management development identify the best individuals to be developed and led. Taking into consideration the fact that TM does not substitute for management development, it is important to understand that management development is a good base to proceed with TM (Dijk 2008). Thirdly, PM will help organisations to assist business goals through employee performance appraisals, which reflect TM process successes.

There is a strong connection between the talented top management "winner" (Joyce and Slocum 2012) and organisation's financial performance. There are eight types of capabilities inside an organisation, four of them comprise the foundation capabilities (strategy, culture, structure and execution) and the other four are complementary (talent, leadership, innovation and growth). Therefore, in order to have winning organisation financials, the company should have the first four types of capabilities "foundation capabilities" and two of the other four: "complementary". If talent is chosen from the other two, so the company will be a long-term winner (see Table 4).

<i>Winner capabilities</i>	<i>Early Moves Leverage winning practices</i>	<i>Consistent Moves Institutionalize winning</i>	<i>Late Moves Consolidate gains/invest</i>
Strategy	Emphasized international and niche markets Acquired strategically-grown, obtain synergies and competencies	Strategic market selection Diversified and increased market share	Strategic acquisition International and geographic growth Grow market share
Execution	Focused on effective marketing Maintained strong product position Used cost reduction to improve profitability	Provided good customer service, quality Continuous improvement efforts Established good operating controls, good efficiency	Continue to improve marketing Continuous improvement efforts across functions Product diversification
Fast/flat structure	Fast communication and knowledge sharing		Restructure to focus on market Organization reacts quickly to market More efficient structure
Culture	Emphasis on teams, fairness, tolerance, informality, people empowered to take initiative	Strong team-based culture focused on market needs	Strong shared culture of empowerment, trust and motivation
Talent	Downsized effectively Experienced, empowered, and hands-on management team	Leverage incentive compensation Strong HR practices produce and retain strong CEO, workforce	Continue to Invest in Winning HR practices

Table 4: Remaining a Winner. Winner Strategic Capabilities and Talent
(Source: Joyce & Slocum 2012, p. 191)

The above table illustrates how talented leaders can empower the combined best practices of TM and HRM. This could be through strong leadership, high performance and potential targets as well as investing in employees, which will affect positively on the organisation in many areas such as quality, marketing and customer satisfaction. TM will help to sustain a high level of performance and support profit growth. In addition, the mutual relationship between HRM and PM is embodied in HR practices, which affect employees' behavior and attitudes at the individual level, and also it has an impact on employees' abilities, motivation, satisfaction, performance, and opportunities. These will directly improve HR outcomes such as employee turnover, productivity, financial performance and commitment which also enhance organisation outcomes and its revenue.

2.6 Emiratisation and Talent Management

Another important objective of this research is to present the TM concept with Emiratisation policy. Young UAE nationals are the future leaders of the country. Emiratis should learn, work hard, and act with a higher performance than foreigners who are prevailing in employment in the UAE at all levels. To support nationalized youth and professionals, and balance between Emiratis and expatriates supply and demand, the government has applied an Emiratisation policy as a strategy in managing human resources in the country. It has established the "National Human Resource Development & Employment Authority" or "Tanmia" as a federal institution responsible for Emiratisation. This institution exists to set up the policy, review the implementation, create jobs for Emiratis, develop training and follow up and evaluate the employment processes (Tanmia 2014, Rees, Mamman & Braik 2007, Mashood, Verhoeven & Chansarkar 2009).

A survey made by Forstenlechner et al. (2012) shows a positive relationship between hiring Emiratis and their level of education. The more well educated Emiratis are, the more they become talents and they are needed. UAE national jobseekers have a strong motivation like expatriates, but they select specific jobs to apply for. They look for a job with prestige and reputation and prefer to work in government positions. On the other hand, some organisations in the private sector hire Emiratis in order to apply the government rules, as Emiratis should present a certain percentage in many companies' payrolls. Therefore, Emiratisation is not implemented efficiently.

Some private companies assume that the majority of UAE nationals have low performance and productivity. They also assume that Emiratis lack communication skills in the English language (Mashood, Verhoeven & Chansarkar 2009, Alabdelkarim, Muftah & Hodgson 2014). This assumption is not correct because in the public sector, Emiratis are very successful and perform professionally at work. Rees, Mamman & Braik (2007) declare that applying organisational policies and procedures and leadership commitment into the Emiratisation policy will support Emirati employment.

The major problem in implementing Emiratisation policy in the private sector is that UAE nationals prefer working in public and government sectors rather than private sector, due to fewer working hours and more benefits (Federal Demographic Council 2013, Alabdelkarim, Muftah & Hodgson 2014). Government and semi-government jobs have a very strong demand from Emiratis. Consequently, the Absher program (2014) is part of government efforts to encourage Emiratis to join private organisations. This initiative governmental program has announced the benefits that are offered to UAE national. These benefits come from the participating private companies in the program for UAE nationals, who are willing to work with them. In addition, Absher has announced in *The National* (11 November 2013) that Emiratis graduates will get 30% over their salaries if they get jobs in private companies.

On the other hands, some private companies are already paying higher salaries than the public sectors to talented Emirates. According to a published survey (Sinclair 2014), 55% of respondents consider governmental jobs to be more attractive to UAE nationals. Moreover, research shows (The National 2013) that Emiratis are highly recognized and engaged and feel more satisfaction in some private sector rather than public as they get more training and development.

With regard to TM and Emiratisation policy, it is significant to link and align TM with Emiratisation policy as a part of HR strategy. It is noteworthy that that Emiratisation itself is not replacing expatriates; it is a process to train, develop and raise their performance. As a result, the existence of experienced expatriates will expand the talent pool and enhance creativity, culture and innovation in the society (Randeree 2009). Thus, it is the UAE government's vital role to develop its nationals and take the TM issue seriously to enhance the country economically and culturally (Kehinde 2012). A recent report (Federal Demographic Council 2013) confirms that it is essential for the government to develop its policies for TM effectiveness, invest in TM practices and systems in order to focus on and develop Emirati performance as well as improve training and support the education system.

The report also suggests that TM will be more efficient if Tanmia has a section for Talent Managing the workforce. In contrast, the same report proves that TM, as a

concept, is fully understood as well as applied and operated to a certain extent through Emiratisation policy in both public and private sectors. However, Emiratisation TM cannot be implemented in full due to the variety and difficulty of TM practices, and at the same time due to the special nature of diversity in culture and environment in the UAE market. Talent needs and challenges should be recognised and solved in the future. This means that there is a need to apply a different TM process in the UAE “future proofing”. Such a process will not only solve the TM challenges but also will support organisations in attracting and retaining talent either locally or internationally (see Table 5).

TM Policy Areas	International TM Considerations	Local TM Considerations
<p>1. Global Competitiveness of the National Workforce</p> <p>(on-going recruitment and retainment of talent; performance and merit-based recruitment of expatriate and Emirati workforce)</p>	<p>Global Talent Dynamics</p> <p>Global Competitiveness</p> <p>Future Proofing of Organizations (Preparation of organizational systems and cultures for future talent)</p>	<p>Emirati Talent Base</p> <p>Employment of Emiratis (unemployment)</p> <p>Empowerment of Emiratis</p> <p>New Recruitment drive for Emirati talent based on principles of competitiveness, sustainability, fairness and engagement</p>
<p>2. Engagement of Multiple Institutional Actors and Key Decision Makers in Organizations</p> <p>(communication and cooperation between state and public, private and voluntary sectors)</p>	<p>Increased consultation with organisations and greater participation of individual stakeholders who can champion and spread good practices in TM</p> <p>Benchmarking TM policies, systems and practices</p>	<p>Development of a new coordination body for Emiratization</p> <p>More detailed review of areas of skills shortages and over-supply to inform Emiratization policy development and implementation</p>
<p>3. Inter-sectoral Competition for Talent</p>	<p>Development of policy solutions for inter-sectoral competition</p> <p>Advocacy based on principles of competitiveness, sustainability, fairness and engagement</p>	<p>Extension of intelligent quotas for Emiratization in more sectors, industries and occupations of the UAE</p>
<p>4. Creation of a Country Environment Supportive of Talent</p>	<p>Development of new policies and practices for the UAE in: talent retention, talent development and talent expansion</p>	<p>UAE Opinion survey of Emirati on work and life expectations</p>

Table 5: Development, Utilisation, Retention and Management of Talent
(Source: Federal Demographic Council 2013, p. 78)

2.7 Talent in Islam

Talent management has existed for many years and in ancient times. Talented individuals are easily known due to the few numbers of populations at that time, and they are identified through two main major factors:

- (1) Physiognomy “the supposed art of judging character from facial characteristics” (Oxford Dictionary 2003, p. 1328). Predominantly
- (2) Observing performance of the job as HRM at upon that time “can be seen as the effective management of people at work” (Jabnoun 2005, p. 183).

However, it had not been recorded or recognized till the revelation of The Holy Qur’an. As people knew and read the stories of talent Prophets in The Holy Qur’an, for example, Al-Aziz, an old Egyptian King, discovered talent of the Prophet Yousuf (Joseph), peace be upon him, at a young age due to the King’s experience in identifying and managing his subordinates.

{ وَقَالَ الَّذِي اشْتَرَاهُ مِنْ مِصْرَ لِامْرَأَتِهِ أَكْرِمِي مَثْوَاهُ عَسَىٰ أَنْ يَنْفَعَنَا أَوْ نَتَّخِذَهُ وَلَدًا } (سورة يوسف 12:21)

“21. And he (the man) from Egypt who bought him said, to his wife: “Make his stay comfortable, maybe he will profit us or we shall adopt him as a son.””
(The Holy Qur’an, 12:21)

Also Prophet Moses, peace be upon him, his strength and loyalty had been discovered by the lady who asked her father to hire him for his high performance as she had observed his utmost performance during previous assistance to them.

{ قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ } (سورة القصص 28:26)

“26. And said one of them (the two women): “O my father! Hire him! Verily, the best of men for you to hire is the strong, the trustworthy.”” (The Holy Qur’an, 12:21)

Therefore, leaders are always skilful enough and have the ability to recognize talent in their area. Part of TM strategy (Collings & Mellahi 2009) is to discover high potentials

and performance. Jabnoun (2005) explains that the “Islamic Management Model” and values, which include leadership, HRM, strategic planning, decision making and tacitly quality and performance management, will lead to TM practices to enhance the overall organisation system and ensure economic development through the effectiveness of HR development and management (see Figure 11).

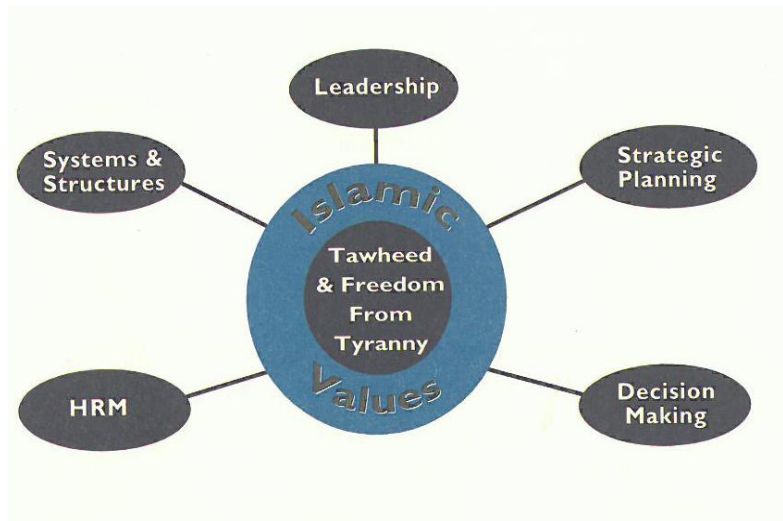


Figure 11: Islamic Management Model
(Source: Jabnoun 2005, p. 315)

The best example of the earlier Muslims cleverness, which is named today talent, is presented in memorizing the Holy Qur’an on the spot and they were keen to keep improving their talent by daily practicing citation. Moreover, the leadership (Jabnoun 2005) along with the right decision making and cleverness under management of the Prophet Mohamed, blessing and peace be upon him, and his friends, prove the development of the organisation at that time. It also confirmed that TM practices existed although with a simple organisational structure. The Prophet Mohamed, blessing and peace be upon him, could recognize the talent among his team and build talent pool for future leaders. For example:

- Hassan ibn Thabit (Wikipedia) the Prophet’s Poet, his incredible ability to improvise poetry spontaneously without preparation (Jabnoun 2005, p. 306)

- Abu Ubaidah Al-Jarraah, "The Trustworthy of This Nation" (Khaalid 2007, p.99), he has been chosen as the Nation General Secretary because of his integrity, honesty and sincerity in work.
- Umar Bin Al-Khatab, a very talented standard leader, "self-discipline", has "excellent intelligence" (Jabnoun 2005, p. 308). He knew the strength capabilities of his subordinates, so he succeed in delegating authority professionally and proved continuous improvement of his commitment and performance to the nation (see Figure 12).

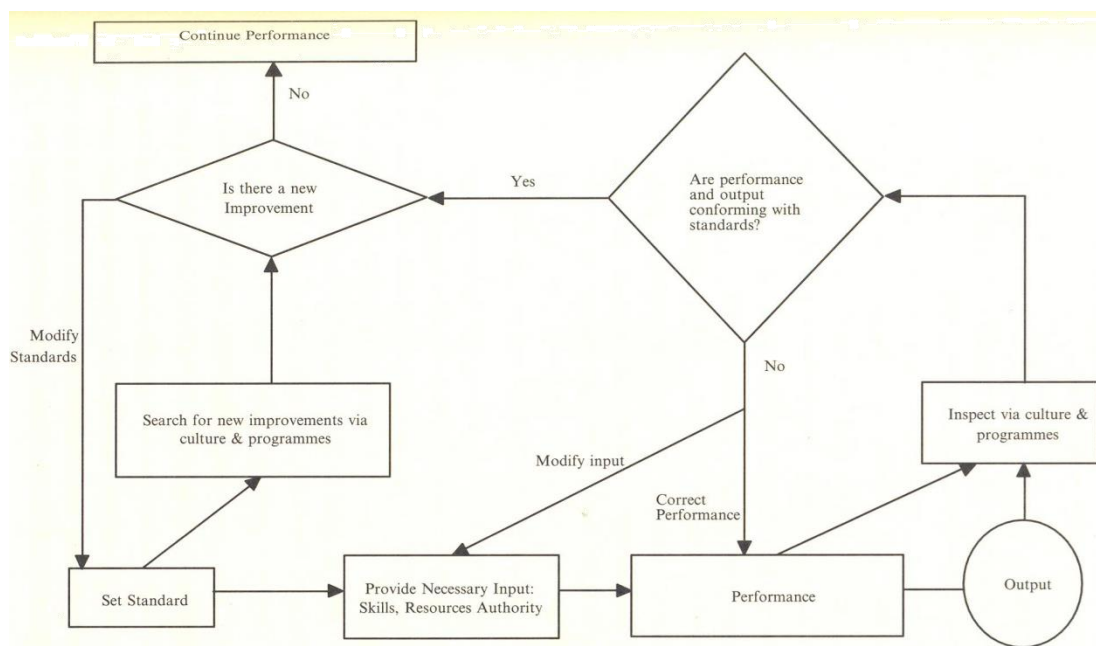


Figure 12: Umar's TQM Control Process
(Source: Jabnoun 2005, p. 310)

At last but not least, this chapter discusses the relevant theories and points of views that have been published regarding to the definition of TM, how it is linked to HRM and PM. It also illustrates the TM strategy with its implementation and explains the TM challenges that organisations may face. In addition, it presents the Emiratisation policy and talent in the Islam. The next chapter will clarify the methodology that is used in this research.

CHAPTER 3

METHODOLOGY

After studying the literature review, this chapter will explain the proposed methodology that is used to achieve the dissertation's objectives and answer the stated research questions regarding talent management.

3.1 Research Approach

The approach of this research is to explain Talent Management (TM) as a part of Human Resource Management (HRM), and emphasize its influence on organisation along with its relation with Performance Management (PM). The area of investigation includes a private ABC Construction Company. In September 2011, TM term was introduced to the company as a part of case study under HRM Strategy assignment. The assignment was initiated by Ahmed (2011) presenting TM subject in webpage for the employees to give them an introduction and more awareness about the importance of TM as part of HR best practice.

This research study adopts a qualitative research approach because, as May (2002) argues, the qualitative research engages directly with "the world" which concerns the daily life or behavior of a selected group. Essentially, qualitative researchers seek to understand and interpret the meaning of experiences for individuals and groups. The research aims to explore and develop new concepts and knowledge rather than merely observing and recording events and people.

This research follows an interpretive philosophy and epistemology which focuses on the complexity of business-related phenomena in the real-life business contexts. The overall purpose of the qualitative approach to research is to identify how the social world works and what it means for its participants in particular settings and contexts. This requires collecting sufficient data to be able to make a contribution to

knowledge about the phenomena under investigation (Eriksson & Kovalainen, 2008).

Interpreting TM in the UAE as part of HRM best practices and successful strategy where every organization must understand, implement, define needs, source, select, develop and retain. Therefore, the research aims to obtain accounts from senior and managerial levels on numerous questions namely; What drives talent management initiatives in the Emirates?; How central is talent management to the strategies of your organization?; Are there any challenges facing the future of talent management in your organization?. There are a list of questions on TM covering macro and micro levels as well as the organization level, which will be explained later in this chapter. However, this empirical research is sometimes focus on questions than others in order to collect data from the interviewee as much as possible and to understand why some express bewilderment over the distinction between TM and PM.

3.2 Research Design

The research is designed to achieve the study goals and objectives. The components of qualitative research link the “theoretical frameworks, questions, research, generalization, and presentational goals with the methods used and resources available under the focus of goals achievement” (Flick 2009, p. 133). These components of the research are formulation of the important factors of the research and its decisions (see Figure 13)

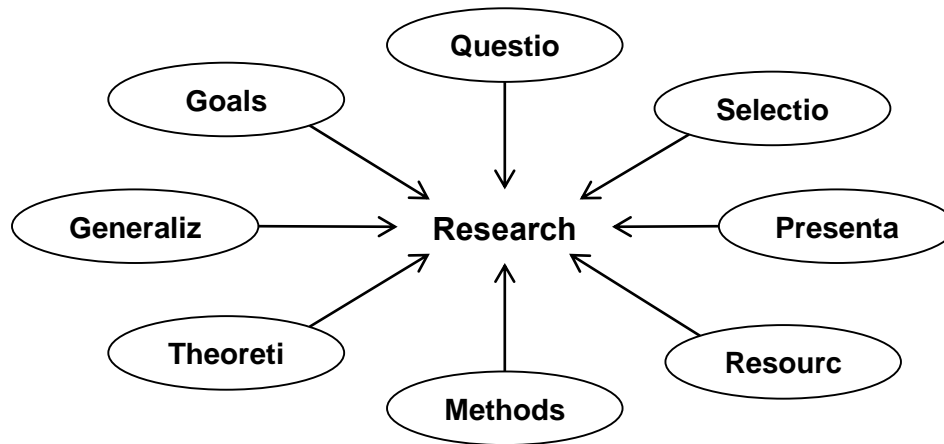


Figure 13: Components of Qualitative Research Design
 (Source: Flick 2009, p. 133)

The case study is the best choice for this qualitative research and it is suitable for the reader to understand the main topic. The case study shows how the culture works in a specific illustration by carrying out interviews, direct observation and studying the situation, depth description and analysis, extensive data collection and information and audiovisual evidence (Creswell, 2007). Furthermore, being a postgraduate Masters thesis, experiential investigation is limited by time and budget. Flick (2009) claims that the main goal of the graduate project is to practically describe and evaluate the current practices. Hence, this research is choosing conducting face-to-face interviews to ask questions as an investigation technique to reach insights of people to figure out whether they are familiar with TM term and what is their opinion about it, as Robson (2002, p. 272) justifies, "...seeking to find out what people know, what they do, and what they think or feel."

3.2.1 Interview Design

Each interview has started with a short introduction about the topic and why this research is conducted, even though it is not recording. All interviewees were notified ahead with an email before the interview appointment in order to review the interview questions so can they have enough time to read and understand the questions and prepare themselves. The interview timing is scheduled to be for 60 minutes; however, four interviews took about 30 minutes only because either the

participants were not familiar enough about the talent management subject or because of the similarity of the questions as per their point of view as will be explained later on.

The interview questions of the Case Study Organisation Interview are divided into four parts, macro context, organisational level, micro level and conclusions, (see Appendix 1)

Part I Macro Context

This part contains nine questions asking about the general understating of the talents in the UAE, talent meaning, definition, responsibility, challenges facing talent management, talents supply and demand, good practicing for talent management and the Emiratisation policy.

Part II Organisational Level

This part conducts ten questions focusing on the organisation general understanding of talent management, its strategy, how it is implemented, practiced measured and monitored in the organisation.

As this part is asking about talent definition, responsibility and practicing in the organisation, however, interviewees consider these questions are repeated, because their point of view is that they have answered them in part I

Part III Micro Level

There are eight questions in this part investigating about the interviewee's assessment of employees' attitudes, roles and responsibilities for talent management and the stereotypes between employees specifically between Emiratis and others.

Part VI Conclusion

It contains eight questions asking about the challenges that may face talent management in the organisation and interviewees' point of view regarding the effective promotion of talent management by government, organisations, individuals and stakeholder.

3.3 Data Collection

The data collection in this empirical investigation is based on conducting interviews to conceptualize the experience of the interviewee's point of view. As Given (2006) points out not only can the researcher explore the personal perspective of the interviewees, but also their responses to the questions will draw out interviewees' opinions, description of personal behaviors, attitudes, feelings and other factors related to the research problem. He also suggests minimizing participants in the qualitative research to be between 15-18, essentially increasing numbers of interviews are very valuable to improve data collection, conversely, it can cause presenting same shared and conjoint ideas, opinions and thinking. This research is interviewed 17 of the most key employees in one of the most prestigious companies in the UAE, they were informed by an official electronic email sent separately addressed to each concern party (Appendix 2) along with two attachments, to explain the purpose of the interview as a part of talent management in the UAE research project (Appendix 3) as well as being a dissertation topic, towards fulfillment of MSc in Human Resource Management, and list of the interview questions (Appendix 1). The email is explained the interview conditions, such as meeting face to face and recording the conversation. Flick (2009) explains that it is very important for interviewees to have a general idea about the research, the main principle of the study and to understand the scope of the subject and its goal to divulge their views, such a way, will help the interviewer to probe more and narrow general answers.

Recording interviews is enormously crucial step too, both Mitchell (1993) then later Opendakker (2006) argue that recording interviews not only can increase the

accuracy of the data collecting, allows checking the efficiency and reduce errors relating to the interact date, but also ascertain the reliability and validity of the collecting data. However, the reliability and validity issue is become metaphorically overlooked as most of interviewees nowadays request to read interview questions before conducting interviews, either to decide if they will confirm their participants, they prepare themselves for answering the questions, or as per Mitchell (1993, p. 27) states '...appear more knowledgeable and "professional" than in fact he/she is.' After each interview, voice-recording is submitted to transcription process and reviewing.

The research exploits data collection instruments, such as survey questionnaire which developed by Alshamsi, Pinnington, Ozbilgin, Tatli and Vassilopoulou, and the interview guidance of the case study is directed by Pinnington (2012). The formal case study organization interview questions are divided into four parties, the first part is the macro context where the questions are more in general about definition and perception of TM from the interviewee's point of view and in the UAE, challenges facing and the Emiratisation policies, i.e. What is talent?; How is it defined in the Emirates?; What is the role of Emiratisation in management of talent in the Emirates?. The second part is organizational level where the questions are more focused on the company strategy and approach, talent needs and current practicing, measuring and monitoring inside the organization. The third part is related to the micro level where the spotlight is on interviewee's assessment according to employees' attitudes, their roles and responsibilities pro TM. Finally, the conclusions and there the questions are about future challenges of TM and interviewee's opinion and suggestions for government and private sectors for promoting effective TM in the UAE.

The subsequent criteria were used to make selection of the interviewees. Firstly they must be handling strategic positions in the organization, CEO and Senior Managers, where they are expertise in the company family business, HRM and/or project managements. Secondly, as the case study is focusing on TM in the

construction field, so the primary priority is given to the interviewees with engineering background (see Figure 14).

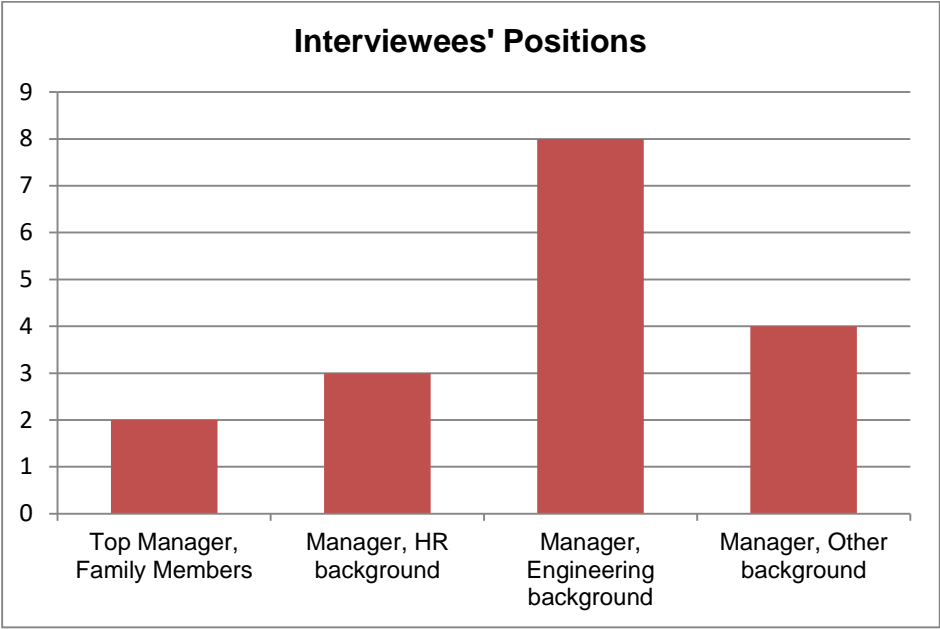


Figure 14: Interviewees' Positions

Third, the researcher was keen to select UAE nationals for making interviews, as part the study objectives and research questions is about Emiratisation policy, in addition, to select senior managers where they are connoisseur in project management with an engineering background. Therefore, (7) of total (17) were UAE nationals, rest are different nationalities such UK, South Africa, India and GCC, and (9) out of (17) have shown their seniority in project management. Fourth, interviewees' group age was another element that researcher looked at because the youth and new generations are more capable to make changes, introduce new concepts and more flexible and adaptable in thinking and challenges than very senior experience people over 50s. Moreover, they are the company future leaders whose can drive potentially the organization towards growth and development in very competitive and high speed market where everyone is looking for the best employees to work with. 88% of the interviewees are between 20s and 40s (see Figure 15).

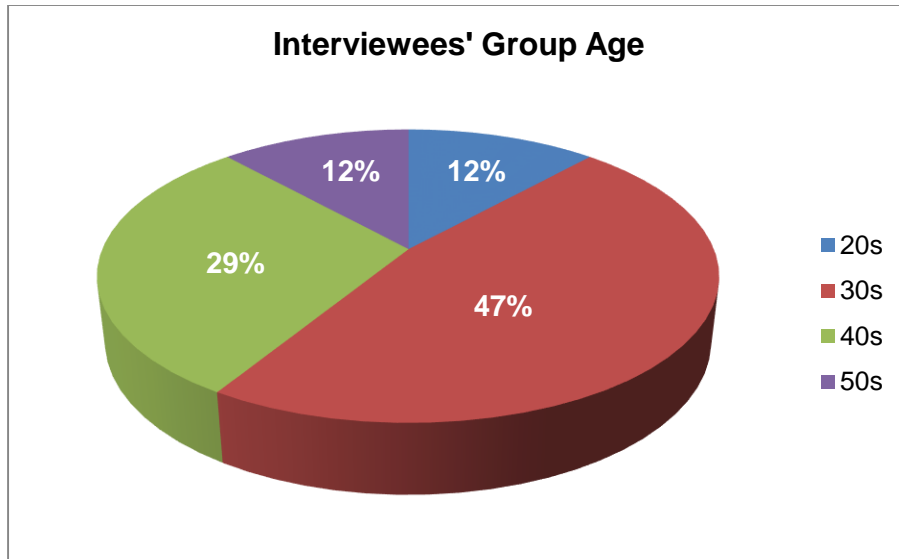


Figure 15: Interviewees' Group Age

The administration of the interviews of this research took ten weeks, nine in 2012 and additional week in 2013, and interview duration was from 30 minutes to one hour maximum. It is significant to mention that (16) interviewees have obtained organization interviews questions (Appendix 1) and one interviewee has got stakeholder interview questions (Appendix 4). Nevertheless, this research will investigate in details and conduct data analysis intensely in the organization interviews and the only consideration of the stakeholder interview analysis will be on interviewee's opinion and view about the consequence role of the women in the business field. Part of the research integrity, all interviewees have individually received the transcript of the interview for each approval and comments and to ensure the confidentiality, there will be no names on the transcripts, only the interviewee designation. The credibility was accomplished via association with a big research team and this dissertation research is part of a wider TM project in the UAE.

3.4 Data Analysis

After conducting interviews and collecting data, the next step is to analyze the data collected from interviewees. The research data analysis examines the impact of implementing TM inside the organisation and its relationships to leadership, HRM, PM and Emiratisation (see Figure 16). Data has been categorized in groups consistent with the four groups of questions. Under each group, there is a respondent answer, and then these data has been classified under codes and subtitles which are, Talent definition, TM responsibly and practices, TM challenges, PM and promoting TM. Under each coded subject, there are the interviewees' answers and comments related to these subtitles and there are also percentage of calculation of their thoughts and opinions.

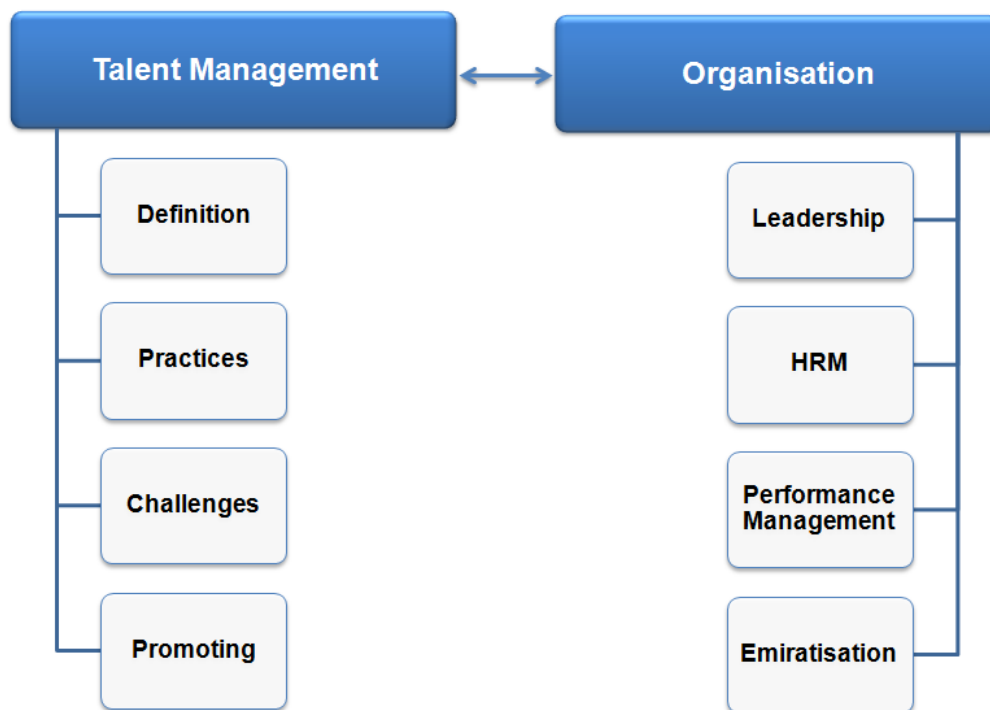


Figure 16: Research Data Analysis Dialogue

The main objectives of coding data materials are to break down the information and to discover the phenomenon around the research and also to focus mainly on the relevant research questions (Flick 2009), in order to reach results and to start discussing the findings which is presented in the next chapter.

3.5 Research Limitation

This research is limited to implementation of TM concept and practices in a private construction company in Dubai, UAE. The selected interviewees are either managers from the main office or project managers from the construction sites. The research examines and studies the positive relationship between TM and PM in developing organisation.

CHAPTER 4

RESULTS

The following chapter clarifies in details the results of data analysis and methodology which is used in the previous part. This study is concentrated on the application of Talent Management in a construction organisation in the UAE. The sample of interviewees is selected from a private ABC Company based in Dubai. The study also is trying to answer the questions which are stated in the beginning of this research, it answered how Talent Management (TM) is diversified from Human Resource Management (HRM), and how can HR implement TM in the organisation, besides it shows the reasons why TM is significant for organisations, and finally what is the linkage between Talent Management and Performance Management (PM).

4.1 Talent Definition

The talent definition is varied among the interviewees. Each one has explained the term from his personal perception and understanding. It has been found that 47% of the respondents (R) are defined talent according to employee personal education and experience. They declare that talents add value to organisation by making difference, while 35% classify talent as a natural gift, personal ability and some people have been born talented. About 18% define talent as an extend and part of human resource management (see Figure 17, Table 6)

Finding - Talent Definition

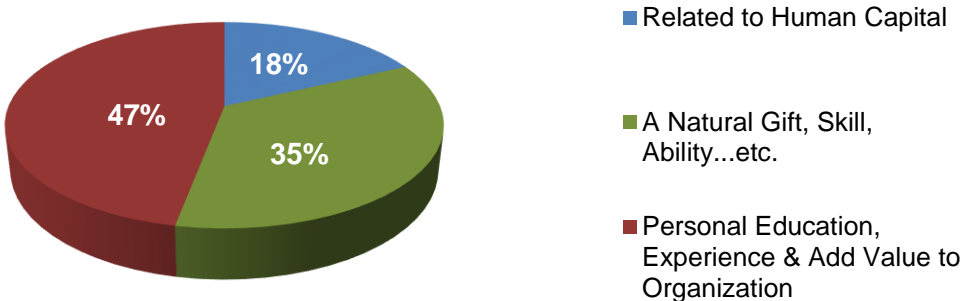


Figure 17: Finding – Talent Definition

Table 6: Respondents various Definitions of Talent Management

Talent Definition Results %	Respondent (R) No	Respond words
Talent defines to personal education, experience and add value to the organisation (47%)	R1	“talent is the person who has the potential to grow... see him in a leading organisation... a talented person... has something different than the rest of his group”
	R2	“talent I think... to construction... to have the experience”
	R4	“talent for me is education and experience”
	R5	“talent is a kind of core competency required to perform a job”
	R9	“talent is... a capability... somebody that... can perform well... in... either an activity or area or work”
	R10	“talent is... ability to deliver on what we need from them... they have... the technical knowledge... experience... and... skills”
	R15	“Talent is special capability of a person which he thinks he can do better and in which he is interested”
R16	“talent management is somebody that adds value to the business”	
Talent defines as a natural gift, ability, skill...etc. (35%)	R6	“talent is an intelligence it’s a confidence. Some... say... it’s basically a natural ability, but in my opinion... it’s being able to manipulate your own skills to come up with a better outcome”
	R7	“in my opinion talent always talent meant gift”
	R8	R8 “talent is defined as capabilities and skills considered special and belongs to a specific individual... it is a gift from GOD”
	R12	“talent is a gift bestowed by God to a particular person, and it is not something acquired, but comes natural with the person by birth”
	R13	talent is a physical or mental gift bestowed by God on certain individuals, and it differs from one person to another”
	R14	“I think... you’re born with talent”
Talent defines as part of human capital (18%)	R3	“talent pool within the organisation... qualified, capable in delivering day to day operational jobs or drive the business strategically”
	R11	“I would assume that with talent... appraisal systems... would identify people that really good people... good skills:
	R17	“talent management... a more advanced form of the human resource strategy, it is taking HR at higher level or at deeper level”

4.2 Existence of Talent Management inside Organisation

Talent management implementation will be efficient if it is applied properly within the organisation. Although there is neither talent manager nor talent management policy in the organisation, thirteen out of seventeen interviewees (almost 76.5%) confirm that it is HR responsibility to look after, shape and implement the talent management, as TM is part of business and HR strategies. Some respondents (R8 and R12) suggest establishing talent management committee to implement, follow up and support talented students and employees in the UAE. Despite the fact that the company does not have talent management policy, the top management is always focusing on talents and their message and vision is clear to everyone, which is to put the right person on the right place and develop talents. The Chief Human Capital and Administration Officer of the organisation (R3) declared that "talent management "is always on our agenda to have a talent pool within the organisation". A stakeholder interviewee (R17) states that talent management can improve HR strategy by saying that "talent management may be a more advanced form of the human resource strategy, it is taking HR at higher level" (see Table 7)

Furthermore, 53% of respondents confirm that top management, including senior and direct managers, is the ones who define the talent. TM should be part of their vision and strategy. (R6) ties the long term business success with fully implementation strategy plan of the talent management, and (R8) gives himself as an example of talent who is encouraged and supported by the top management.

On the other hands, it has been found that five respondents (R4, R6, R8, R13 and R15) agree that discovering talent, at the early ages, is the responsibly of the schools and family, because they are the first people who can define talents and encourage them. Others add university as a start point to notice and observe talent students (R4, R13 and R17). The (R17) opinion is that talent management starts from university level, then moves to companies, as schools in the UAE are not reaching this level to discover talents in the early ages.

In addition, respondents (R8, R11 and R12) declare that government has a role in identifying talent in the UAE as well as companies. (R8) thinks that government should lead initiatives of talent management, as they always look for new things and the business will follow them accordingly. (R11) mentions that government has to define talent management according to industry, because it is different from field to another, so government should put policies and strategies to implement and apply TM, and all employees should be treated equally. (R12) thinks that government and social affairs are experts in identifying talents in the UAE.

Table 7: Talent Management is an HR Responsibility

(R) No	Respond words
R1	"HR... is... the major drive of the talent in the organisation"
R3	"talent management... is always on our agenda to have a talent pool within the organisation"
R4	"talent management today it's being driven by our HR manager"
R5	"HR who is responsible of doing talent management"
R6	"we do have some talent needs and wants in the organisation, but... there should be a designated department to do so... It should be under HR... which is reporting directly to the board members or decision makers"
R7	R7 answer the question "who's define talent in the UAE from point of view?", "it must be corporate, human resources... management themselves"
R9	R9 answer the question "How do you find defined it in your organisation? Who shape it?", "we have a development plan in place, which is supported by the HR team"
R10	"it's the approach came from the HR team"
R11	"Definitely HR... When it's managed from an HR perspective, people feel more comfortable"
R12	"talent management... should be as apart of HR"
R13	"HR... should do the plan or a project for (Talent management)"
R15	"Talent is defined by the position you need for but HR makes the policies"
R17	"talent management may be a more advanced form of the human resource strategy, it is taking HR at higher level"

4.3 Emiratisation Policy

All interviewees agreed on that UAE national prefer to work with government and public sector rather than private one. The reason is that government offer them higher salaries, less working hours, longer public holiday, career development and promoting and training and development. Emiratis in private section are infrequently get promoted or have more training, mainly in construction sector, companies do not invest in their employees because the natural of this field, as project wise, has always limitation in timing. In fact, salaries and timing are the big challenges that facing private sector in hiring Emiratis in general and talents specifically (see Table 8). Hence, some respondents (R7 and R12) suggest a unified salary system to be utilized in government and private sectors in order to encourage Emiratis working in private sector, (R8) suggest paying "citizen allowance" for UAE nationals.

Respondents (R1, R3, R11, R13 and R15) confirm that Emiratisation policy is applied as per governmental rules and instructions. However, these rules do not fulfil all requirements and they are not covered by all industries. It has been found that 47% of the interviewees agree that policy is not effective or fully implemented in organisations, it needs to be followed up, monitored and controlled by the government. Moreover, 53% of the respondents state that, in order to apply governmental percentage, most organisations hire Emiratis in administrative roles such as, HR, admin, purchase or PRO. Organisation should give more chances for Emirates to prove themselves in other fields, such as technical fields. (R6) and (R8) confirm that some companies offer jobs for Emiratis to reach the 2% percentage of the government quota, so they focus on quantities and not qualities of UAE performance.

Some respondents (R1, R2, R6 and R17) state that it is important for corporate to make a deal with universities in order to provide them with fresh talented UAE graduates to be trained and qualified to get job offers. Fresh graduates struggle to find jobs in private sector because of no experience. Therefore, it has been noticed that 76.5% of the respondents draw big intention to education system and training

in the UAE, and they point out the importance of developing the educational system in the universities and colleges. Conversely, 47% claim and highly recommend that organisations should co-operate with universities to train talented students by being a sponsorship for their education, then offering them jobs after graduation. Moreover, 41% of the interviewees encourage business to invest in employees, as they are assets of the company. Investment in employee should be through providing more training in order to improve and develop their capabilities. It is also important to localize HR positions in private sector in order to attract Emiratis, (R1) “Emiratisation of the HR position is very important”. In addition, it is needed to link the Emiratisation policy with talent management strategy and policies in order to be more efficient, as mentioned by (R9) and (R11).

Moving to the female Emiratis, two respondents (R11 and R17) have declared that women are more skilled than men, as they are more dedicated to their studies and they always challenges themselves to approve their capabilities and skills. However, (R11) states that females need special treatments as per the UAE culture and they cannot work for long hours or nights shifts.

Table 8 – Challenges in Hiring Emiratis

Respondent (R) No	Respondent’s opinion and words
R1	R1 “timings... is the main challenge which we are facing in the private sector”
R11	R11 “local people earn bigger salaries” which many companies cannot afford”
R13	R13 “I am with nationalization 100%, but... bring me nationals, and I will hire them”

Note: Please refer to Table 8a (Appendix 5) for a more comprehensive list of comments made by the interviewees.

4.4 Challenges facing Talent Management

There are many challenges facing talent management in UAE and especially in implementing Emiratisation policy. There is about 65% of the interviewees declare that there is no talent management strategy, policies or vision and no talent pool is existed to measure and control TM. Therefore, it is not significant to have TM in some companies especially in the construction field. Construction companies do not invest in its employees, because the project cost and budgets are limited, so there is no training or career development. Therefore, it has been remarked that 47% of the interviewees confirm the importance of stakeholders' role in understanding, recognizing and assisting to implement Emiratisation and integrate talent management policies. 35% of respondents state that talent turnover and retaining talent are also other challenges facing the country, because of market conditions and competition, fast moving changes and booming in the construction business before the crisis.

The percentage of 41% of the interviewees state that the shortage of talented Emiratis is one of the major challenges that face managing talent in the private sector, because Emiratis prefer to work in the public sector. On the other hand, another 41% of respondents confirm that Emiratis cannot compete with expatriates in the business market, because expatriates have a high level of education and certifications as well as technical skills, especially in engineering and information technology fields. In addition, foreigners' employees are getting lower salaries than Emiratis.

4.5 Talent and Performance Management

The research findings confirmed the relationship between talent management and performance management. According to 71% of the interviewees, individual talents are responsible for improving their talents, not only do they need to develop and increase their skills and performance, but also they should keep improvement and always put smart goals for their career. It has also been found that all interviewees agreed that organisation can discover talents via doing the regular performance appraisals. The bio-annual appraisals that organisation does, not only can recognize and identify talents, but also can build talent pool and manage employee's succession planning and career path by the direct line manager and project manager. In addition, respondents have pointed out that organisation goals and objectives are linked to employees' goal, hence, talent performance is recorded, measured and controlled by the performance appraisal.

Furthermore, it has been found that line manager or project manager is the one who conduct, control and keep recording his employees' appraisals. However, some respondents (R1, R3, R7, R11, R12 and R15) have mentioned that they sent a copy of the appraisals to HR department to review, custody and filing.

The results show that 53% of the interviewees believe that rewarding talents according to their performance and achieved goals is very efficient in order to keep them working at the organisation. Talents are recognised by giving promotion, bonus and appreciation certificates or by supporting them through training course enrolment. This will increase their satisfaction and loyalty to the company. It is also important to maintain social activities and life-work balance because that will encourage work environment and atmosphere where talent can flourish.

4.6 Summary of Main Results

Talent management definition is varied among the interviewees and there is no clear understating of the TM concept. The definition is explained according to individual perceptions and understanding.

HR is responsible for implanting TM strategy and practices. This responsibility is sharing between HR and leadership because manager defines talents in his team and evaluates their performance

UAE nationals prefer to work with government and public sector rather than private one. This is due to the advantages given by public sector as they offer them higher salaries, less working hours, longer public holiday and training and development for their career development in the future.

There are three main challenges facing TM. Firstly, lack of TM policies and procedures. Secondly, shortage of talented professional engineers and thirdly is retaining talent due to the natural of working in projects.

All interviewees confirm that direct manager is the one who evaluate his team. Performance appraisal is the only way to discover and reward talents. Managers are conducting appraisals every six months and send copy to HR department for filing.

The next chapter will discuss the main results of the interviews.

CHAPTER 5

DISCUSSION

In this section, the previous interviews' results and the research questions will be answered and discussed to explain various responsibilities and actions that Human Resource (HR) should take in order to implement Talent management (TM). The process of TM implementation will also be identified and how organisation can integrate TM strategy. As TM will improve organisation performance, it will have a positive impact on both Human Resource Management (HRM) and leadership in its development of Performance Management (PM).

How talent management is diversified from human resource management?

5.1 Understanding Talent Management

In order to understand TM, organisation should differentiate between TM and HRM. Although TM is part of HRM, yet TM has a different strategy. As highlighted in the results section, it is quite obvious that TM term is still not fully understood by the organisation. Each interviewee has given his/her simple understanding either from individual opinion or from some collected information on the Internet (R6, R8 and R16). More than 50% of interviewees cannot identify talent or TM properly, except two professional HR practitioners (R1 and R3) due to their long background work experiences with talented employees. The 35% of the interviewees have defined talent as a natural ability or skills. Such different definitions are due to lack of clear meaning, and there is no standard format for TM, so the description is varied and it is according to perception of each manager (Lewis & Heckman 2006; Tansley 2011).

Affirmatively, implementing TM is very beneficial for organisation. Although there is no assigned talent manager, the organisation understands the importance and the value of implementing TM. 47% of the interviewees have connected the TM into adding value (Mellahi & Collings 2010). They also link talents to the higher

educated person, the more he is certified the more he becomes talented person. This research does not measure this approach, but it gives indication that training and development is important for developing talent (Stahl et al. 2012). It is noteworthy that there is no succession planning program applied and this is not surprising, because a lot of companies do not have TM programs as well (Tansley 2011).

It has been found that 18% of interviewees think that TM is related to HRM, which prove that TM is part of HRM. TM inters each process of HRM with selective focus as practices are similar in both. Meaning, talent pool is like recruitment and selection, talent planning is 'HR planning', develop talent is similar to 'training and development', succession planning and evaluate talent is 'performance management', reward talent is like 'compensation' and retain talent is 'employees retention'. This may give impression that applying TM will make no difference with HR practices especially in recruitment and selection, training and PM.

Despite of some similarity between TM and HRM functions, but they have different approaches. Unfortunately, HR functions, in the selected organisation, look like routine exercises. For instance, in the construction field manager is recruiting according to the project requirements, and there is no training due to project limited budget and timing. Employee's performance appraisal is just a documented HR procedure. Managers and HR practitioners confirm the importance of applying TM in the organisation and managers assure that HR department should be responsible for this implementation. The parallel between HRM and TM practices will make this implementation easy for HR team as practitioners.

On the other hand, considering TM practices same as HRM will destroy the TM approach, and organisation should know what it needs from talent and guide them, because having high potentials in organisations does not assure their success (Dessler 2008). HR people need to understand that TM practices will interact with HRM, and TM approach is to strength of integrating HRM system in the organisation (Dijk 2008) and also, it will enhance the organisation development. It is important to make a comparison between TM and HRM practices and activities. This

comparison explains why there is a confusion of understanding TM by HR professionals. This is mainly due to the similarity of concepts and subtitles between the two functions (see Table 9). This contrast proves that TM is the sound application of high quality and strong implementing of HRM practices (Lewis & Heckman 2006).

Table 9: Comparison between TM & HRM Approaches

TM Practices		Approach	HRM Practices	Approach
Attract & Recruit	Talent Pool	To identify high performers and determine talent supply	Recruitment & Selection	To design job analysis and forecast personnel needs
	Reward Talent	To increase motivation and enhance promotion system	Compensation	To establish plan for pay rates and assign benefits
Design & Develop	Talent Planning & Review	To translate business goals into workforce needs and acquire new talent, if needed	HR Planning	To put right people into right job and improve productivity
	Succession Planning and Evaluate Talent	To optimize capabilities, monitor and improve performance to develop future leaders (Career Development)	Performance Management	To assess goals setting and appraise staff performance
	Develop Talent	To assess performance against competencies and accelerate achievement progress	Training & Development	To provide required skills to perform better job
Retain	Retain Talent	To enhance culture and reserve commitment into organisation development	Employee Relationships and Staff Retention	To create justice and ethical behavior and build work-life balance satisfaction

How can HR implement TM inside the organisation? Why TM is significant for organisations?

5.2 Talent Management Responsibility & Implementation

Talent management is a sharing responsibility between HR and leadership. 53% of the interviewees confirm that project manager is responsible for selecting his team in the project, and he is responsible for identifying talents in his team. This confirms that TM starts from the business strategy (Armstrong 2012) in order to translate the business goals into workforce needs. It has been found that interviewees understand the importance of implementing TM inside the organisation but they do not apply it. No one is assigned for the task of implementing TM in the HR team. The company needs to request from the HR team to perform TM as a part of HRM practices or to assign TM Specialist for this task (Federal Demographic Council 2013).

In order to practice TM, there are responsibilities for top management, HR team and line manager too. These responsibilities build a good foundation for TM strategy and it will help the organisation to be ready for practicing TM. TM Specialist has also certain responsibilities to apply TM system in the company (see Table 10).

Table 10: Responsibilities towards Talent Management

	Responsibilities
Top Management	<ul style="list-style-type: none"> • Review the current business strategy and financial plans. • Communicate business strategy to organisation (transparency). • Review business goals and objectives and set up challenging goals for talent. • Assign TM Specialist under HR Team and reported directly to the management. • Create Talent Mindset (Align TM with Organisation Strategy) through the following: <ul style="list-style-type: none"> - Improve management involvement and organisation change. - Enhance culture and work-life balance. - Improve quality management, employee engagement and innovation and review performance appraisals. - Assign budget for succession planning programs.

Direct Manager	<ul style="list-style-type: none"> • Review department goals and objectives and be sure that works are moving in the right track to achieve goals. • Identify talent in his area. • Submit talent information and feedback to TM Specialist.
HR Team	<ul style="list-style-type: none"> • Review HRM strategy and update HR policies and procedures. • Ensure that employees understand their responsibilities, set employees' objectives and KPIs and make appraisals for employees' performance. • Collect data about current employees and increase reporting information to top management. • Assign TM Specialist to be responsible for performance appraisals.
TM Specialist (TM Practices)	<ul style="list-style-type: none"> • Link between business goals and business competencies needs (check right employees' numbers, location, competencies, motivation tools and employee price in the market). • Set TM Process (TM policies and procedures): <ul style="list-style-type: none"> - Plan and build Talent Pool - Identify current talent and competencies needs (considering global needs). - Recruit new talent if required (work with HR in Recruitment process). - Direct talent into top business goals and objectives. - Develop talent roles and responsibilities with more flexibility. - Enhance performance management and reward system for talent (work with HR in compensation and benefits for reward talent). - Establish talent relation management to review organisation system for attracting and retaining talent. • Design Succession Planning Program (work with training and development to design the effective program for talent pool): <ul style="list-style-type: none"> - Establish evaluation criteria. - Evaluate talent performance and satisfaction. - Implement talent audit process for development. - Review feedback of talent career development. • Integrate TM system (Align TM strategy with HRM strategy): <ul style="list-style-type: none"> - Redefine prospective employees to fit better (work with HR in HR planning). - Build talent pipe (talent supply – best resource for talent pool). - Align TM process with HR process (attract and retain, select and transition, mobilize and develop). • Reducing TM challenges: <ul style="list-style-type: none"> - Invest in talent. - Assess talent supply. - Develop TM Mindset to enhance culture, motivation and commitment.

As highlighted in the above table, organisation needs to align business strategy and HRM strategy in order to implement TM. HR structure is also helping TM in recruiting and retaining talent (Collings & Mellahi 2009). There are certain steps to help organisation applying the best practices of TM. These steps explain what leadership and HR must do to integrate TM system (see Figure 18). After TM implementation, organisation should review TM and evaluate talents to improve the system. Improving TM system will retain talents and reduce the challenges of TM.

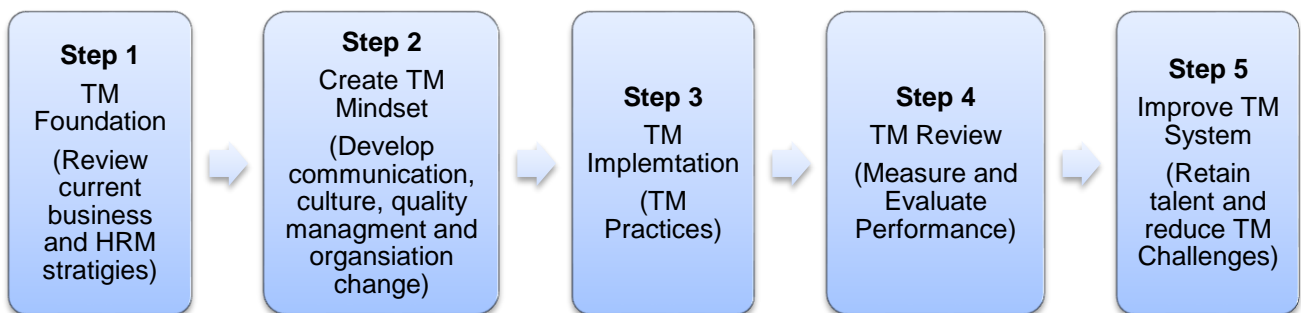


Figure 18: Steps to Integrate TM inside the Organisation

TM strategy is significant for organisation in developing performance. Company needs to look for high performers and potential employees to achieve high business goals. There are many input variables support the foundation of implementing TM, business strategy and challenges goals (Chambers et al. 1998), HRM strategy, open culture (Torrington et al. 2011) and management involvement. These variables are affecting TM and the outcomes of aligning TM strategy and organisation strategy will improve its performance (see Figure 19).

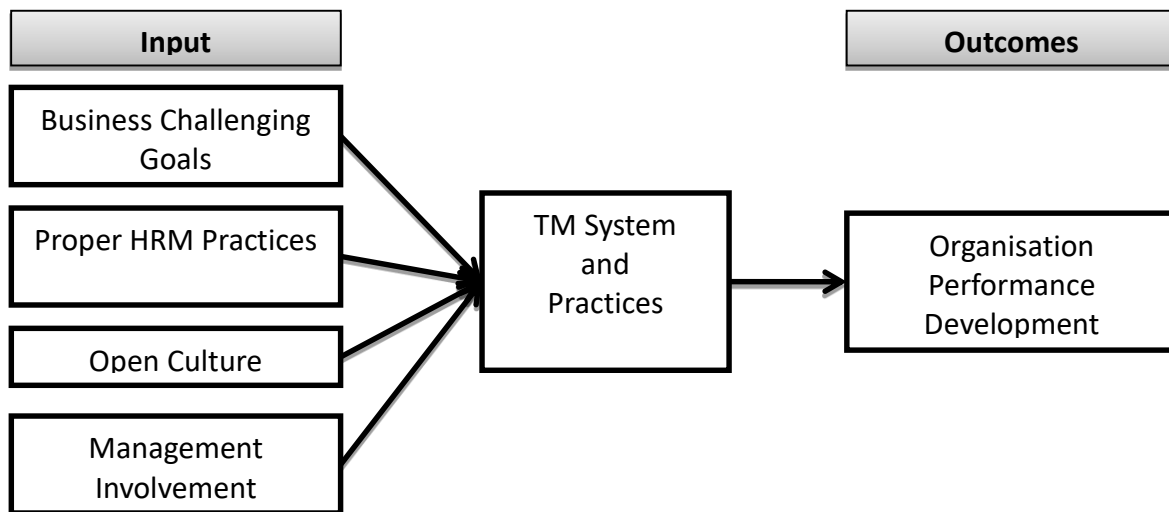


Figure 19: TM Strategy inside the Organisation

Implementation of TM takes at least twelve months. It starts with selecting high performance employees. Succession planning begins to develop talent so as to prepare them for future business needs. The below flowchart illustrates how to apply TM in the organisation (see Figure 20).

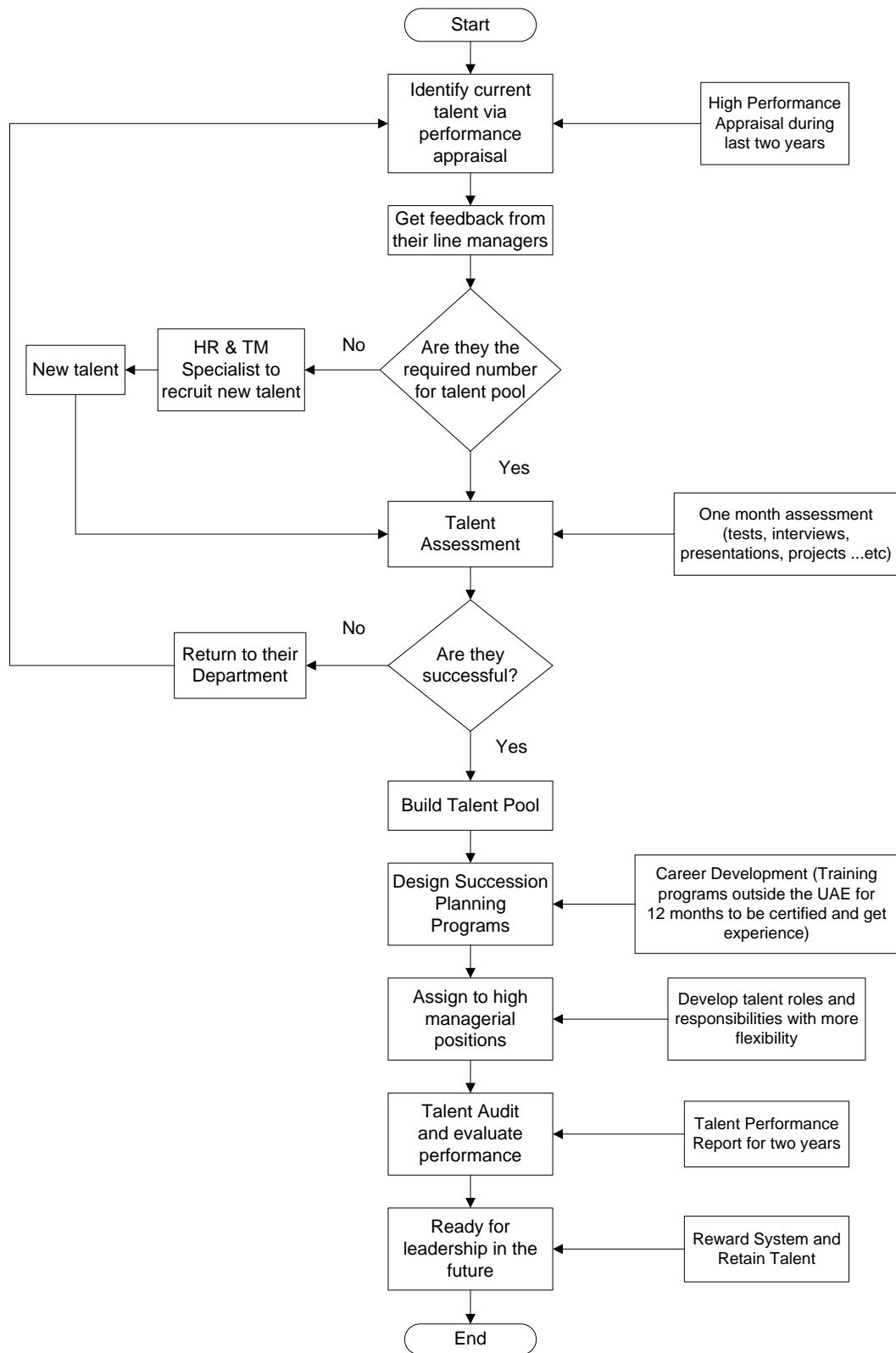


Figure 20: TM Implementation Flowchart

5.3 Mitigating Talent Management Challenges

Facing talent management challenges is a hectic issue especially for MNCs, each in its field. The selected construction organisation is very strong and has well-known reputation in the construction field, its main job is based on building and delivering high standards of quality projects to the clients. As known, Dubai has construction booming then it hits by the world crises in 2008. The change of the dynamic global market and the economic complex (Chambers et al., 1998) is one of the main challenges facing managing talent. The organisation faces three main challenges of managing talent (see Figure 21):

- First: Lack of practicing TM. As agreed by 65% of interviewees, the company has no policy and procedures for managing talent. Some interviewees mention that company is not investing in employees because of work nature as projects do not have enough budgets or time to develop employees. Implementing TM is not in the organisation agenda and it is not part of its strategy (Armstrong 2012). In fact, implementing TM will enhance reputation and flourish the company brand. Investing in talent will improve talent performance and raise the firm reputation in the market.
- Second: Shortage of talent. There is a shortage in finding talented project manager engineers. 41% of respondents confirm that attracting talent projects managers and professional engineers is very difficult in Dubai market because other companies in the construction field are targeting same talent engineers. To solve this problem, talent pool should be designed for engineers for assessing talent supply in this competitive market (Chambers et al. 1998).
- Third: Retention talent. The percentage of 35% declares that retaining talent in the construction projects is not an easy job. The job nature of the projects forces management to hire employees for particular jobs and specific time. Once the project is finished, most of employees leave to another project

either within the company or outside. Retaining talent is a vital subject (Torrington et al. 2011). Companies need to consider employees, especially talents, as a company treasury. Retaining talent process will improve also the development of any organisation.

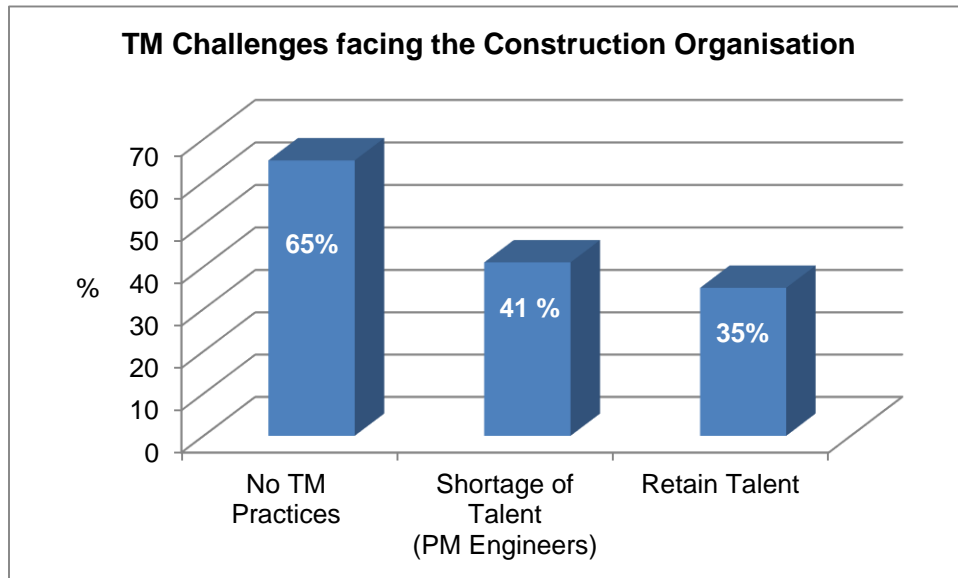


Figure 21: The Main TM Challenges Facing Organisations

In order to reduce TM challenges, leadership should understand the importance of implementing TM to empower HRM best practices. Implementing TM strategy will provide sustainability to HR processes (Guthridge & Komm 2008).

In fact, HR role and function should be very efficiency and proactive among all business unites in order to build strong relationships between employees and organisation (Chambers et al. 1998). There is a contrary relationship between TM challenges and HRM as boosting HRM efficiency is reducing TM challenges (see Figure 22).



Figure 22: Relationship between TM Challenges and HRM Effectiveness

5.4 Emiratisation Corner

Implementing Nationalisation is very useful to any country, because it reduces the percentage of un-employment rate which helps country economically. Unfortunately, the private sector heavily struggles in hiring UAE nationals because as agreed by all interviewees, most of Emiratis prefer to work in government and public sector (Federal Demographic Council 2013). They are mainly getting high salaries, less working hours and more training and development comparing to private sectors.

The company is facing the following difficulties with Emiratisation:

- 1) Most of Emiratis candidates prefer to work with government or semi-government authorities and companies because they provide:
 - a) Almost half day working hours, 7:30AM till 2:30PM, one straight shift, comparing to the working hours at the selected construction company, which is from 8:00AM to 6:00PM and two shifts in projects' sites.
 - b) Higher salaries and in most cases and it can be double of what private sector offers.
 - c) Providing many trainings and workshops as they have training budget and that is not available or almost non-existent at many private companies, especially construction.
- 2) Companies should apply the governmental percentage 2% under any conditions, as confirmed by 47% of respondents, so the outcome is to accept hiring any Emirati just to refill the government requirements regardless his qualifications. In addition, most of Emiratis employees are performing administration jobs as declared by 53% of respondents.
- 3) The selected organisation is communicated with colleges and universities in order to train students especially engineers and offers them jobs after graduation, however, most of fresh graduates refuse these offers for governmental job and the only accepted ones are working for couple of years to get experience from the company and then leave for better position or managerial title in government sector. So the Emiratis candidates are considered

talented employees for government positions due to the strong knowledge, training and experience (Forstenlechner et al. 2012) from such famous and strong construction company.

To solve Emiratisation problem in general, some respondents have made some options in order to encourage UAE nationals to join private sector. Firstly, localise HR positions in all private companies, this option can be applicable with cooperation with Tanmia (Tanmia 2014). Secondly, a unified salary system to utilize in government and private sector, this option is difficult because compensation and benefits systems are completely different, and privates companies cannot compete with public sector in salaries (Federal Demographic Council 2013). Thirdly, government should pay 'citizen allowance' to UAE nationals, that is costly for the government, needs continuous auditing, controlling and following up by the government. Fourthly, to link Emiratisation policy with talent management strategy, that is important but government must first take TM seriously and understand the importance of applying TM in the system (Kehinde 2012).

What is the linkage between Talent & Performance Management?

5.5 Evaluating Talent and Organisation Performance

Evaluating talent regularly is mandatory. Leadership needs to get feedback regarding talent behavior and performance in their positions in order to create a standard model for organisation performance (Stahl et al. 2012), because every firm perform differently according to its strategy, vision, mission and business plan. In the selected construction company, and due to the nature of construction work, the project manager is responsible for observing and evaluates his team as he is responsible for selecting his team to each assigned project. Not only can he follow up project progress and achievements and linked to employees' progress in achieving targets and goals accordingly, but also by observing and evaluation the team and especially talented persons, including engineers, technicians and workers, project manager can build talent pool to be recommended to the next project according to the performance appraisals. This appraisal which is operated by either project manager or direct supervisor confirms that leadership is responsible for finding measurement tools to develop talent via performance management and appraisals (Torrington et al. 2011).

Performance appraisal is the most famous and guarantees way to evaluate and reward employees. Using performance appraisal to reward talent is usually carried out as agreed by 53% of the interviewees, as they confirm that doing regular performance appraisal is the best assessment way to identify the current talent and build talent pool. However, organisation must look for future needs of talent as well (Torrington et al. 2011). The organisation conducts a regular bio-annual performance appraisal to its employees to measure their performance, behavior, attitudes, appearance and achieving targets as planned and for improvement.

According to the research, almost interviewees are connected TM with PM where they answered discovering talent and evaluate them by PM, so they have a confusion between TM and PM. As per their point of view and answers, performance appraisal is considered as the easiest way to figure out talent among employees due to their high performance and potentials. It is recoded to track and follow and

it helps organisation to identify and plan for firm talent future needs as well, because appraisal is to assess the required performance via evaluating the current one (Foot & Hook 2018). So during measuring talent, organisation can appraise the gap between the current talent and future required talent in which succession planning process is doing for improving talent (Barnett & Davis 2008). Consequently, it looks like there is overlapping and misunderstanding between PM process and succession planning process, however, the truth is that PM process is a good foundation for succession planning and evaluating talent. The two processes are completing and relaying into each other as there is an intricate relationship between them (see Figure 23). This tangled relationship, with proper leadership, decision making and HRM practices, will improve organisational management development (Cappelli 2009).

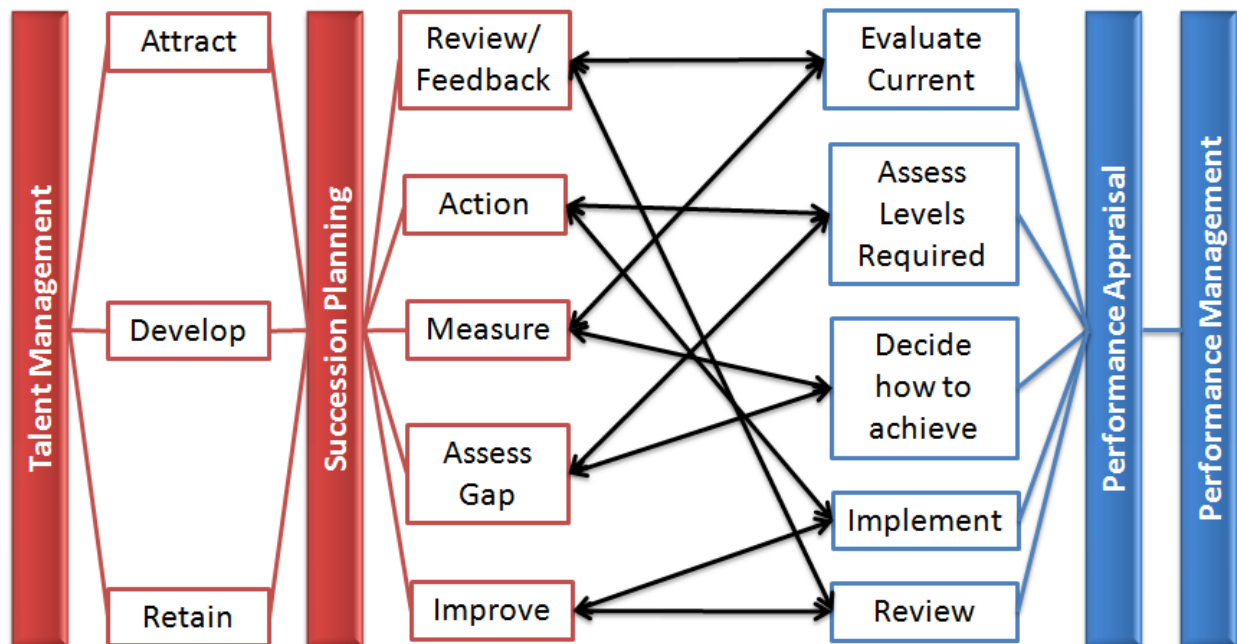


Figure 23: The Intricate Relationship between TM & PM

Furthermore, evaluating talent is essential to provide training (Guthridge & Komm 2008); however, the situation is different in the construction companies as most of

construction companies are not investing in its employees because the project time limitation, budget control and high competitions due to the country speed change. Working in projects sites looks like a temporary job or a transit place till moving to another bigger or longer project and that is the reason for high turnover and speed labours recycling in constructions. Therefore, construction companies are in war either in attracting or retaining talent, because they are targeting same talent at the same time (Chambers et al. 1998).

There are multiple sources of evidence of the strong connection between talent management and performance management since performance appraisals is a tool for discovering, recruiting, developing and retaining talent. In addition, PM is also a proactive function for HRM to build talent relationship management, audit talent and improve their motivation as well as reduce TM challenges (Armstrong 2012). The PM is positioned in the core center between organisation, HRM and TM areas and each area affects and influences the other area in developing the performance (see Figure 24). The outcomes of each duel areas are adding values and empowering performance development and success. In conclusion, PM is not only connecting to TM, but PM exists also in the centre area between organisation, HRM and TM. The successful implementation of TM with proper HRM, strong management involvement and maintain PM is certainly assuring performance development.

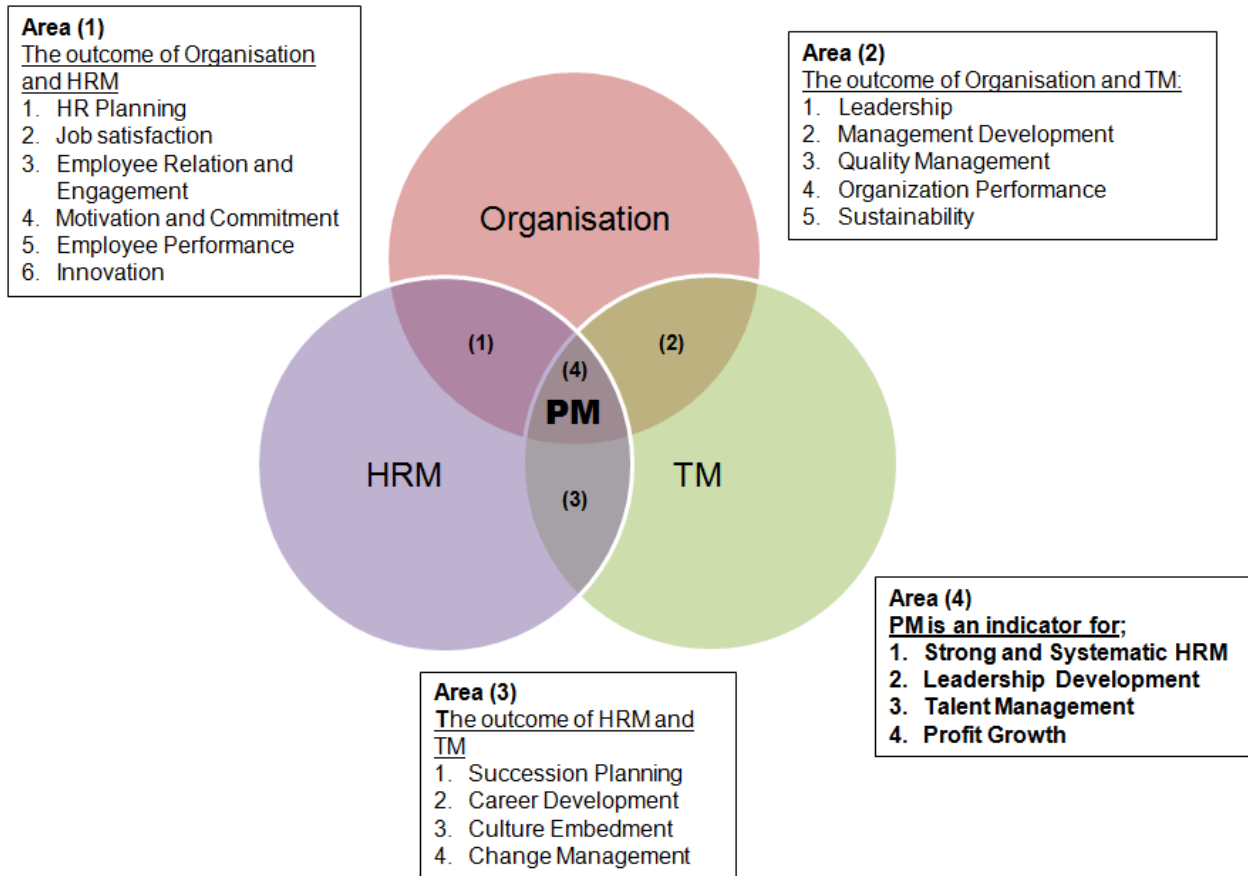


Figure 24: Developing Organisation Performance

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

This qualitative research has illustrated the talent management processes and practices in a private construction organisation. The main aim of Talent Management (TM) is to attract and retain the best qualified and potential people and to design succession planning programs to develop their capabilities and performance in order to achieve the business goals and objectives successfully, which will lead to organisation development. The interview data analysis and interpretation are based on seventeen senior managers and decision makers, including one stakeholder, all of them located in Dubai. The research also answer the main study questions which are: how TM is distinctive from Human Resource Management (HRM), and how HR can implement TM in the firm, besides it shows the reasons why TM is significant for organisations, and finally what is the linkage between Talent Management and Performance Management (PM). This study has explained common understandings of the talent management concept, and it also shows the relationship between HRM and PM as well as the potential and effectiveness of TM and Emiratisation in the UAE. The main findings are as follows.

Talent is defined to be a natural human ability or set of skills to achieve high, efficient and potential performance. Theoretically, TM is part of HRM; however, it is concerned and focused on a selective group of employees who are highly productive and identified as significant players. There is some confusion regarding the implementation of TM along with HRM due to similarity and equivalence among TM and HRM practices in some concepts, names and subtitles, especially in recruitment, training and performance management functions. However, TM reflects the high quality of strong implementation of HRM practices.

Furthermore, HR professionals can promote and develop the organisational culture through applying TM practices and they can maintain social activities and life-work balance where talent flourishes. In addition, TM creates a constructive and transparent place of work which is essential for the continuous change in global markets. Fundamentally, TM has wider scope than HRM because it is a sharing point between organisation management and leadership and HRM.

In fact, TM is conceptualized as a part of HRM, as it is deeply involved in HRM practices and functions. However, it is more proactively and responsively linked to organisational business strategy. Leadership, comprising top management such as Boards of Directors, CEOs and so forth, should be responsible for TM and deploying HR team as an agent for implementation of the TM strategy and system. By support of senior and middle managers with HR team as well as TM specialists, TM will enhance the efficient use of HRM systems, improve leadership management and will have the capability to contribute as a significant element for sustainable performance and profit growth. Firms, locally and internationally, need to fully understand the meaning of TM terminologies and practices and share responsibility with HRM for the entire TM operation. In this way, application of TM will be able to support an advanced level of culture and will also contribute to efficient decision making.

Stakeholders are also required to recognize TM and assist business to invest in employees and provide them with training and development especially talented ones. Approximately 40% of the interviewees ensure that participation of stakeholders will maintain talent pool and succession planning. As a result, the TM system, nationally or globally, will brand the organisation as an enthusiastic place of work for attracting and retaining talent. Thus, aligning TM with the strategy, based on strong leadership and HRM, will enhance organisational performance as well as to reduce TM challenges.

There are many challenges which face the implementation of talent management. According to the research findings, the top three TM challenges are: firstly, a lack of TM practice especially in the construction sector, due to the nature of the construction field which is based on projects and tight time constraints. Secondly,

labour market shortage of talent due to the fact that the same talented professionals are targeted by the majority of competitors, particularly in the construction area. Thirdly, there are problems with retaining talent due to dynamic changes in global markets and economic competition. As was discussed, implementation of HR roles and functions among the business units will help to reduce TM challenges.

Nationalisation is a very hectic issue for the private sector in the UAE since the government has applied the Emiratisation policy. The big challenge facing private organisations is their capacity to hire sufficient number of appropriately qualified and experienced Emiratis. There are even more struggles with attracting and retaining talented groups, because Emiratis are often intent on working with governmental entities and divisions where the condition of work include receiving higher salaries, less working hours, extra public holidays and more training and development compared to private sector. The Emiratisation policy is very beneficial to the country because it helps with raising the standards of the economy and with reducing the percentage of unemployment amongst UAE nationals (Federal Demographic Council 2013). Nevertheless, some organisations are not properly applying the policy and are failing to fulfill its terms and expectations in the proper way. There is war for talent in Emiratis as well as expatriates in the Gulf region.

Finally, talent and performance management have many areas of similarity. It is essential to evaluate talent regularly, because that will give valuable feedback to top management which will support their decision making and create a unique model for enhanced performance. Unfortunately, confusion and misunderstanding is between PM and TM processes especially in the area of succession planning. According to the findings, performance appraisal is understood by some managers and employees as the only way to discover talent and reward them. There is a positive influence and contribution as shown in some dynamic examples of leadership by some project managers, who have responsibilities for discovering talent, building talent pool and managing succession planning. The evidence in this research is that TM will be improved by performance controls operating at a high standard of PM, since PM processes are considered a foundation for succession

planning and evaluating talent. Moreover, PM is a proactive tool for HRM to deal with TM challenges and it can be an effective assessment methodology for discovering, developing and retaining talent. Finally, PM is a means of ensuring proper and precise execution of leadership, HRM and TM to achieve organisation performance development.

6.2 Recommendations

6.2.1 For Organisation

- a) Review business strategy, align with TM initiatives, and resolve the gaps in order to improve management and employees performance.
- b) Establish and control TM foundation by enhancing positive decisions across all organisation systems and improving quality management
- c) Be flexible enough to accept changes, resulted from the implementation of TM practices and processes.
- d) Assign a TM Specialist, working with HR and reporting directly to top management, to be responsible for TM strategy and systems. He will also be responsible for designing succession planning process and methodology to track talent internally and externally.
- e) Facilitate stakeholder strategy to invest in employees and succession planning programs.
- f) TM implementation could be expensive. Therefore, a special budget is required for training, compensation, rewards and life-work balance. However, the outcome and revenue from executing TM will increase the organisation's market share and profitability.

6.2.2 For HR Practitioners

- a) Evaluate current HRM strategy and practices against TM strategy and systems. For IHRM it should adopt HR functions, rules and procedures according to each country's culture and regulations in order to develop GTM.
- b) Empower PM practices in order to enhance the organisation's performance and support TM.

Co-operate with the TM Specialist to:

- c) Introduce the TM Specialist and strategy to everyone to help resolving any functional problems or confusion between HRM and TM approach and activities.
- d) Identify the required prospective talent according to the nature of the business.
- e) Conduct a talent campaign in order to present the best practices, search for talent in the market and avoid routinely targeting the same talent.
- f) Issue a talent performance report addressed to top management for review and feedback.
- g) A new talent project should be implemented in two stages. The first stage is targeting talent inside the organisation. The second one is targeting the external talents. The first stage can be applied with specific criteria, employee with young age and their performance is high for last 12 months should apply for this talent program. They will be trained for six months and get certificates but after passing a challenging test and interview.

For the second stage of the project, organisation cooperates with the UAE universities and selects the outstanding graduates with high grades. They will make them enter many tests and interviews to measure their talents. Then, the succeeded candidates will be employed in managerial positions. The main aim of this project is to qualify the young people to become future leaders, and it is planned that they will be in the top management after five years. But this is will be according to their performance appraisal during that period.

6.2.3 For Government

- a) Form a committee to set up a standard TM strategy in the UAE. The committee responsibility is to review, monitor and develop the current talent and start identifying the future needs of talent in order to face the dynamic place of change in Dubai and the global market.
- b) Communicate the TM strategy among public and private sectors and provide knowledge sharing, awareness and workshops to solve the confusion between HRM and TM practices and to train business entities for design and implementation of best practices in TM.

- c) Provide free consultancy for organisations to help them with implementing TM gradually.
- d) Establish a UAE talent centre to lead TM and career development. This centre will attract and evaluate the currently talented candidates, either expatriates or Emiratis, in the country, in order to achieve specific skills development criteria according to each field, and build the talent pool database to be able to face TM challenges especially those influenced by Emiratisation policies.

6.2.4 For Emiratisation

- a) Review the Emiratisation policy and its implementation to include all industrial sectors.
- b) Establish a grading system for Emiratis salaries identifying a minimum and maximum level of salary for each job position according to qualifications, job assessments and evaluations by the authorities and then apply this system consistently in both the public and private sectors.
- c) Specify the number of working hours for citizens, whether employed in the public or the private sector, and allowing flexibility such as determining the beginning of working hours will be according to the each company's requirements and conditions.

Point numbers (b) & (c) will encourage UAE graduates to join the private sector.

- d) Improve the education and learning system in the UAE and provide training in relevant occupational fields for new graduates to gain the necessary work skills and experience.

6.3 Recommendation for Future Studies

This research has explained the meaning of TM and its best practices to be implemented inside the selected company. The study has cleared the confusion between TM and HRM and presents the relationship between TM and PM in order to enhance organisation performance. In the study, it has been found that TM is also interacting with recruitment and training and development. These topics can be presented for the future studies and researches.

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Appendix 1

CASE STUDY ORGANISATION INTERVIEW SCHEDULE

Macro Context

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 Emiratisation policies?
 - a. What is the role of Emiratisation in management of talent in the Emirates?
9. Are you aware of any good practices for managing talent in the Emirates?

Organisational Level

1. What is your organisation's approach to management of talent?
 - a. How is talent defined in your organization?
 - b. Who shapes this approach?
2. Whose (individual vs department) responsibility is management of talent in your organization?
3. Do you have particular priorities for managing talent in your organization?
4. Do you have particular talent needs in your organization?
 - a. Key talent shortages/needs
 - b. Horizontal and vertical representation of Emiratis/expatriates
 - c. Turnover
5. Can you please tell us about the current talent management **practices** in your organization?
(What you do)
 - 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

6. Can you please tell us about the current **measures and monitoring mechanisms** that you use for talent management in your organization? (How you measure/monitor).
 - 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
7. How central is talent management to the strategies of your organization?
8. How effective are the current talent management interventions in your organization?
9. Do you have any stories of successful talent management interventions in your organization?
10. In what ways your organizational talent management strategy is effected by Emiratisation?

Micro level

1. Are you aware of any stereotypes and biases about Emiratis and expatriates in your organization?
2. How do you assess the attitudes of line managers towards Emiratis and expatriates in your organization?
3. How do you assess the attitudes of senior managers towards Emiratis and expatriates in your organization?
4. How do you assess the attitudes of non-managerial staff towards Emiratis and expatriates in your organization?
5. Is there a talent manager in your organization?
 - a. If yes, what is the role of the talent manager in your organization?
 - b. Can we interview this person?
6. What are the roles and responsibilities of line managers for talent management?
7. What are the roles and responsibilities of senior managers for talent management?
8. What are the roles and responsibilities of non-managerial staff for talent management?

Conclusions

1. Are there any challenges facing the future of talent management in your organization?
2. In your opinion, what could government do to promote effective management of talent in the Emirates?
3. In your opinion, what could organisations do to promote effective management of talent in the Emirates?
4. In your opinion, what could individuals do to promote effective management of talent in the Emirates?
5. In your opinion, what could other stakeholders do to promote effective management of talent in the Emirates?
6. Would you like to make any additional comments on talent management in the Emirates?

Would you recommend us other participants to interview on this topic?

Thank you very much for your participation in our study.

Appendix 2

Copy of the formal email to Interviewees

Dear

Thanks and appreciate your participation. As explained on phone today, I would like to have an interview with you as a part of a research project for Talent Management in the UAE. The interview will be face-to-face, voice recorded and 50-60 minutes duration.

Attaches are the authorization letter from the research project sponsor, the Federal Demographic Council, as well as list of the interview questions. This project is managed by Prof Ashly Pinnington, Professor of Human Resource Management & Dean of Faculty of Business in BUiD, who is also supervised my dissertation for the same topic.

Kindly let me know when we can meet at your office.

In the same time, I will need to interview 5-6 Project Managers, so your recommendation is highly appreciated.

Again, thanks and look forward to meeting you soon.

Best regards,
Nashwa

Appendix 3

The Federal Demographic Council Official Letter to the British University in Dubai (BUiD)



المجلس الاتحادي للتركيبة السكانية
Federal Demographic Council



May 8th, 2012

Ashly Pinnington
Dean, British University in Dubai

Title: requesting authorization from management to interview in each of the case study organizations

This is to confirm that the Federal Demographic Council is funding the research project: Movers and Shakers of Talent Management in the UAE for 21st Century. The research requires empirical data collection primarily by interviews with 20 champions and stakeholders of talent management in the UAE, and 4 case study organizations. Each of the case organizations requires 15 face-to-face interviews. The principal investigators for the project are Professor Abdullah M. Alshamsi (Vice-Chancellor, British University in Dubai) and Professor Ashly H. Pinnington (Dean, British University in Dubai). The co-investigators are: Professor Mustafa Ozbilgin (Brunel University, UK), Dr Ahu Tatli (Queen Mary, University of London) and Dr Joana Vassilopoulou (Brunel University, UK).

For more details about the research project, please contact the Vice-Chancellor, Professor Abdullah Alshamsi at 04 391 3623 or abdullah.alshamsi@buid.ac.ae or Professor Pinnington, Dean, Faculty of Business, Telephone 04 367 1952, ashly.pinnington@buid.ac.ae. If you have any concerns that you wish to communicate and discuss, then you can contact the Registrar, Mr. Martin Prince, Telephone: 04 391 3630.

Sincerely,

Humaid Al Darei
Deputy Secretary General for Strategy & Communication

Appendix 4

STAKEHOLDER INTERVIEW SCHEDULE

قائمة الأسئلة في إجراء المقابلة مع المعنيين وأصحاب المصالح

1. Are you familiar with the term talent management? Can you please tell us more?
هل تعبير إدارة المواهب مألوف لديكم، هلا تفضلتم بالتحدث بشكل موسع عن الموضوع؟
2. Researchers define talent as attributes and qualifications that are required to do a job well. What is talent in the context of Emirates?
يعرف الباحثون الموهبة بأنها مجموعة من الصفات والمؤهلات اللازمة لإنجاز عمل معين على أكمل وجه فما هو تعريف الموهبة في سياق دولة الإمارات؟
3. Who defines talent in the Emirates?
من يعرف الموهبة في دولة الإمارات؟
4. Talent management is defined as effective use of talent potential of the current and prospective employees of an organization. Who are the key actors (institutions and individuals) in talent management in the Emirates?
تعرف إدارة المواهب على أنها الإستخدام الأمثل للمواهب الكامنة للموظفين الحاليين والمستقبليين في المؤسسة. من هم اللاعبون الرئيسيون في إدارة المواهب في الإمارات (مؤسساتنا وأفرادا)؟
5. Can you please tell us your role in shaping the talent management discussions in the Emirates?
هلا تفضلتم بإعطائنا نبذة عن دوركم أو مساهمتكم في إدارة المواهب في دولة الإمارات (أو في محيط عملكم)؟
6. Can you please tell us the key debates and issues in talent management in Emirates?
هلا تفضلتم بالإفصاح لنا عن المناقشات والفضايا المهمة في إدارة المواهب في دولة الإمارات؟
7. What talent shortages do you see in present by sector, industry, organization type in the region?
هل ترون أن هناك أي نقص في المواهب موجود في أي قطاع أو صناعة معينة في المنطقة؟
8. What is the current talent management strategy in the Emirates?
ما هي برأيكم إستراتيجية إدارة المواهب المتبعة حاليا في دولة الإمارات؟
9. Who decides the talent management policies in the Emirates?
من يرسم أو يقرر سياسات إدارة المواهب في دولة الإمارات؟
10. How are the national talent management policies taken up by organisations?
كيف يتم التعااطي مع سياسة إدارة المواهب الوطنية من قبل المؤسسات والشركات؟
11. How does Emiratisation work as a talent management strategy?
كيف تؤثر سياسة التوطين في إستراتيجية إدارة المواهب وما هو دورها في ذلك؟
12. Are there any challenges in promoting a national talent management strategy?
هل هناك أي تحديات وصعوبات تواجه إستراتيجية تشجيع إدارة المواهب الوطنية؟

13. Is there resistance to management of talent in the Emirates?
a. How? By whom? Why?
هل هناك أي مقاومة تواجه إستراتيجية إدارة المواهب في الإمارات؟ وكيف؟ ومن من؟ ولماذا؟
14. Could you please tell us any good and poor practice examples in TM in the Emirates?
هل تستطيع أن تذكر لنا بعض الأمثلة عن الممارسات الجيدة وبعض الممارسات غير الجيدة في إدارة المواهب في دولة الإمارات؟
15. How is empowerment of home nationals managed?
كيف تتم عملية تمكين المواطنين؟
16. How does TM policy address empowerment of Emirati women?
كيف تعالج إدارة المواهب عملية تمكين المرأة المواطنة؟
17. Could you please tell us your opinion of the future of talent management and talent management strategies in the Emirates?
هل تستطيع أن تعطينا رأيكم في مستقبل إدارة المواهب والإستراتيجيات المتبعة في دولة الإمارات العربية المتحدة؟
18. Are there any challenges facing the future of talent management in the Emirates?
هل هناك مصاعب أو تحديات -برأيكم- تواجه مستقبل إدارة المواهب في دولة الإمارات؟
19. In your opinion, what could government do to promote effective management of talent in the Emirates?
ماذا تستطيع الحكومة أن تفعل -برأيكم- لتطوير سياسة فعالة لإدارة المواهب في الدولة؟
20. In your opinion, what could organisations do to promote effective management of talent in the Emirates?
برأيكم ماذا تستطيع المؤسسات أن تفعل للإرتقاء بإدارة المواهب في الدولة؟
21. In your opinion, what could individuals do to promote effective management of talent in the Emirates?
برأيكم ماذا يستطيع الأفراد أن يعملوا للإرتقاء بإدارة المواهب في الدولة؟
22. In your opinion, what could other stakeholders do to promote effective management of talent in the Emirates?
برأيكم ماذا يستطيع أصحاب المصالح والمعنيين الآخرين فعله للإرتقاء بإدارة المواهب في دولة الإمارات؟
23. Would you like to make any additional comments on talent management in the Emirates?
هل تودون إضافة أي تعليق أو ملاحظات أخرى بخصوص هذا الموضوع؟

Would you recommend us other participants to interview on this topic?

هل تقترحون علينا أسماء شخصيات معينة لمقابلتهم بخصوص هذا الموضوع؟

Thank you very much for your participation in our study.

واخيرا وليس آخرا، نشكركم شكرا جزيلا على مشاركتكم ومساهماتكم القيمة في دراستنا.

Appendix 5

Table 8a – Emiratisation and Talent Management Interviews’ Analysis

Respondent No	Respondent’s opinion and words
R1	<ul style="list-style-type: none"> - R1 has had seven Emiratis working in HR department while he is heading the HR Department, “I feel proud because since I took the HR 6 years back I brought to the HR so many Emiratis to the group” - R1 “I think in general... Emiratis percentage overall is very low so... cannot fulfil all the requirements” - As per government instructions, the percentage of 2% of Emiratis is easily fulfilling in the commercial companies, automobiles, travel, cargo and retails. However, in construction it is difficult because labour category is very high and Emirati cannot fill in these positions. - Emiratis percentage “government... should... separate the categories... define... how many labours... how many staff... based on this... should apply certain percentage... it will increase the Emiratisation”. - Not satisfied with the current Emiratisation policies “not happy because... only organisations... are applying... 100% is banks because... the central bank very strict with them. But the rest of... companies in the UAE... applying... very little... 2%... 4 or 5 years back... the ministry... said all HR and the secretary has to be Emirates but... the number of positions in UAE against how many UAE nationals we have to fulfill is may be 10%” - Supply of Emiratis people cannot fulfill all vacancies even though everyone working for Emiratisation. - Emiratisation problem faces only private sector and not government, because percentage of Emiratis in government is higher than private as they are hired by default. - For Emirati employees, not only did they have better salaries in government, but also the timing is less, from 7:30am till 2:30pm however at our organisation, working hours from 8:00am till 6:00pm and in construction there are two shifts and one day off as well. - R1 “timings... is the main challenge which we are facing in the private sector”

	<ul style="list-style-type: none"> - R1 “government... have to do something... to increase the number of talent in private sector... private sector attract talent keep them for some term but for long term.. is very difficult” - The key issue of talent management in private sector is to keep and retain Emirates for working with them for long time. - It is very difficult to return construction and IT Emirates engineers. - More difficulties with retaining Emiratis as organisation cannot compete with salary and timing and even though salary is the same however, life-work balance is not good as they need more time to be with families and do personal things. - Organisation attracts UAE nationals during the career fair to hire the talent.
R2	<ul style="list-style-type: none"> - Emiratis engineers in construction field prefer to work in government because of salary, career development and mainly timing. - R2 “engineers who are Emiratis... prefer to work in government entities... because of their career...and... timing... an issue for them” - Organisation works with universities offering scholarship to train about 10-15 students Emirates as part of their graduation. Once they graduate they prefer to join government. Only few of them stay for 2-3 years only to gain the experience. - UAE national engineer rates high turnover in the construction field in the private sector - Any UAE engineer, who spends couple of years training in the organisation, is considered a talented engineer for the government sector so he easily gets a higher offer, because of the organisational professionalism and branding in the construction field. Moreover, sometimes organisation gains highly recommendation at some governmental tenders because of the governmental representative who has worked before in the organisation so trust, quality experiences and delivery time are not questioned and government as an organisation client feel satisfied working with - Emiratis prefer working hours in government sector because of the timing, “timing... in private sector... is different than... government sector” - Career development in government sector is faster than private sector because Emiratis cannot compete with foreign project managers or engineers that have international experience for more than 20 years, “UAE started from 40/50 years... when... changing and booming... in infrastructure going on... we have got people... who have been working as an engineer

	<p>for the past 35/40 years... this is the problem”</p> <ul style="list-style-type: none"> - Emiratis can fit easily in other jobs such as account, panning, purchasing - As per the government instructions regarding percentage of Emiratis working in the organisations and due to that most of organisation projects are governmental project, so the organisation is putting Emiratis at functional management area such as HR or procurement/purchasing to deal easily and smoothly with government entities. - As much as government has places for Emiratis so they will keep hiring them, however, once positions are full, so Emiratis will look after working in the private sector.
<p>R3</p>	<ul style="list-style-type: none"> - It is hard to find Emiratis and compete with the market. Organisation hires young UAE with diploma or higher school or those who leaves the schools but they need intense guidance, weekly monitoring and lot of coaching and HR team is responsible for that. - The young UAE prefer to move to another job rather than having career because they got better offer - The organisation has enhanced its policy to keep young UAE and attract them as well, so they get higher package including annual family tickets, provide education up to three children. - R3 “Emiratisation policies are quiet rigid by the government for the past 5 years” - The organisation hires UAE nationals in secretarial, reception and admin support positions to meet the quotas by government roles. - There are two factors prevent UAE nationals from working in private sector, working hours timing and public holidays. - Under study, the organisation is planning to have a new program for graduate engineers to work in the organisation, this program will be for UAE nationals as well as foreign because it has been noticed that UAE engineers used to join the organisation for short term for the sake of experience and then they move to semi or government organisations to proceed with their career - Government initiative Tanweer and Abshir provide UAE talents to the organisation as well as some recruitment agencies specialized in resourcing talent nationals - The best way to attract UAE nationals is via career fair

	<ul style="list-style-type: none"> - The organisation board of directors is strongly supporting the nationalization, “stakeholders always encourage the nationals financially... support their education... accommodation loan... helping... with their transportation” - Most of UAE construction and IT engineers continue their study to get master in international business in order to get managerial positions to proceed their career in government or private sector - R3 “UAE nationals got attracted from Abu Dhabi... because... the salaries... but some people... they won’t find it challenging anymore and they would find their social life a little bit lost when they are in Abu Dhabi instead of staying in Dubai since Dubai is more cosmopolitan and they have their families here”
R4	<ul style="list-style-type: none"> - R4 “Emiratisation policy is only just evolving” - Government struggle with Emiratisation and it goes against talent because “should always be employing the best person for the job” - Most Emiratis graduates choose to work in government and public sector because of work is easier, timing is shorter and salaries are high and that are not offered by private sector. Talking about construction particularly, Emiratis do not like to work in this business because, it is tough, hardworking and it is a part time job as once the country is built so this business will be decreased, it is not like banking industry which is a lifetime one - R4 “The problem we’ve got I believe the ability of Emiratis to fulfil all of our requirements” - Government must “dissuade” and discourage Emiratis to work in the public, stop hiring them and push them to private sector because Emiratis as much as they will work hard as much they will gain a wide diversity experiences for the future.
R5	<ul style="list-style-type: none"> - Emiratisation is very good drive from the government and it should be enforced, there should be percentage and there should be following up – in IT department, we don’t have this percentage however, we try to attract the fresh graduates locals to train them for 3 months and if anyone shows good so we offer him a job. - IT fresh graduates are struggled to get job because of no experiences so training program for them is a chance for them and org encourage them to join IT trainings we provide
R6	<ul style="list-style-type: none"> - Emiratisation policies are not effective, as companies are forced by government to hire locals so they recruit them because

	<p>of their UAE nationality, so they are focus on the quantity not the quality.</p> <ul style="list-style-type: none"> - It should be cooperation and integration between universities, authorities and companies to fill in the market gap of talents - Talent management strategy must look to Emiratisation as the first priority, how to define, select and develop them instead of finding someone from outside. There should be a change to restructure the organisation
R7	<ul style="list-style-type: none"> - There is no UAE health and safety person in the team. Interview was conducted many times, however, no local is applied, because may be there is no interest to work in this field or they may have better opportunities outside health and safety zone - Emiratis are more worked as PROs or in administration area - Emiratis are looking for managerial positions where better pay, supplements and benefits are. - Private sector needs to promote UAE locals to work with, encourage them from the college as civil and mechanical/electrical engineers to have training in-house, in addition to make more advertising so they can apply - UAE nationals work for government because of high salaries comparing to private organisation, so government need to consider this and think of making balance between salaries in government and private sectors
R8	<ul style="list-style-type: none"> - Nationalization is very good policy however there is no following up. Companies hire UAE nationals as per law or government regulations however they are not skilled or talents, they are only numbers on paper. Government mentioned just figures to be hired and did not specified or enforced them - R8 “Nationalization currently (means) merely a number of employees in a company, not skills and qualifications, therefore, any company can appoint 5% (a number of citizens) just to meet the nationalization criteria” - R8 “5% of engineers should be UAE citizens, and 5% of technicians” - R8 “policy (on paper) it looks nice... the government has decreed it, but regrettably there is no follow up or definition of nationalization in the companies” - Most of UAE nationals works in administration positions, no one in technical and sometimes companies hire them only to meet the government quota even if they do not work, just for “getting away with it”. - There should be proper implementation for the Emiratisation policy

	<ul style="list-style-type: none"> - Some government agencies or military bodies train UAE students for their graduations, give them monthly symbolic salaries and once they graduated, they offer them jobs, “there are practices but not on a large scale, as it should” - R8 has challenged himself by working in the private sector, where longer working hours, however, he learns more and develops his skills and experience. Other Emirates prefer shorter working hours as well as higher salaries comparing to the private sector where expatriates or newcomers can work longer and accept less. - R8 suggest “Citizen Allowance” to be paid by private or government for Emiratis to encourage them to work in private sector. They can offer free transportation
R9	<ul style="list-style-type: none"> - Emiratisation policy is very important for the “sustainability of the country”. - It should be a structure to identify UAE talents, develop, measure and monitor them - There is shortage of Emiratis in engineering field because of the hard working, tough environment, it is six days a week with long working hours “mostly they are not interested” - Emirates prefer to work in administration functional roles - If Emiratisation policy is align with talent management, so organisation will have more Emiratis into the business
R10	<ul style="list-style-type: none"> - Emiratisation is very good for the country - Emiratis salary scale is always the highest - Emiratis do not tempt to constructions field - No Emirati is working within the team, because construction field is very hard, most of people are labours and from India, so it is better to have Indian supervisor or engineer for easy communication especially with health and safety issues
R11	<ul style="list-style-type: none"> - Emiratis prefer to work in government sector - Emiratisation is very important to the country to manage, however, Emiratis should be qualified to get the position especially senior ones and that should be monitored. - R11 “locals should... work and have a job within all industries, but it’s going to take many years... because the presence of expats is huge compared to locals. However, there has to be expats... there’s certain areas that the nationals here prefer...”

	<p>So there's always a shortcoming in certain industries"</p> <ul style="list-style-type: none"> - Emiratisation Policy is important because it is cardinal for the country, its culture and economy. It is very essential to have locals working in all industries and at all positions within organisation. - Government must monitor Emiratisation percentage to increase the ratio - Most Emiratis are working with government or in banks, however in private, they are only in administration or HR, they are totally lacking in other fields such as healthcare and construction sector. - It is important to maintain Emiratis skills, evaluate them, appraise their performance and continue training them - There is no Emiratis in IT because of communication problem as most of IT terms are in English, Emiratis that have been interviewed were not good neither in English nor IT skills. Second issue is the nature of IT work, especially in the back office with projects on tight deadlines, is very hard, tough and continues, IT technical should be always available, on call anytime, he might work till next early morning and suppose to come on time to his work. So long working hours as well as being always on call is not suited Emiratis. - Salaries in IT positions are not satisfied Emiratis. "It's money and timings" - R11 "local people earn bigger salaries" which many companies cannot afford - Emiratis ladies are more skilled than gentlemen - It is important to link talent management strategy and policies with Emiratisation policy - Due to the UAE culture, organisation need to be more careful when working with Emiratis ladies, be cautious in dealing with and not giving them late shifts to work
R12	<ul style="list-style-type: none"> - The population of Emiratis and expats is almost the same however "the UAE market (for talent) cannot be covered by Emiratis alone" so expats to fill in the gap plus some of expats have higher qualifications and skills than Emiratis - R12 "The Emiratisation policy which is being applied now is excellent, but it should be more vigorous, however, gradual implementation is also fine" - The UAE government tried to implement talent management in the Emiratisation process, such as Sheikh Hamdan national initiatives for Future Leaders Program and Professional Development for Students in which will be benefit for about 200-300

	<p>students across UAE. In addition, there is the Distinctive Governance and the Outstanding Administrative Performance Rewards by Sheikh Mohammad Bin Rashid, the Ruler of Dubai, where RTA won the best government department</p> <ul style="list-style-type: none"> - There are some difficulties to approach the right UAE PRO into the job, long working hours, 8am-6pm, low salaries and the job nature as PRO need to be most of the time outside the office visiting government entities and work on sites, this task is not appealing to the UAE nationals - In order to attract UAE nationals to work as PRO, firstly, working hours must be closed to governmental working hours, secondly, salaries and compensations need to be revised and modified according to the market, finally, there should be a career path for PRO where develop his skills especially the administrative ones
<p>R13</p>	<ul style="list-style-type: none"> - UAE talent nationals are working with government - Government is starting to develop talent national programs, such as Sheikh Mansour Bin Zayed Emiratization program, it is a trial stage but it moves to the right direction - UAE nationals represent about 10% of the UAE population and this explain the lack of UAE talents as most of talents in UAE are expats - Emiratisation policy is excellent however it is not fully implemented in all industrial such as medicine or education - R13 “I am with nationalization 100%, but... bring me nationals, and I will hire them” - Organisations need to give UAE locals a chance to prove themselves in different position and not restrict them into administration roles only. - Government hires locals in all positions except some critical positions which headed by talented foreigners so locals can learn from them - Some UAE locals do not like to work in real estate business because it is hectic and there are lots of problems outside the office facing tenants on daily basis. - the main issue we face in hiring UAE nationals is that Emiratis prefer to work with government because there is a “hierarchical system” which provide career path and training and development, this system is are not exist in every private organisations. Most companies have salary grading system and employee may get increasing but still stay in the same

	position and may be forever.
R14	<ul style="list-style-type: none"> - UAE is a rich country so most of Emiratis are spoiled with money and with many people working for them, so Emiratis do not need to work, government are doing its best to push them to work and they don't push themselves. The main point here is "it's about creating that desire within the Emirati community to... go out" and work - Emiratis do not like to work in construction field because it is hard working, long hours a day - six days a week and for them this job is not well paid too comparing to the very expensive lifestyle they live.
R15	<ul style="list-style-type: none"> - Emiratisation policy is required for the country, but with regard to talent, it should be "equal chance" and opportunity for expats and locals to find the best employee for the job - No Emiratis are working on construction site, they prefer managerial positions - Emiratis should work in all fields, from the bottom till high levels to get experiences, so they can manage people in the future
R16	<ul style="list-style-type: none"> - Government has a lot of Emiratis staff, they are shortage in private sector, because work is guaranteed with government and they give them high salaries - Emiratis are not interested to work in the construction business - A lot of UAE families have their own business or businessmen because of government roles, that has to change to encourage locals to work in private sector - Emiratisation policy must be applied correctly, a percentage should be existed and become part of company business plan. However, locals must work and perform well the job as companies cannot fire them - There are no Emiratis engineers working on site. There are only in administration dept in the head office
R17	<ul style="list-style-type: none"> - Some governmental entities provide public and private sectors with Emiratis candidates - Emiratisation policy is a good idea but it is not fully implemented and Emiratis employees still need ongoing training, as they might be good in education but they still need continuous training and development programs - It will take time to make Emiratis working in private sector especially to evaluate them and look into their performance, "Emiratis are minority in their country"

	<ul style="list-style-type: none">- If Emiratis study abroad, have certain specifications that country needs, so there will have more chances to join private companies- Government is putting annual Emiratis percentage to be full fill by the companies and the truth is either there is no jobs offered or no hiring budget.- Emiratis woman has the change and taking the lead now in the UAE and they have “the upper hand”, “Emirati women are more educated than the men and this is statistically speaking. Emirati woman are starting to earn more in terms of salaries then the guys”- There should be enough skilled Emiratis available with proper education and experience so organisations can hire them with no complaining of shortage- There should be a vision along with more and deeper cooperation between universities and organisations in order to target the right Emiratis with certain level of quality to achieve org objectives, goals and vision
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