

Enhancing Organisational Transparency through Talent and Performance Management

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By

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ABSTRACT

Despite the negative impact of the recent global financial crisis, businesses in Dubai were fairly successful in terms of profitability. However, political and socio-economic issues related to the corporate governance were never considered a priority. In the absence of transparency, disclosure and accountability, the semi government and government organisations in Dubai can be weak in terms of trust, communication, talent retention and practicing performance management. Therefore, it is necessary to examine some ways on how we can effectively increase the practice of transparency within the semi government and government organisations.

Increasing organisational transparency in Dubai semi government and government organisations is necessary in order to attract more foreign investors to invest in the country. Although Dubai and UAE is located in good strategic location, the absence of corporate governance and trust between the local government and its employees could not only weaken the relationship between the employers and employees in semi government and government sector but also the local business people and their potential foreign business partners.

Two methods were used to analysis Qualitative - Focus Group and Quantitative – Online Survey. The target research respondents for this study include the UAE nationals who are currently employed in Dubai semi government and government organisations. Upon examining the perception of 135 randomly selected online research respondents, the focus of this study is to determine whether or not talent and performance management could effectively enhance organisational transparency in Dubai semi government and government organisations. For the Focus Group the target audience were 25 participants, 16 in total attended the 3 sessions scheduled.

For data analysis are spondent perceptions pertaining to the significance of organisational transparency with the enhancement of talent and performance management in Dubai.

The findings results suggest a strong correlation between talent management and organisational transparency, performance management and organisational transparency and setting of clear organisational objectives related to talent and

performance management and organisational transparency. Therefore, this study suggests a triangular link between talent management, performance management, and organisational transparency in the sense that a significant increase in organisational performance and talent management could increase employees' trust.

Because of the interrelationship between talent management, performance management and organisational transparency, this study recommends the need to provide training intervention as a way to promote transparency, the provision of comprehensive induction for new applicants, and improvements in the communication link in private organisational level. To increase transparency in government level, this study suggest the need to introduce and promote the concept of talent and performance management in local colleges and universities through government intervention, the implementation of a yearly talent management conference focused on the best corporate governance practices locally and internationally, and establish a separate government entity to conduct audit on talent management, performance management and transparency in Dubai's semi government and government organisations.

Aside from determining strategic ways in hiring, improving and retaining competitive employees, future research study should identify and design the kind of training and development programmes that will enable the semi government and government sectors in Dubai and develop a structured mechanism to link talent management to performance management, this to increase the quality of talent management, performance management and organisational transparency. It is also necessary to identify the best organisational structure to improve corporate governance, transparency in specific, in Dubai semi government and government sector.

ملخص

على الرغم من التأثير السلبي للأزمة المالية العالمية الأخيرة، فقد حقق قطاع الأعمال في دبي نجاحاً نسبياً من حيث الربحية. لكن القضايا السياسية والاقتصادية والاجتماعية المرتبطة بحوكمة الشركات لم يتم أخذها بعين الاعتبار. وفي غياب الشفافية والإفصاح، من الممكن أن تكون المؤسسات شبه الحكومية والحكومية في إمارة دبي ضعيفة من حيث المصداقية والتواصل والحفاظ على الخبرات وممارسة إدارة الأداء؛ ولهذا فمن الضروري دراسة عدد من الطرق التي تزيد من كفاءة ممارسة الشفافية داخل المؤسسات الحكومية وشبه الحكومية.

و بناءاً على ما تم التطرق له، فإنه من الضروري زيادة شفافية المؤسسات الحكومية وشبه الحكومية في دبي لجذب مزيد من المستثمرين الأجانب للاستثمار في الدولة. وعلى الرغم من الموقع الاستراتيجي الممتاز لكل من دبي والإمارات، والذي يخدم الاستثمارات بكل أنواعها، فإن غياب حوكمة الشركات و الثقة بين الحكومة المحلية وموظفيها يضعف العلاقة بين أصحاب العمل والموظفين في القطاع الحكومي وشبه الحكومي، ولكنه قد يضعف أيضاً احتمالية وجود شراكة خارجية مع مجتمع الأعمال المحلي.

هذا البحث شمل هذه الجوانب، فقد تم استخدام طريقتان للتحليل، هما: التحليل النوعي (مجموعة التركيز)، والتحليل الكمي (استبيان أو المسح). وتشمل عينة الدراسة التي استهدفها هذا البحث مجموعة من مواطنين إماراتيين يعملون حالياً في المؤسسات شبه الحكومية والحكومية في دبي.

فيما يخص الاستبيان، الدراسة اختارت 135 شخص، تم اختيارهم عشوائياً للإجابة على الأسئلة. حيث تم التركيز ما إذا كانت إدارة الموهبة والأداء يمكن أن تعزز فاعلية الشفافية في المؤسسات الحكومية وشبه الحكومية في دبي.

أما بالنسبة لمجموعة التركيز، فقد كان الجمهور المستهدف بها 25 شخصاً، وحضر 16 شخصاً فقط في ثلاث جلسات حوارية، والنتيجة ان قمنا بتحليل تصورات المشاركين في الدراسة بخصوص أهمية الشفافية المؤسسية في تعزيز إدارة الموهبة والأداء في دبي. حيث توحى النتائج بوجود ارتباط قوي بين إدارة الموهبة وإدارة الأداء مع الشفافية المؤسسية والتي تساعد على تحديد أهداف واضحة للمؤسسة تخدم العلاقة بين العوامل الثلاثة. ولهذا فإن هذه الدراسة تقترح علاقة طردية بين إدارة الموهبة وإدارة الأداء والشفافية المؤسسية، بمعنى أن التحسين في أداء المؤسسة وإدارة الموهبة يمكن أن تزيد ثقة الموظفين وتحسن الشفافية المؤسسية.

وعليه، توصي هذه الدراسة بضرورة توفير برامج تدريبية مكثفة كوسيلة لتعزيز الشفافية بين الموظفين وإي من المتقدمين الجدد، وتحسين الاتصال المؤسسي على مستوى حكومة دبي. ولزيادة الشفافية على مستوى المؤسسات الحكومية، تقترح هذه الدراسة ضرورة توضيح مفهوم إدارة الموهبة والأداء في الكليات والجامعات المحلية، على أن تعتبر مادة للتدريس في المنهج الدراسي. بالإضافة إلى ذلك، تقترح الدراسة عقد مؤتمر سنوي لإدارة الموهبة يركز على أفضل ممارسات حوكمة الشركات محلياً ودولياً. ومن توصيات الدراسة أيضاً تأسيس جهة حكومية مستقلة لإجراء تدقيق لإدارة الموهبة وإدارة الأداء والشفافية في المؤسسات الحكومية وشبه الحكومية في دبي.

وأخيراً، من الضروري النظر في الدراسات المستقبلية ، حيث يجب أن توجه بتصميم برامج التدريب والتطوير التي تمكّن القطاعين الحكومي وشبه الحكومي في دبي في إدارة الموهبة وإدارة الأداء ، وذلك لتحسين الجودة ودعم الشفافية المؤسسية. بالإضافة إلى تحديد هيكل مؤسسي يخدم ويحسن الحوكمة ويدعم الشفافية المؤسسية في القطاعين الحكومي وشبه الحكومي في دبي.

CHAPTER 1

INTRODUCTION

1.1 Background

The United Arab Emirates (UAE) is emerging as a pivotal business and political centre in the Middle East. The constant growth of international business entities reflects the UAE's successful attempt at building a reputation for providing commercial opportunities. Organisations from abroad have been able to avail themselves of several business opportunities in diverse industries such as finance, trade, tourism, entertainment, construction, manufacturing, education and health sectors (Akoum 2008, 51).

Dubai, a UAE city-state, is particularly attractive to foreigners because of its geographical location in the Arabian Gulf. In addition, Dubai has experienced significant development as a result of its oil industry and its corresponding industrial and economic progress. The local population is the minority between 8-20 per cent, whilst the majority of the population is made up of Arab, Asians and Westerners. As a result of this distinctive population and Dubai's unique location, there is a significant multi-cultural environment depicted through a series of "conflicts" such as "West/East, modernization / fundamentalism and Arab/Asian" (Elshestawy 2004, Ch. 8, 169).

Despite the business success of Dubai and the UAE in general, the recent global financial crisis has hit the area as much as the rest of the world. One of the key areas of concern in Dubai, the UAE and the rest of the world is transparency and corporate governance in general. Of specific concern for researchers, relative to the UAE and a number of Arab states is the level of ownership and control over the management of business organisations. A study conducted by the World Bank in 2003 found that the segregation of ownership and management is rare with boards of directors being overwhelmed by shareholders holding key positions. The result is corporate governance is not prioritized and there is a general lack of transparency, disclosure and accountability (Naciri 2008, 320).

Organisational competition in the UAE is also hampered by the inefficient business regulatory regime. Organisations are essentially left to self-regulatory systems in order to ensure that they are competitive (Rettab 2008, 138). In the light of the fact that business organisations are largely left to self-regulatory devices, corporate governance via enhanced transparency has been relegated to the internal workings of the organisation. In this regard, determining whether or not organisational transparency can be enhanced via performance and talent management is a significant area for investigation.

1.2 Organisational Transparency

Enhancing transparency in Dubai and the UAE in general is particularly important since this location within the region is particularly favoured amongst multinational businesses. Dubai's "strong infrastructure" its "dynamic business culture" and its "accommodating lifestyle for expatriates" make it an ideal international business centre (Rehman 2007, 268). It therefore follows that in the face of inadequate business regulations, foreign organisations doing business in Dubai and the UAE will have to rely on voluntary techniques for enhancing transparency. The obvious issue for determination is whether or not, talent and performance management will offer the most effective and efficient method for enhancing organisational transparency under the broader goal of improving corporate governance.

Over the last decade or so, organisational transparency has become a pivotal area of interest for management and the general public. Although in general terms transparency has become synonymous with accountability, it has branched out to mean the deliberate crafting of policies and strategies for achieving respect and credibility. In this regard, organisations have increasingly characterized transparency in the context of communications as an appropriate management strategy (Heath, Toth and Waymer 2009, 132). In other words, organisational transparency is about vision, communication and openness (Garsten and De Montoya 2008, 4).

It is popularly believed that transparency is the key to organisational effectiveness and consequentially a number of organisations are redesigning their communications systems, human resources departments and public services so as to improve their ability to respond to the demands of stakeholders (Williams 2005, 358). Organisation, organisational, organise. This research paper argues that it is not enough

to simply recruit talent but to also build upon existing talent and to enhance performance for strategic planning in organisational transparency. It is argued that talent creation, development, recruitment and management removes complexities in communication processes and structural strategies relevant to transparency and as a result enhances performance (Effron and Ort 2010, 4).

This research therefore investigates the connection between organisational transparency and talent and performance management. It will examine how talent and performance management can be key components of organisational transparency. In order to make the connection the significance of organisational transparency will be evaluated. Once the paper successfully evaluates the importance of organisational transparency, the significance of talent and performance management will be analyzed and tied to organisational transparency. This investigation is intended to make a case for the enhancement of transparency in Dubai, particularly since voluntary regulation is the primary method for shaping and forming corporate governance in the Emirate.

1.3 Importance of the Study

Dubai is characterized as “an excellent strategic location” with excellent “business-friendly policies (Oxford Business Group 2008, 10). These factors have assisted Dubai in establishing itself as “a gateway to the greater Middle Eastern region and a global business centre” (Oxford Business Group 2008, 10). Even so, the recent global financial crisis together with the multicultural environment in Dubai necessitated an examination of the likelihood that organisational transparency can be enhanced via talent and performance management. This question is relevant to organisations in general and is equally applicable to all organisations.

Worley and Lawler (2010) explain that today’s organisations are becoming more inundated with intense and diverse demands on their resources (p.2). With demands on an organisation’s resources competition becomes more intense. In order to compete productively, both internal and external trust in the organisation is extremely important. Organisation transparency appears to be the best way forward. In this regard, organisation transparency is about human capital resources. This means the management of talent and performance rather than compliance models.

Enhancing Organisational Transparency through Talent and Performance Management study indicates that an organisation's highest performance corresponds with trust. This can only be accomplished by virtue of an organisation's ability to clearly communicate its objectives and priorities. Communication is vital to the survival of any organisation. Those individuals responsible for communicating should ensure that they are clear on what the organisations' objectives are. They need to know what the organisation intends to achieve and how they aim to achieve their objectives. They have the important responsibility of ensuring that all these objectives and goals are communicated to the various stakeholders. Flaman et al (2010) maintains even further that when the priorities and vision of an organisation are different from those that they serve and different from donors and employees, capacity building is instantly problematic. It therefore follows that if talent and performance is managed effectively and efficiently, the organisation's ability to operate transparently and in a medium of trust will be facilitated. After all it takes talent and performance to clearly delineate values, vision, accountability, strategies and standards. Likewise, it takes talent and performance to understand and function within those parameters.

1.4 Problem Statement

Rehman (2008) observes that the UAE is among the world's "preferred locations for multinationals' regional offices" (268). A number of important multinationals such as Pepsi and Merck have established their respective "regional headquarters" in Dubai so that their other offices in the Middle East are required to account to the Dubai regional headquarters" (Rehman 2007, 268). In this regard, organisational transparency is particularly important for multinationals and business organisations headquartered in Dubai. In order to fully understand the significance of transparency in an inadequately regulated region such as Dubai, the concept of organisational transparency is entirely important.

Trust is perhaps the most important capital any organisation can have. Trust must permeate throughout all levels of the organisational operations and its various relationships, both internally and externally. It is important that all stakeholders, including employees, shareholders, Government, consumers, trade partners and the general public trust the organisation's vision and the ability to achieve its vision

ethically and responsibly (Bandsuch, Pate and Thies, 2008, 99-100) . This trust is said to be best achieved via organisational transparency (Schoorman, Mayer and Davis 2007, 346). The organisation must be able to demonstrate to their various stakeholders that they are behaving in an ethical manner as trust is difficult to measure. There are no key performance indicators that an organisation can use in order to be able to effectively judge whether an organisation is trust-worthy. Therefore, in order to be able to measure trust, an organisation must be able to demonstrate to its various stakeholders that they are ethical. They also must ensure that they are transparent with regards to how they do business and clearly communicate their goals and visions, and eventually how they have measured against their goals. If they are successful in doing this, it will increase confidence and ultimately trust amongst the different stakeholders of the respective organisation.

Trust in a multi-cultural environment such as Dubai can be a complex issue. The mixed population can be an impediment to understanding among the different cultures. This means that each cultural group must not only understand their own cultures, but they must also understand how they are perceived by the other cultures. It is only when this level of understanding and awareness is achieved can trust and commitment be built and cultivated (De Bono, Van Der Heijden and Jones 2008, 260).

Effective organisational transparency informs all stakeholders of the:

- Organisation's goals and objectives.
- The role of the organisation's members.
- The members' structural place within the organisation.
- The member's duties and tasks.
- The standards for their respective actions and conduct and who they depend on as well as what they rely on.
- The consequences of the conduct and actions.
- The significance of their conduct and actions within the organisations and for the entirety of the organisation (Blay-Formarino 2001, 61).

In other words, clear communication and information sharing within an organisation corresponds with transparency. Transparency is therefore connected to trust, credibility and reliability. These factors are fortified by virtue of persistent and clear communication that ensures that the daily operations of the organisation are

transparent. Moreover, these operations must be perceived as not only fair but effective. Transparency feeds trust, reliability and credibility because all stakeholders are always at liberty to gain access to what it is that they are required to know relative to the organisation, what the organisation “wants them to know about changing circumstances” (Schockley-Zalabak, Morreale and Hackman 2010, 132). An organisation should ensure that they have a Code of Conduct that the organisation strives to achieve or work towards. The Code of Conduct are the set of boundaries that an organisation creates that all employees should be aware of. These should be clearly communicated to everyone. They are a set of values that the organisation lives by and allows all stakeholders to understand how the company will do business, in other words what they can or cannot do.

It therefore follows that when organisational transparency is poor, it can breed mistrust. When an organisation breeds mistrust on the part of stakeholders, it will not have the commitment and support necessary for efficient and effective functioning. This could lead to the ultimate destruction of the organisation. Similarly, when organisational leaders have little or no trust in their subordinates, the suggestion is that subordinates are incompetent and unreliable. The only reasonable conclusion is that the management of talent and performance is the best method for structuring effective organisational transparency (Pierce, Gardiner, Cummings and Dunham 1989, 623). Put another way, organisational transparency is best achieved through talent and performance management rather than rigid compliance strategies because the latter implies a lack of trust and confidence within the organisation (Uren 2007, 32).

Trust is particularly important within an organisation that relies on a voluntary regulated regime. Members within the organisation, stakeholders and the broader community must have faith and confidence in the organisation’s ability to manage its own corporate governance. This would specifically mean that transparency would have to be a key emphasis. The rationale is that if stakeholders, members of the organisation can see how the organisation functions in both good times as well as difficult times, they are more likely to trust the organisation’s capacity.

1.5 Research Questions

In order to understand how transparency can be enhanced by virtue of talent and performance management in Dubai this paper will examine the link between organisational transparency and talent and performance management practices. This research argues that it is not enough to simply recruit talent but to also build upon talent and to enhance performance for strategic planning in organisational transparency. This research is organized around a primary research question and a series of secondary research questions.

The primary research question is:

Can talent and performance management enhance organisational transparency in Dubai? This question is investigated by studying the dynamics of organisational culture and the significance of transparency and how talent and performance works in tandem with effective transparency. This question also invites consideration of the specific problems for Dubai's corporate governance constructs. The investigation of the issues arising under the primary research questions invokes a number of supplemental/secondary questions, which are summarized below:

- What is organisational transparency?
- What is the significance of organisational transparency?
- What is the significance of talent and performance for the effectiveness of the organisation in general?
- How talent and performance management is related to organisational transparency?

1.6 Aims and Objectives

This study is primarily concerned with enhancing organisational transparency in Dubai a key factor in enhancing the competitiveness of any economy. This study is therefore concerned with linking between two key priorities in the development of sustainable and competitive economy, transparency and effective talent management.

In order to make this link this study narrows it focuses on exploring the role and effects of cultural diversity management within the organisation and how leadership can intervene to identify and implement practices and policies that have a greater

potential to benefit the organisation. In this regard the primary aims and objectives of this study are set out as follows:

- Investigate the significance of transparency in fostering success in organisations
- Examine the role of transparency in the effective management of talent
- Examine the effectiveness of current practices in talent management and identify best practices and their impact on the success of organisations operating in Dubai.

1.7 Research Methodology

This research study is based on a mixed methods approach in the investigation of the primary research question and the secondary research questions. In this regard, the research combines both quantitative and qualitative approaches. The qualitative research method is derived from desk top searches consisting of a review of the literature. The literature is important for analyzing the theories and assumptions relative to organisational functioning and effectiveness and more especially transparency through talent and performance management. The sources are therefore comprised of academic articles espousing the theories and assumptions giving rise to this dissertation's hypotheses. Empirical studies found in the literature will also be used to support and test these hypotheses.

The quantitative research is derived from the collection of data by two methods. The first set of data is collected by virtue of the distribution of a questionnaire for a primary analysis targeting UAE nationals of both genders and ranging in ages from 25-35. This sample population are workers in Dubai's government departments and semi-government organisations. The questionnaire is designed to assess the respondents' thoughts and perspectives on the enhancement of organisational transparency via talent and performance management in Dubai. The researcher conducts a survey by virtue of an anonymous questionnaire. The questions are also designed to determine whether or not the respondents within these organisations view transparency as something that should be mandated rather than managed via talent and performance. Ultimately the questionnaire is aimed at soliciting information relative to the worker's attitudes toward interdependence. The questionnaire is also

designed to determine whether or not talent and performance is rewarded and cultivated within the organisation.

A secondary analysis is conducted by virtue of informal interviews, asking a number of randomly chosen UAE nationals, from genders, aged 25-35, and working in Dubai government and semi government organisations of their thoughts and perspectives in enhancement of organisational transparency through talent and performance management in Dubai.

The secondary data obtained as a result of informal interviews amongst a random sample population is intended to determine overall confidence in organisations. The informal interviews will seek to determine what the general public expects of an organisation in terms of transparency and competency. The results of this random interview will ascertain whether or not public trust in organisation is connected to talent and performance and in what ways.

1.8 Dissertation Structure

The dissertation is organized and presented as follows:

Chapter 1 of this study provides an introduction to the study consisting of a statement of the problem, the significance of the study, the hypotheses to be investigated, the research questions and the research methodology and structure.

Chapter 2 of this study sets out the literature review which consists of theories and assumptions relative to organisational transparency and the underlying significance of trust and how both transparency and trust are indistinguishable and are connected to the management of talent and performance.

Chapter 3 provides an analysis of the research methods used for the conduct of this research, the tools and other research details.

Chapter 4 will present the researcher's findings which will be analysed through the data collected in the qualitative as well as quantitative research. The findings will be analysed and inferences drawn.

Chapter 5 will discuss the findings in the light of existing empirical evidence and evaluate how the present research agrees or disagrees with them.

Chapter 6 will conclude findings and provide recommendations for enhancing transparency through talent and performance management will be given and an explanation for these recommendations will also be provided. Further areas of research will be provided as well as a statement on the weaknesses and strengths of the research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This paper investigates the utility of enhancing organisational transparency through talent and performance management. More specifically, this paper seeks to argue that transparency is directly and indirectly linked to talent and performance management. It is generally perceived that trust is at the core of transparency, talent and performance. More specifically, trust is a by-product of talent and it promotes performance. Moreover, transparency creates and fosters trust among organisational members and for those outside the organisation. In other words, an organisation that cultivates talent generates trust in and among the organisation. Also an organisation that trusts its members motivates optimal performance. Likewise, a transparent organisation generates trust within and outside the organisation. It therefore follows that when talent and performance generates trust it will automatically transfer itself over to transparency (Cheese, Thomas and Craig 2006, p. 40). If an organisation's performance and talent management is efficient and effective, transparency will be enhanced quite simply because the organisation has confidence in its internal workings and is more inclined to be frank and open.

2.2 Organisational Transparency

2.2.1 Concepts of Organisational Transparency

A review of the literature reveals that transparency is not a universal term as it means different things to different organisations and researchers. Breggren and Bernshteyn (2007) argue that modern business entities are increasingly taking the position that their firm's performance is intimately tied to improvements in efficiency and that latter is exemplified by improved transparency (411). What then, is organisational transparency? For the most part, transparency is perceived as virtually the same as openness (Williams 2005, 358). For Christenson (2002), organisational transparency is both a "condition" and a "strategy" (162).

According to Garsten and de Montoya (2008A) transparency is best understood as “good governance” (1). Moreover, transparency is parallel to organizing and controlling “beyond local and cultural participants” (Garsten and de Montoya 2008A, 1). Transparency intrinsically means governing capital flows, cultural factors and the organisation’s impacts so that:

Visibility, information and openness are closely linked to organising, and that what is visible can also be represented (Garsten and de Montoya 2008A, 1).

Mayer (2003) of the Centre for Association Leadership provides a simplistic but succinct description of transparency. Mayer (2003) contrasts the concept of transparency with that of secrecy. While secrecy means “deliberately hiding your actions; transparency means deliberately revealing them” (Mayer 2003). When one speaks of transparency, one speaks of deliberate and unambiguous disclosure. It is no longer sufficient for organisations to merely be frank and open when information is requested. Quite simply, organisation transparency means active disclosure (Borgia 2005, 21).

In the modern business world, transparency is becoming increasingly important in order to ensure that the ethics of an organisation are not compromised upon. Transparency is best understood as a response to an organisation’s stakeholders’ right and/or desires to know all relevant facts related to the organisation’s financial stability and its constructs. This invariably means knowing whether or not the officers and directors express themselves in a manner that is consistent with the stakeholders’ interest. Transparency permeates all areas of the organisation to the extent that it “can both affect, and be affected by the conduct of employees at all levels” (Borgia 2005, 21).

The Enron collapse brought greater attention and emphasis on transparency. The Enron collapse occurred in 2001 when it was discovered that Enron had engaged in accounting fraud in an attempt to deceive consumers and investors as to the real state of Enron’s financial position (Jickling 2002, 2). This scandal naturally drew attention to the need for organisations to be transparent. Organisations responded by developing manuals that were disseminated to all employees. The target for these manuals was to give the employees a detailed description of how they should express

themselves in the workplace, what they can or cannot do with regards to customers, partners and stakeholders. These manuals also clarified what organisations expected of their employees and what employees could expect from the organisation. The international organisation BP provides a good example of this. Lord Browne, BP's CEO at that time, introduced a manual that was disseminated to all employees as well as new employees joining the organisation. The manual was referred to as the Code of Conduct. Several training programs were rolled out across the organisation in order for the employees to understand what is expected from them. Transparency is crucial in any organisation as each individual's actions reflect on the reputation of the organisation.

As Borgia (2005) explains, for the majority of organisations, its success is intimately tied to employee innovation, commitment, talent and performance overall. It therefore follows the rule that says when an organisation is transparent "it will attract the best and retain the best" (Borgia 2005, 21). If the employee feels that they are part of the organisation and part of the decision-making process, they will be more inclined to give their full commitment, dedication and loyalty to the organisation. They will feel that if the company trusted them enough to share their objectives, vision and values then they will have a duty towards the organisation. On the other hand, an organisation that is opaque it will suffer from disenfranchised workers and the attendant staff turnover. Moreover, transparency also has an influence externally with regard to a broader class of stakeholders such as consumers, trade partners, suppliers and it also impacts international trade and state regulations (Borgia 2005, 21). In other words, persons and entities outside of the organisation that have an interest in how the organisation conducts its business may demand enhanced transparency. The extent of organisational transparency has an impact on its competitiveness in both domestic and international markets and as such may influence how the state chooses to regulate transparency (Borgia 2005, 21).

If employees are merely instructed to perform certain tasks and to just follow the orders, they will not have the drive or motivation to succeed. The managements of the organisation play a vital role in this, if they were open and clear in regards to what they aspire for their organisation and discuss this with their employees and gain their feedback and buy-in this will yield unlimited benefits. The employees will feel that

they are part of the wider organisation rather than simply just being involved in their part of the business.

An organisation is obliged to announce its year on year profits, its losses and give the stakeholder an opportunity to question the performance of the company. This action is building the trust between the organisations' stakeholders and will attract more and more investors. A company that hides its profits and tries to deceive stakeholders will build mistrust and could lead to the ultimate downfall of that company.

According to Probst (1998), transparency means being in a position to identify knowledge and expertise within an organisation (21). Probst (1998) also maintains that a majority of larger organisations are unable to "keep track of their internal and external data, information, and capabilities" (21). In the face of this kind of insufficient transparency, organisations tend to become inefficient and suffer from "uninformed decisions and redundant activities" (Probst 1998, 21).

Christensen and Langer (2009) subscribe to a common sense approach to organisational transparency and argue that it implicitly means that an organisation conducts itself so that "everything is plainly revealed" as a result of the fact that all "obstacles and clutter in our way" can be seen through (132). To this end, transparency is associated with "clarity, lucidity, and translucency" (Christensen and Langer 2009, 132). A window permits visibility but at the same time it marks the difference between the inside and the outside of a building (Christensen and Langer 2009, 133-134). Looked at in this way, organisations are increasingly revealing their annual results; they invite stakeholders to annual meetings to give them an opportunity to listen to the leadership team on what went well and what did not, to ensure that similar mistakes are not repeated in the future. Stakeholders are given the chance to ask questions and gain clarity to any concerns that they may have.

Managing transparency requires specific skill and therefore engages talent. As Garsten and de Montoya (2008B) explain, organisational transparency is a double-edged sword in that organisations are required to conceal as well as reveal. Significant effort must be placed into what should be revealed and what should be concealed (Garsten and de Montoya 2008B, 79). In other words, managing an organisation's transparency is a delicate balancing act requiring strategies that maintain the credibility, capacity and general good reputation of the organisation at

the same time does not erode its ability to compete in an advantageous manner. In the final analysis, organisational transparency means revealing what is sufficient to maintain stakeholder trust and meet their demands and ensuring that the competition is kept within the organisation's boundaries. When we talk about transparency, new ideas and concepts should be contained to the senior leadership until that concept reaches its infancy and can be revealed to the wider organisation. However, the senior leadership should ensure that they do not work independently but gain the wider support of their respective leadership teams.

Essentially, a particular amount of performance and talent is necessary for drawing a fair balance between “voluntary visibility” and “force scrutiny” (Garston and De Montoya 2008B, 86). Specific techniques are therefore necessary for “assessing, auditing and evaluations” (Garston and De Montoya 2008B, 86). Obviously organisational performance, use of resources and how the organisation is meeting its goals require assessing, auditing and evaluations. While leaders are required to have the capacity or the talent to implement practices and policies for organisational transparency, both staff and leadership are required to perform under both forced scrutiny and voluntary visibility.

2.2.2 Transparency, Trust and Capacity

Trust and transparency are intricately connected to each another. Rawlins (2008) used the 2007 Edelman Trust Barometer to measure and analyse employees' perceptions on the connection between trust and transparency. As a result of employing the Barometer, trust in businesses increased since 2002 and that was directly attributable to both economic prosperity and an increase in organisational operations (Rawlins 2008, 1). These findings emphatically support the contention that organisations are required to be “more open and transparent with their communication” in order to improve trust (Rawlins 2008, 1). This also confirms the theory that when employees feel their leadership trust by sharing the organisation's vision and objectives, they will feel more loyal and deliver economic prosperity to the organisation.

Farazmand (2004) explains that transparency, accountability and ethics are intricately tied to capacity and quite simply, “capacity is trust” (17). Trust is built in an organisation via “credibility, fairness, transparency, and accountability” and not just

with respect to previous activity and conduct (Farazmand 2004, 17). By sharing the objectives and priorities of the organisation it allows the employees to understand what they need to focus on to achieve these objectives and lead to economic prosperity of the organisation. The key is always to prevent wrongdoing and not to get trapped in a practice where wrongdoing is punished. As Farazmsnd (2004) explains:

Transparency eliminates opportunities for corruption and closes the doors to secrecy and abuse, and proactive accountability mechanisms help serve as a strategic instrument in pursuit of excellence and trust, and hence legitimacy (17).

An organisation needs to adopt a no blame culture in order for employees to feel that they can perform and try new ideas in order to lead to the economic prosperity of the organisation. If an employee feels that they can try new ideas this will lead to them being given freedom to be more creative and constantly thrive within the organisation. Organisations adopting no blame cultures are more successful, and that due to the results of employees having the freedom to create and innovate, they constantly thrive within the organisation.

In a comparative study conducted by Smith and Schwegler (2010) between non-governmental organisations in the US and German, findings indicate that the US organisations in particular connected accountability, openness and transparency (196). One of the US respondents noted that from the broader stakeholders' perspectives, organisations were required to:

Have complete trust in our quality standards; they have to trust us in doing what we say that we will do. Issues of transparency and accountability, those are often used words, but they're often used because it's so critical (Smith and Schwegler 2010, 296).

Taschereau and Bolger's (2006) research study makes a significant connection between transparency via trust and capacity building, and ultimately demonstrates how transparency can be enhanced via talent and performance management. The fact is, leadership requires talent to foster trust, knowledge and skill in promoting organisational goals, objectives and values. Ultimately these leadership qualities are cultivated by openness and clarity in operations.

In this regard, Taschereau and Bolger (2006) identify the following salient features of good and efficient organisational leadership:

1. The ability to articulate the organisation's vision and to persuade "individuals and organisations to work together to pursue particular ideas or new directions" (Taschereau and Bolger 2006, 13). This means that leaders must have the ability to ensure that there is a free exchange of ideas and information within the organisation. The best way to accomplish this is to foster an open and transparent organisation.
2. The ability to strategize and to continuously look within the organisation and outside of the organisation for opportunities and possible action. This takes talent and performance skills. This means that if an organisation is managed through talent and performance with a high level of trust and transparency, opportunities and space for action will be more visible in the highly visible organisation.
3. Identifying and using the knowledge, experience and commitment of individuals and ensuring that they are motivated by corresponding responsibilities and rewards (Taschereau and Bolger 2006, 13). It is thus a natural conclusion that an organisation lead by those who reward performance and identify talent through reward fosters transparency which the above study says is enhanced when performance and talent is rewarded.
4. Identifying methods for harnessing knowledge and experience by "facilitating conversations, creating a common language and shared agreements" (Taschereau and Bolger 2006, 13). Implicitly, this leadership quality is intricately tied to transparency since it speaks of knowledge and communication. Both knowledge and communication have been determined in the literature thus far, to be a prominent feature of transparency.
5. The quality of leadership is often linked to the ability to identify "acceptable and realistic priorities" (Taschereau and Bolger 2006, 13) It therefore follows that in a transparent organisation it is more likely that acceptable and realistic priorities will be identifiable.

6. The ability to manage relationships and to listen to different opinions and the ability to facilitate dialogue and to reach agreement are among the salient qualities of leadership. The ability to empower “others to act and nurturing leaders throughout” the organisation are also salient leadership qualities (Taschereau and Bolger 2006, 13).
7. The ability to manage tensions that will inevitably arise in the course of sharing and exchanging ideas “and practices for joint action” while at the same time “ensuring that there is sufficient space for divergent views to be expressed” (Taschereau and Bolger 2006, 13). This particular leadership speaks directly to enhancing transparency through managing talent and performance. An open organisation that facilitates an exchange of ideas captures the cultivation of talent and performance in a transparent setting.
8. The ability to mobilize, leverage and manage “human, material and financial resources to support” the organisation’s activities is the final leadership quality (Taschereau and Bolger 2006, 13). Transparency is enhanced because the objective is to manage the entire organisation’s capital so that they support the activities of the organisation. This would obviously require cooperation and trust.

2.2.3 Talent Management and Its Impact on Performance

2.2.3.1 Talent Management

Organisations may fail or succeed as a result of talent. Silzer and Dowell (2009, p. 3) have pointed out that it is important to assess whether an organisation has the talent required to make important and effective decisions or use the available resources in an optimum manner, how to create, innovate and how to compete and fulfil organisational objectives. When talent is evaluated, its not so important that a single leader has talent but whether this talent is sufficiently spread out in the organisation so as to ensure that organisational strategies are implemented and organisational challenges are met. Good leaders are able to use the talent they have for organisational benefit. Not only do they know their talents, they are also aware of others’ talents within the organisation and then enhance and maximize that talent accordingly in order to gain the best outcomes.

In its simplest form, talent management is being able to anticipate “the need for human capital” and setting strategies for meeting those needs (Cappelli 2008, 1). Talent management is not just about ensuring that employees develop and that they are aptly replaced or promoted. Nor is talent management only about ensuring employee job satisfaction. It is also and perhaps more significantly about supporting an organisation’s end goals which is invariably about profits. In this regard, talent management is more complex than the term suggests. It means responding to the demands of stakeholders and keeping up with competition while under pressure to maximize profits (Cappelli 2008, 3).

Talent management is about anticipating the organisation’s future strategy and ensuring that management has the right talent available to meet the future demands. If management does not then it needs to ensure that there is a proper plan in place to meet those demands when they do arise. In other words, talent is directly connected to transparency. It means having the resources to meet the organisation’s objectives and the ability to show how those objectives have been made or explaining how the organisation failed to meet those objectives. By setting an individual’s objectives at the beginning of the year and ensuring that the person’s objectives are directly correlated with the objectives of the line manager and the organisation, the individual is made aware what he or she would need to focus on. By setting an individual’s objectives at the beginning of the year and ensuring that the person’s objectives are directly correlated with the objectives of the line manager and the organisation, the individual is made aware what he or she would need to focus on. By devising a mechanism for checking on the performance of that individual and ensuring that he or she is on track to meet those objectives transparency within the performance management system and ultimately the organisation is ensured. This is because the monitored individual will know whether or not they are performing in a manner consistent with the organisation’s expectations and requirements.

Kesler (2002) takes an interesting approach in talent management. He does so by explaining the talent management of the New York Yankees and the Atlanta Braves professional baseball clubs. These two teams according to Kesler (2002) “have competed brilliantly” and have done so “on the basis of deep bench strength and the development of exceptional players in their minor-league organisations” (1). These two teams have exhibited admirable talent management strategies by functioning

under “relentless scouting, growing the most-talented farm teams and skilfully managing the movement of players through the system” and always paying attention to the bench’s depth (Kesler 2002, 1). The teams also hire the occasional veteran and special talent to “fill specific gaps” (Kesler 2002, 1). This is a classic example of anticipating the needs of a team now as well as in the future. A leader should know what the strengths of his team are as well as concentrate on the competencies that require developing and ensure that he puts the right resources in the team to successfully accomplish an objective or task that he has set out for his team to do. A leader should always ensure that he understands where the gaps are and takes action to fill those gaps otherwise this could seriously hinder the team being able to accomplish their tasks. This is a classic example of anticipating the needs of a team now as well as in the future. A leader should know what the strengths of his team are as well as concentrate on the competencies that require developing and ensure that he puts the right resources in the team to successfully accomplish an objective or task that he has set out for his team to do. A leader should always ensure that he understands where the gaps are and takes action to fill those gaps otherwise this could seriously hinder the team being able to accomplish their responsibilities.

Arguably, Kesler’s example of effective talent management demonstrates that talent management is about ensuring that there is a connection between strategic goals and what is required to fill those goals throughout the organisation. It means recruiting, developing, rewarding and using talent appropriately. It also means ensuring that there are willing learners and willing teachers within the organisation. The management should ensure that they incentivise staff to perform and put the adequate resources to ensure that they succeed.

According to Joyce (2009) talent management commences with “attraction” (123). In order to get a candidate interested in an organisation it is important to have talent to start with. By being transparent about the opportunities that are available within an organisation as well as the talent that is currently there, an organisation will be able to successfully recruit new talent. It will also incentivise and encourage existing talent as they are given recognition by their management. The requisite talent will know who to make the organisation’s attributes attractive to a candidate and that those attributes are unambiguously “stated and communicated” (Joyce 2009, 123). Ultimately, recruitment, development and retention of talent is the essence of talent

management. Talent is not just about skills and gifts. It is about the individual's ability to grow. It encompasses "knowledge, experience, intelligence, judgment, attitude, character, and drive" (Briscoe 2008, 196). An individual should have the will, the hunger and the ambition to want to grow within an organisation. It is these attributes that the management will want to develop in their employees.

Talent management therefore engages the ability to take a "conscious, deliberate approach" to "attract, develop and retain and retain people with an aptitude and abilities to" efficiently and effectively meet the organisation's present and future needs (Briscoe 2008, 196). Beyond that, talent management requires the ability to be flexible in terms of responding to complicated operational environments and ongoing as well as anticipated and unanticipated changes. It also means the ability to create and maintain a "supportive, people oriented organisation culture" (Briscoe 2008, 196). The management should ensure that they develop a nurturing environment which encourages people to want to perform.

In the final analysis, talent management is intricately tied to the organisation's challenges, strategies and objectives. More specifically, organisations require sustained effort for coordination among its different units to the extent that there is sustained cooperation, collaboration and synchronisation. Moreover, in such an environment change is automatic. In order to meet the demands of this kind of an environment that is constantly confronted by change, the organisation requires innovative, confident, experienced and perceptive employees at all levels of the organisation. It is possible that the level of talent will correspond with the level of responsibility each employee has. The key is always to ensure that all gaps are closed. This kind of organisational management is talent management. The management should ensure that they have the right people at the right place doing the right jobs within the organisation. Individuals should enjoy and thrive at what they doing if they want to ensure success.

2.2.3.2 Performance Management

According to Mitchell (2007) performance management works in tandem with performance measurement. As Mitchell (2007) explains:

Performance measurement is the process of assessing progress toward achieving predetermined goals, while performance management is building on that process adding the relevant communication and action on the progress achieved against these predetermined goals (1).

The US Office of Personnel Management (n.d.) describes performance management as a “systematic process by which an agency involves its employees” in their capacity as both “individuals and members of a group” for the improvement of the organisation’s ability to effectively accomplish its goals and objectives. In this regard, performance management involves “setting expectations” and “planning work” (U.S. Office of Personnel Management, n.d.).

Performance management also means continuous monitoring of performance and creating an environment in which there is a capability for performance. Rating and rewarding are also important functions in performance management (U.S. Office of Personnel Management, n.d.).

Becker and Gerhart (1996) argue that in an economic climate where globalisation, market deregulation, shifting consumer and investors’ demands and competition has made performance management a pivotal part of organisational success. In order to effectively compete in this economic environment, organisations are required to enhance performance by “reducing costs, innovating products and processes” as well as making improvements in quality, “productivity and speed to market” (Becker and Gerhart 1996, 779).

Dimovski and Skerlavaj (2008) argue that organisational performance is intricately tied to organisational learning (147). In this regard, organisational learning is a “process that involves transforming information into knowledge” (Dimovski and Skerlavaj 2008, 148). When one looks at the operational definition of performance the connection between organisational performance management and learning management is obvious. Organisational performance management is about focusing on both non-financial and financial indicators. This means focusing of capital flows in terms of expenditure and income as well as human capital in terms of the operation of the organisation. It is also about applying a broad focus on all stakeholders and

applying attention to both present and future performance rather than simply focusing on past performance as an indicator (Dimovski and Skerlavaj 2008, 150).

Vesset and McDonough (2009) asserts that organisational performance management is more effective when managed with ‘business intelligence’(1). Business intelligence is becoming more and more important because of the recent economic crisis. As a result organisations are looking for ways to keep customers, intelligently spend funds and use capital, budgeting and keeping abreast of regulations (Vesset and McDonough 2009, 1). In this regard, performance management requires business intelligence because it relates not only to internal performance but the performance of the organisation as a unit. That is why objectives for individual performance should be consistent with the business objectives so that the individual is not wasting time working on a task that may not necessarily benefit the organisation.

According to Wade and Recardo (2002) organisational performance management requires focus on strategies (17). It involves planning marketing strategies for how the organisation will market its products and services. It is also about how the organisation will distribute its resources as well as setting “the context for everything from performance measures to corporate-wide initiatives” (Wade and Recardo 2002, 18).

Ultimately concepts of organisational performance management takes the position that all individuals within the organisation have an important role to play in the success of the organisation, particularly with respect to its ability to meet its objectives and remain or become competitive. This means taking account of the role that employees play within the wider framework of organisational culture. This further supports the theory that the management should be aware of the talent that they have as it is that talent that will ensure that the organisation remains competitive. An organisation can only succeed with one very crucial element and that is human capital. The management should ensure that this vital resource is given the tools in order to perform and ultimately succeed. If you do not nurture the organisation’s human capital then the organisation will find it very difficult to retain their talent as they will look for new and better opportunities elsewhere. It is not just about an employment contract. It is also about a moral contract. It engages concepts and ideologies that encourage commitment and loyalty as well as cooperation and

harmony. Individuals within an organisation will feel loyal to that organisation if they are treated with respect, if they are developed and if they are given the necessary tools in order to effectively accomplish their jobs. Organisational performance management takes the position that it is not just about meeting organisational and individual responsibilities, but about doing so as best and as efficiently as possible. In this regard, organisational performance management engages intelligence, talent and transparency as performance measurements will invariably entail accountability.

Miller (2008) expresses the view that organisational success is more likely when there is a strong organisational culture. This invariably means ensuring that the organisation has the parts necessary for building and sustaining a strong culture. It will therefore ensure that the organisation has a working environment that will improve both individual and organisational performances (Miller 2008, 81). Looked at in this way, organisational performance management is consistent with Zammuto's (1982) perspective that organisational performance management is more profoundly characterized as "judging effectiveness" (1). When outsiders believe that an organisation is performing efficiently, honestly and effectively they will continue to do business with that organisation and start doing business with that organisation if they can avail themselves of the organisation's services or products (Zammuto 1982, 1). If more stakeholders invest in the organisation, it will enhance the reputation of that organisation in the community as well as globally. This in turn will lead the organisation to be able to successfully recruit more talented individuals as these individuals are constantly on the lookout for new opportunities in organisations that have a good reputation for being transparent, for being a good employer and for developing its employees.

In order to manage an effective and efficient organisation based on its performance, managers are required to establish a system for appraising and evaluating individual and collective performance (Bruns and McKinnon 1992, 17). Performance appraisal and evaluations are important for measuring and assessing performance, to make a connection between "individual performance" and "organisational goals" (Bruns et al 1992, 17). It is also important for fostering improved capacity and "growth of the subordinate" employees (Bruns et al 1992, 17).

Essentially, performance management is a by-product of all aspects of organisational management techniques. It engages talent, transparency, productivity, organisational goals and organisational culture in general. Performance when measured will determine whether or not the organisation is accountable, capable, efficient, effective and has the skills and talent necessary for improving or sustaining effectiveness. Performance marks the past and shapes the future of all organisations and if managed correctly can help organisations predict change and how to respond to change quickly and efficiently.

2.2.4 Transparency, Talent and Performance Management

Talent and performance management have emerged as a mainstay of organisational transparency. Increasingly stakeholders demand increased organisational accountability relative to both intellectual and human capital. In this regard, concepts of innovation, capacity, creativity, knowledge, intellect and commitment have become synonymous with organisational strategies, operations, finance and marketing. These issues are very much in the forefront and as such require responding to shareholder, investment analysts, community, employees and other stakeholders' concerns and questions (Boudreau and Ramstad 2002, 4).

O'Driscoll, Sugrue and Vona (2005) argue that learning is emerging as a significant component of organisational development and its ability to harvest and sustain individual and organisational talent necessary for creating a "competitive advantage, increase efficiencies, and improve bottom-line results" (70). If efficient functioning is aligned with organisational transparency, it is obvious that managing talent and performance is vital to improving the efficiency associated with organisational transparency.

In a 2004 study conducted by IBM's Global CEO, findings indicated that more and more CEOs are turning their attention to increasing growth, facilitating transformation and improving and heightening productivity. Essentially, CEOs are increasingly becoming aware that developing employee's talent and improving their performance is the key to achieving their goals. At least 75 percent of the CEOs surveyed in the IBM study expressed the view that educating employees and employee education in general is "crucial for future enterprise success" (O'Driscoll, Sugrue and Vona 2005, 70). This is because if an employee feels that the organisation is taking the time to

nurture and develop them they will feel that they can have a future within that organisation. By the leadership investing in the employees, it gives the employees the impression that the company cares about them and wants to invest in their future. Transparency can be enhanced through talent and performance management because an organisation that focuses on employee learning and performance naturally operates in an integrated environment where information, ideas and opinions are openly shared (O'Driscoll, Sugrue and Vona 2005, 74). By creating that sort of nurturing environment, it encourages the employee to perform to his or her maximum. This creates a very productive working environment.

Pfeffer (1995) maintains that an organisation's success emanates from the management of people (55). Drawing on this assumption, if people are recruited on the basis of their talent and performance ability, they will be easier to manage. Moreover, if people are relatively easy to manage, organisational transparency is enhanced. The logical conclusion is that if employees are talented and have high degrees of performance capacities, the level of trust and confidence in these employees will naturally follow. When employees are trusted and there is reciprocity in trust among the organisation's chain of command a spirit of interdependency, sharing and inclusion naturally follows so that organisational transparency is heightened. This in turn will lead to increased productivity in the work place and buy in from the employees.

Quinn, Anderson and Finkelstein (1998) argue that for any organisation to be successful, it is required to capitalize on its "intellectual and systems capabilities" rather than on its "physical assets" (87). The ability to manage the intellectual and to transfer it to a useful and effective product and service is an essential organisational skill. The benefits of managing this kind of talent are obvious. It is manifested in a wide variety of services, but more importantly it exemplifies organisational values via organisational conduct such as development, research, design, marketing, logistics and management systems (Quinn et 1998, 87).

Drawing on the argument put forth by Quinn et al (1998), it therefore makes sense that managing talent is essential for composing a framework for organisational transparency. If talent such as intellect is managed it will ensure that intellectuals within an organisation are well placed to devise a system for organisational

transparency that is not only consistent with the organisation's values, but is such that it is clearly understood and followed by members within the organisation.

Harstad (2007) maintains that managing talent is the key to accomplishing organisational transparency (2). As the argument goes, if an organisation was not committed to hiring and retaining the best talent available, virtually all responsibilities would fall to the CEO. This means that there would be no need for transparency as leadership would be centralized to a single actor. However, if an organisation was committed to hiring and retaining or even building talent, responsibilities and decision-making would automatically be distributed throughout the organisation. As a result of shared responsibilities, the internal organs of the organisation would be run in an open and shared way. The information would be there for all within the organisation to know (Harstad 2007, 2). This reduces the risk of corruption in the workplace. This is because if there is transparency and openness in the workplace where a number of players are trusted with important and confidential information, it will be very difficult for people within the workplace to act in an unethical manner.

Blass (2007) defines talent management as:

Additional management processes and opportunities that are made available to people in the organisation who are considered to be "talent" (5).

Talent can mean different things to different organisations, but essentially it refers to persons within an organisation who are capable of high performance and it is those people that talent management will close in on. How management motivates or fails to motivate this kind of talent in an organisation is referred to as talent management. For some organisations, talent refers to hard to obtain skills (Blass 2007, 6). An organisation should therefore ensure that it develops a nurturing environment in the workplace where employees are encouraged to develop themselves. With an organisation investing in the employees they will feel motivated to perform.

In any event, talent management typically involves a system of developing or sustaining talent and the provision of opportunities for obtaining or developing talent. An organisation should constantly be searching for new talent as well as work towards retaining existing talent. Blass (2007) notes that:

Transparency can increase as the talent management system becomes embedded and culturally accepted within an organisation (7).

Arguably, this is because as the organisation encourages and motivates talent within the organisations, more and more employees will be able to develop talent with the result that responsibilities and consultation takes place in more involved way. As talent spread throughout the organisation, greater participation in the decision-maker process is likely to follow. When decision-making and consultation is decentralised, there is more democracy and as a result greater transparency within the organisation which in turn leads to more ethical behavior within the work place. Employees will feel obliged to work in a responsible manner.

Performance management is tied to talent management as it relates to the human side of the organisation. It can mean coping with and managing internal concerns or it can mean meeting the demands of the organisation's stakeholders (Halachmi 2005, 502). Regardless, performance is a very visible commodity and has no real consequence if it is not conducted openly. In other words, an organisation's performance either as a whole or on the part of its employees and/or executives has little meaning if it is done in secret. An organisation should ensure that they conduct themselves in an open manner and ensure that they share their performance results and objectives with the staff as well as with stakeholders, partners and customers. Therefore, since the organisation's performance will reflect on the organisation as a whole, managing performance will only function to enhance organisational transparency.

Essentially, organisations want more revealing about their effectiveness, to be a top quality. It therefore follows that organisations can enhance transparency by improving its performance. Logically, if performance is top quality, organisations would be more likely to ensure that it is well known. On the flip side, if organisations want to obtain a reputation for high performance they will ensure that members of the organisation are quality performers.

As with talent management, if and when more and more members of the organisation become high performers, responsibilities, consultation and decision-making is shared within the organisation. In other words, managing performance is likely to create a

more open organisation where information and responsibilities are shared creating a far more decentralised system. The result is a more transparent organisation.

Managing performance and talent is all about managing results and in each case it courts and invokes accountability (Moynihan 2006, 78). The fact is it requires putting in place a system for identifying talent and performance and commands that those who perform or underperform undergo some form of accountability. For instance those who underperform must account for failure to perform whereas those who perform at a high level ought to be rewarded for high performance. Moreover, a system of compliance is typically implemented with the expectation that those with specific talent should perform to a certain standard and those who should produce a certain level of performance meet that quota in a specific way. It therefore follows that managing performance and talent automatically calls attention to some form of enhanced transparency. The leadership in the organisation should set very clear objectives to the whole organisation the way it intends to operate. They should ensure that all employees understand the importance of transparency and that they all comply with the rules of the organisation. There should be no leeway for any employee to feel that they can act in a way that could lead to the organisation being negatively impacted. That is why an organisation should ensure that they make it clear to employees what they can or cannot do. By highlighting the rules, it ensures that employees are obliged to work and act in an ethical manner which in turn means that they will not damage the reputation of the organisation. By an organisation stating to employees what they can or cannot do means that they are being transparent with the employee on what is expected of them if they choose to continue to be employed within that organisation.

2.3 Conclusion

The conceptual framework for the research method is derived from the literature. The literature reveals that conceptually, transparency is aligned with trust. An open and frank organisation essentially cultivates the impression that it has nothing to hide from its internal members and from the public and other classes of stakeholders. An organisation that effectively manages talent and performance is more likely to be open as it is more likely to be efficient and productive. Moreover, an organisation that effectively manages talent and performance and does so fairly is more likely to

generate trust and job satisfaction among its employees. In turn those employees will function as good ambassadors of the organisation and thereby fostering cooperation which translates into trust and confidence.

Drawing on this conceptual framework the researcher uses this information to collect data by virtue of the surveys distributed and the informal interviews. The goal is to determine whether or not perceptions of transparency can be linked to trust and whether or not both trust and transparency correlates to talent and performance management among a random population sample in Dubai. The responses of the random population will provide robust evidence of whether there is a sufficient link between organisational transparency and talent and performance management in Dubai.

This conceptual framework forms the basis for conducting the empirical research study in Dubai's organisations. The results of the surveys and interviews are used to determine whether or not, based on the sample population studied, best practices relative to transparency, talent and performance management are being used in Dubai's organisations and whether or not those organisations are amenable to change and improvement.

In the context of the conceptual framework, the results of the surveys and interviews conducted can help to determine what perceptions of trust are within Dubai's organisations and whether or not those perceptions of trust are directly linked to organisational transparency. Specifically, the results of the surveys and interviews will determine whether or not organisational transparency and trust are also deduced from organisational management of talent and performance. Drawing on the conceptual framework deduced from the literature review, the researcher will be able to determine whether or not organisational transparency in Dubai's organisations are sufficiently linked to trust and more especially, talent and performance management. Once these determinations are made, it will be possible to devise a model by which organisational transparency can be enhanced in Dubai's organisations via talent and performance management. At the very least, the results of the survey will identify areas for further research in enhancing organisational transparency.

Figure 2.1
Conceptual Framework – Research Model



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This research investigated whether or not talent and performance management can enhance organisational transparency in Dubai. Therefore it was necessary to determine what is meant by organisational transparency and what significance organisational transparency has for organisational success. It was also necessary to determine the significance of talent and performance to the organisation's success in general and how those two factors are connected to organisational transparency. Each of these factors is investigated against organisation culture in Dubai. The research questions that guided this study were therefore constructed around these issues.

3.2 Research Objectives

- Investigate the significance of transparency in fostering success in organisations
- Examine the role of transparency in the effective management of talent
- Examine the effectiveness of current practices in talent management and identify best practices and their impact on the success of organisations operating in Dubai.

3.3 Research Design

This research was therefore organized around the collection of data and evidence calculated to investigate how organisational transparency can be enhanced by talent and performance management and how this hypothesis is relevant to organisational transparency in Dubai. Ultimately the research methods were intended to support the research effort to examine the links organisational transparency and talent and performance management and to tie that link to organisations in Dubai. The research aims to contribute to the improvement of organisational success in Dubai by first investigating the benefits of organisational transparency to organisational success and secondly, how talent and performance management can enhance organisational transparency. Thirdly, to contribute to the improvement of organisational success in Dubai by applying the data collected on organisational transparency and the cause-

effect linkage between organisational transparency and talent and performance management. Research methods were therefore required to conduct an investigation of organisational transparency and talent and performance management generally. Research methods were also required to engage in the collection and examination of data relevant to Dubai's organisational culture.

This research study was based on a mixed methods approach in the investigation of the primary research question and the secondary research questions. Researchers have come to accept that using a single approach to research methods could produce biased results (Creswell 2009, 14). In other words, researchers could simply only produce results that are consistent with what they hope to prove.

Since this research aims to examine more than one hypothesis and seeks to establish a link between the two main variables, therefore a mixed research method was used.

The hypotheses examined in this paper are:

H#1: Talent in Government and Semi Government sectors will significantly influence the degree of Transparency in Government and Semi Government sectors.

H#2: Performance in Government and Semi Government sectors will significantly influence the degree of Transparency in Government and Semi Government sectors.

H#3: Talent Development in Government and Semi Government sectors will significantly influence the degree of Communication in Government and Semi Government sectors.

H#4: Performance Objectives in Government and Semi Government sectors will significantly influence the degree of Communication in Government and Semi Government sectors.

H#5: Talent Development Quality in Government and Semi Government sectors will significantly influence the degree of Trust in Government and Semi Government sectors.

H#6: Performance Appraisal in Government and Semi Government sectors will significantly influence the degree of Trust in Government and Semi Government sectors.

The research is designed to examine the link between organisational transparency and talent and performance management and its impact on organisational success, which is why a mixed research method is more suitable to this intent. The research is considered an exploratory exercise; since a single investigation for this subject will be inadequate to illustrate the relationship between the 3 factors. Therefore additional approach has been conducted besides the survey which is the focus group for demonstrating the linkage.

3.3.1 Secondary Research

As an exploratory exercise this research was calculated to provide insights into organisational transparency and for gathering data for application to organisational success in Dubai. The research methods were therefore commenced by gathering data for preliminarily identifying possible variables or factors relative to organisational transparency. The research then moved into what can be characterised as a descriptive study for defining and setting out the key variables relative to organisational transparency and talent and performance management.

The literature was important for analyzing the theories and assumptions relative to organisational functioning and effectiveness and more especially transparency through talent and performance management. The sources were therefore comprised of academic articles espousing the theories and assumptions giving rise to this dissertation's hypotheses. Empirical studies found in the literature were used to support and test these hypotheses for the purpose of establishing a cause-effect linkage.

Specifically the researcher endeavoured to determine the extent to which organisational transparency is enhanced by talent and performance management. This aspect of the research was determined by a qualitative research of the literature. Insight was gained into organisational transparency and its link to talent and performance management in Dubai's organisation by virtue of empirical evidence.

This was followed by a quantitative study which involves the collection of empirical data specific to Dubai's organisations to test the hypotheses variables and relationships in terms of cause-effect linkages in Dubai's organisations. The collection and analysis of this kind of data is therefore entirely suited to a mixed methods research approach.

3.3.2 Primary Research

The mixed method research was useful. The data collected out of the qualitative research method was fair enough to know exactly the characteristics of the population that was used in the quantitative research method. It also provided valuable insight into the gaps in the literature and what areas of research could be supported or disproved by virtue of more empirical research studies. Essentially the quantitative and qualitative research methods can be used to compliment or reinforce each other (Creswell 2009, 14). Primary research consisted of the data that was gathered during the course of this study which could then be analysed and discussed in the light of the researches conducted earlier to attempt to reach clear conclusions. The methods employed for the conduct of both the types of primary research, qualitative and quantitative will be elaborated upon later in this chapter.

3.4 Hypotheses

The secondary research conducted earlier, presented in chapter 2 not only highlighted the gaps existing in the available literature, but also yielded information which led to the formation of the following hypotheses:

H#1: Talent Management in Government and Semi Government sectors will significantly influence the degree of Transparency in Government and Semi Government sectors.

H#2: Performance Management in Government and Semi Government sectors will significantly influence the degree of Transparency in Government and Semi Government sectors.

H#3: Talent Development in Government and Semi Government sectors will significantly influence the degree of Communication in Government and Semi Government sectors.

H#4: Performance Objectives in Government and Semi Government sectors will significantly influence the degree of Communication in Government and Semi Government sectors.

H#5: Talent Development Quality in Government and Semi Government sectors will significantly influence the degree of Trust in Government and Semi Government sectors.

H#6: Performance Appraisal in Government and Semi Government sectors will significantly influence the degree of Trust in Government and Semi Government sectors.

To investigate whether these hypotheses are correct or not, suitable research tools were required, the details of which are presented below.

3.5 Research Tools

The research required the designing and construction of one survey questionnaire divided into four main categories of questions that were designed to collect data that could help in evaluating respondents' views of and perception on the enhancement of organisational transparency via talent and performance management in Dubai. The questionnaire was adopted from The Gallup Organisation, this organisation is specialise in human nature and behaviour for more than 70 years, in the past couple of years their focus was on Transparency, Talent and Performance, which they have worked with many international organisation to measure this three areas.

The questionnaire was linked to the literature review and was picked based on the main influence and study on the three areas. It aimed at soliciting information relative to the worker's attitudes toward interdependence. The questionnaire was also designed to focus on whether or not talent and performance is rewarded and cultivated within the organisation.

Each of the questionnaires comprised 15 questions in three specific categories. The first category was transparency, the second category was talent management and the third category was performance management. The 5 point scaled questions were categorically in that the respondents were required to choose responses ranging from "strongly disagree" to "strongly agree". By taking this approach the researcher was able to not only determine whether or not organisational transparency corresponds with performance and talent management, but to what degree if at all. These questionnaires provided robust data in that they provided direct evidence of the level of trust and transparency in Dubai organisations and whether or not there is an

appreciable link to talent and performance management. These questionnaires also provided opinions from the non-management perspective and as such are believed to provide unbiased data as management may be swayed by self-serving agendas in response to the questions. After all, the questionnaires targeted management practices, policies and outcomes.

The survey/questionnaire was divided into 4 main categories; these categories will help analyze obtained findings (Refer to Appendix 3: Survey Categories)

1. **Demographic Data:** The questionnaire consisted of identifying the person answering the survey; the variables are gender, marital status, age and education level, number of years worked in the organisation, job status, sector and nationality. They range from two points to six points depending on the question level.
2. **Organisational Transparency:** This variable was the dependent variable, which evaluated the level of trust and communication of the employees in the Dubai government/ semi government organisations and it measured the variable using a five different scale levels (strongly agree, agree, undecided, disagree and strongly disagree) and it consists of 16 questions and its covers 2 main factors.
 - Trust: Is defined whether the employee has confidence in the organisation. This covers around 8 questions
 - Communication: The individual in the organisation can exchange and share information and vice versa. This is highlighted in 8 questions
3. **Talent Management:** This variable is the independent, it evaluates how advanced is the Talent strategies in Dubai government and it measured by using a five different scale levels (strongly agree, agree, undecided, disagree and strongly disagree) and it's consists of 15 questions and its covers 2 main factors.
 - Development: It indicates the level of training and retention available in the organisation. This covers around 9 questions.
 - Quality of development: It refers to the process of quality of career progression and training quality that the individual feels that had

been provided to him/her in the organisation. This is highlighted in 6 questions

4. **Performance Management:** This variable is the independent, it evaluates the level of performance techniques available in the Dubai government/semi government and it measured by using a five different scale levels (strongly agree, agree, undecided, disagree and strongly disagree) and it's consists of 15 questions and its covers 4 main factors.

- Objectives: The degree to which the organisation management has understandably communicates its objectives to its employees. This covers around 2 questions.
- Key Performance Indicators (KPIs): The level to which the organisation reflects the critical success factors of an organisation to its employees. This covers around 5 questions.
- Targets: The extent to which the organisation has clearly communicated the set performance targets for its employees This is highlighted in 2 questions
- Appraisal: The amount to which the managers define the understanding and the result of the targets to their employees and whether were they fairly conducted. This is highlighted in 6 questions

Privacy was of great importance here. The surveys were blind items in that, the respondents completed the surveys anonymously and no personal identifiers were used. The participants were assured of privacy and that the research results were being used for academic research which could benefit the transparency policies and practices of Dubai organisations. The research takes the position that the questionnaires were justified on the grounds that they can be beneficial to those who participated in the surveys.

3.6 Sample

The sample for this research consisted of employees of both genders in the age group of 25- 35 years who worked in various departments for the government of Dubai as well as in semi-government organisations. The age group was chosen because informal talks with potential respondents conducted revealed that the maximum

interest in participation in this research was shown by the respondents in this age group. While respondents from an older age group also showed interest, they were not included so that age would not become a factor affecting results and thus error would be minimized on this account through their exclusion. The sampling was random sampling with the sample being selected from email lists and respondents' willingness to participate in this research playing a major role in respondent inclusion. The sample size was of 135 respondents; all were young Emiratis, as indicated from the answers in the age group and nationality section in the survey, based on that the survey was filtered. The size of the sample depended upon respondent availability as well as their interest in participation in the study. It was desired also that the sample size be small enough to be manageable and yet large enough to make the data generated and its findings meaningful and capable of being generalized for the larger population.

To garner data, a questionnaire was developed and the web link was distributed to about 200 employees from top, middle and bottom management in government sector (7 organisations) and semi government (5 organisations) in Dubai region, these employees were randomly selected and surveyed in order to examine the hypotheses. The questionnaire intended was to evaluate the level of the government employee transparency, talent and performance towards their organisation. We have received from the 200, 135 completed and filled the questionnaire; the collected data was organized and prepared before being entered into the SPSS (Statistical Procedures for Social Sciences) to analyze the data and then interpret it with the purpose to prove the hypothesis enlisted earlier in this chapter.

3.6.1 Description of the Sample

After receiving the 135 surveys from the government and semi government employees working in Dubai region, the researcher needed to verify and analyze the type of people who answered the questionnaire, to do so we inserted the questions and the answers in the SPSS, and the below table was generated, this helped us to understand and know the sample population characteristics

The purpose of this is to identify the first phase of our study, which is the demographic data of the questionnaire; it will help to answer questions like:

- How many males answered the questionnaire?
- How many females answered the questionnaire?

- How many are married and how many are not?
- What was the highest level of education?
- What is the employee's job status?

Table 3.1
Description of Study Sample

<u>Classification</u>	Gender	Education	Age	# of years in org.	# of years in job	Job Level	Nationality	Sector
Male	47							
Female	85							
Less than high school		0						
High school		5						
College degree		26						
Graduate degree		55						
High Diploma		27						
Masters and above		22						
Less than 25			27					
25 – 35			88					
36 – 46			20					
47 – 57			0					
58 or above			0					
1 year or less				29				
2 – 7				81				
8 – 13				19				
14 – 19				3				
20 years or above				2				
One year or less					33			
2 – 7					79			
8 – 13					19			
14 – 19					2			
20 years or above					1			
Junior						41		
Middle level						72		
Senior level						21		
UAE National							131	
Non UAE National							4	
Govt								75
Semi – Govt								59
Total	135	135	135	135	135	135	135	135

3.7 Research Procedure

This research used what is referred to as a transformative mixed method. Creswell (2009) describes the transformative research method as a theoretical approach which is used as “an overreaching perspective within a design that contains both quantitative and qualitative data” (15). This approach:

Provides a framework for topics of interest, methods for collecting data, and outcomes anticipated by the study (Creswell 2009, 15).

In this regard, the research combined both quantitative and qualitative approaches. The qualitative research method was derived from desk top searches. In other words a number of resources were examined for relevant material.

3.7.1 Qualitative Research

A secondary analysis was conducted by virtue of informal interviews, asking a number of randomly chosen individuals who were UAE nationals, both genders, age 25-35, working in Dubai government and semi government organisations, of their thoughts and prospective in enhancement of organisational transparency through talent and performance management in Dubai.

The focus group invitation was sent to 25 individuals, the sessions were divided into 3 different days, 10 members for the first two days and 5 for the third day, 16 individuals in total attended the group discussion; 7 attended the first day, 6 the second day and 3 the third day, Their opinions and inputs vary between who realised the link between the transparency, talent and performance management and who didn't.

The 3 main questions that was focused in the session:

1. Does Organisation Transparency enhance Talent and Performance Management?
2. Is there is a link between Organisation Transparency and Talent Management?
3. Do you see a link between Organisation Transparency and Performance Management?

The qualitative data obtained as a result of focus groups in a random sample population is intended to determine overall confidence in organisations. The focus groups were organized to determine what the general public expects of an organisation in terms of transparency and competency. The results of this random interview ascertained whether or not public trust in organisation was connected to talent and performance and in what ways. The qualitative data obtained thus, added to the quantitative findings would help generate a more complete picture of the issue.

3.7.2 Quantitative Research

The quantitative research was derived from the collection of data. The set of data was collected by virtue of the distribution of one questionnaire for a primary analysis targeting UAE nationals of both genders and ranging in ages from 25-35. This sample population was comprised of workers in Dubai's government departments and semi-government organisations. The survey was conducted by a questionnaire that was distributed online and responses were collected online, both through Freeonlinesurvey.com. This would assure respondents about the confidentiality of their responses. The questions were also designed to determine whether or not the respondents within these organisations viewed transparency as something that should be mandated rather than managed via talent and performance. Ultimately the questionnaire was aimed at soliciting information relative to the worker's attitudes toward interdependence. The questionnaire was also designed to determine whether or not talent and performance is rewarded and cultivated within the organisation.

3.8 Ethical Considerations

The only ethical considerations are privacy. Ethical considerations were of confidentiality. In this regard, the participants were assured that they will not be identified in the research study and they were informed that the interviews were being conducted for an academic research project. The participants were fully informed that they had the option to refuse to participate in the interview. They were also informed that participating in the interview could benefit them in the long run since it could provide a foundation for change where necessary or it can identify further areas of research for the good of organisational transparency in Dubai.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

As part of analysing the research respondents' personal view with regards to the significance of organisational transparency, from the perspective of enhancing the talent and performance management in Dubai, and finding ways of how to enhance organisation transparency through talent and performance management, this chapter is divided into two major sections which aims to discuss the quantitative and qualitative analysis of the research findings.

With regards to the online research survey findings, this chapter will consider several measurement techniques used in quantitative research method known as the percentage based on the use of simple statistics, the Likert scale analysis in terms of analyzing whether or not the online research respondents strongly agree, agree, disagree, or strongly disagree with each of the given questions pertaining to the significance of organisational transparency with the enhancement of talent and performance management in Dubai, and Statistical Procedures in the Social Sciences (SPSS) computation.

A computer software SPSS was used to examine statistical inputs on quantitative data; it is used for complex estimation and to analysis numerical records from a survey. Its main area is to determine the relation and the effect of a variable or a factor with another. In this research the Global Reliability, Correlation Analysis and Linear Regression tests were conducted to verify and measure the strength of the relationship between the variables.

The second method was qualitative research findings where the inputs of focus group was analyse in a strategic ways on how researcher can effectively analyse the qualitative research findings that minimizes the risk of developing bias judgment will be tackled in details.

4.2 Quantitative Analysis – Online Survey

4.2.1 Overall Analysis

Likert scale method is a type of ordinal measurement that was used in the measurement of the online research respondents' attitude to each of the given questions related to organisational transparency, talent management, and performance management. As part of the five major categories of the online research respondents' responses from strongly agree = 5 to strongly disagree = 1. When using the Likert scale method, Jamieson (2004) explained that statistical data should be computed using either mode or median when measuring the central tendency of the figures to avoid manipulating the ordinal data.

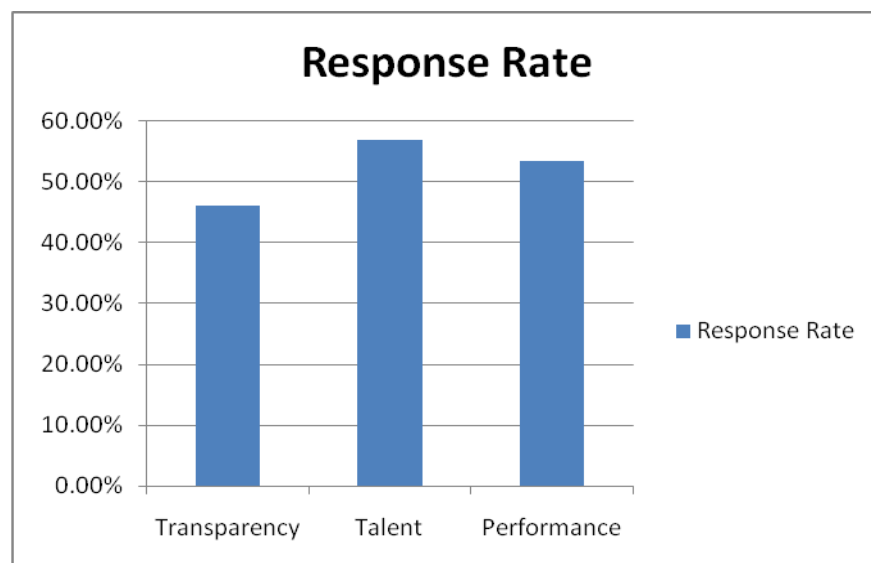
In line with this, a total of 135 randomly selected online research respondents voluntarily agreed to participate in this study. Most of the online survey respondents have been working in middle management (53.7%), senior management (15.7%), and junior management (30.6%) between 2 to 7 years in their current work position. Out of the total online survey respondents, 97% and 3% were UAE nationals and Non-UAE nationals respectively who are currently working in Dubai government (56%) and semi-government organisations (44%). Because of the long-term exposure of the online research respondents in terms of working in Dubai government and semi-government organisations, the online research respondents are considered highly qualified in terms of providing their personal opinion with regards to the impact of organisational transparency in enhancing the talent and performance management in Dubai.

Majority with 64.4% of the total research respondents are female whereas the remaining portion is composed of male respondents who were UAE nationals and were currently employed in Dubai's government departments and semi-government organisations. This study assumed that individuals who were working in Dubai's government departments and semi-government organisations between the age brackets of 25 to 35 were the ones who were more vocal about the significance of organisational transparency on talent and performance management in Dubai. This assumption is confirmed by the quantitative results given that majority with 65.2% of the total research respondents belong to the said age group. Other online research

respondents either belong to age group of less than 25 years old (20%) or between 36 to 46 years old (14.8%).

The questionnaire was divided into 4 main categories, general information, Organisational Transparency, Talent and Performance Management. The average score for transparency was 46.1%, and the result for talent management was 56.9% and for performance management was 53.4%.

Figure 4.1
Transparency, Talent and Performance Average Score



4.2.1.1 Talent Management

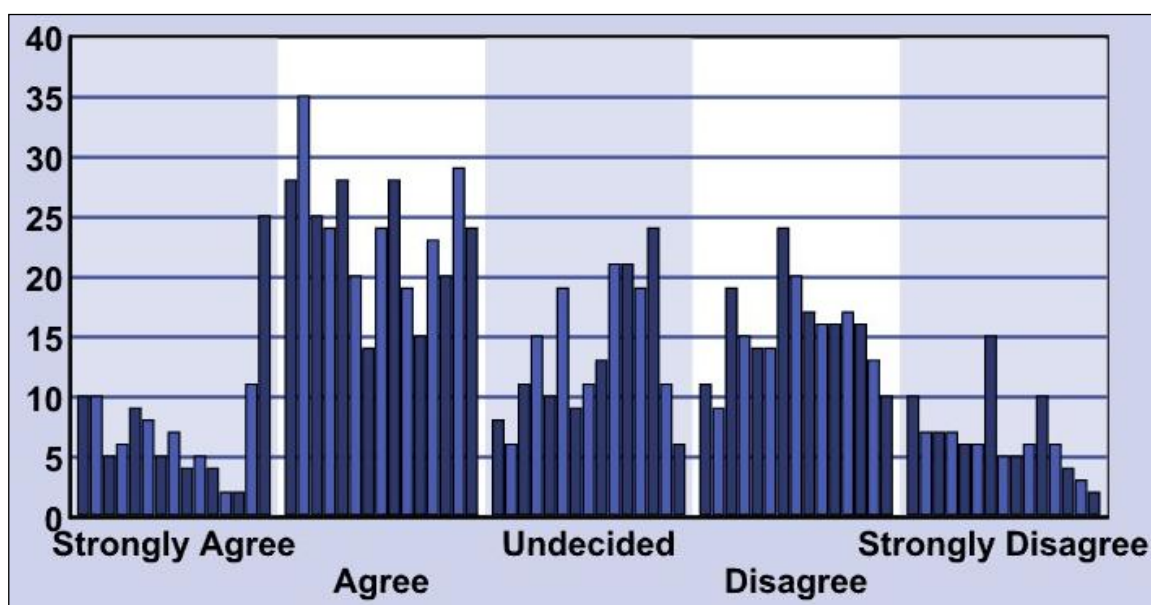
Most of Dubai government and semi-government organisations' employees enjoy the benefit of career improvements as a result of incorporating the importance of learning in work practices. Based on the Likert scale descriptive analysis, majority with 35.82% and 37.31% of the online research respondents revealed that they agreed and strongly agreed that they had the opportunity to learn from their co-workers who were more skilled than they were apart from utilising their own individual academic skills and personal experiences at work (Refer to figure 4.2)

As a result of job rotation practices and the provision of training services, majority with 43.28% (agree) and 16.42% (strongly agree) of the research respondents that they are confident enough that they are able to improve their skills while working in Dubai government and semi-government organisations. In relation to improvements

in skills and talents, majority with 41.79% and 13.43% of the research respondents agreed and strongly agreed that they were often placed in situations wherein they could develop their individual talents within the workplace. In fact, the management was exerting extra effort in searching for ways on how they could recruit and retain individuals with special skills.

Apart from having the opportunity to work under less management control, workers employed in Dubai government and semi-government were also given the opportunity to be promoted at work because of their exceptional talents and skills. Although majority with 31.82% of the research respondents had neutral perception when it came to job promotion, 22.73% revealed that they had experienced being promoted at work. For some reasons, 24.24% and 15.15% of the research respondents disagreed and strongly disagreed that improvement in talent was enough to provide them the chance to be promoted in the workplace.

Figure 4.2
Talent Graph Results



4.2.1.2 Performance Management

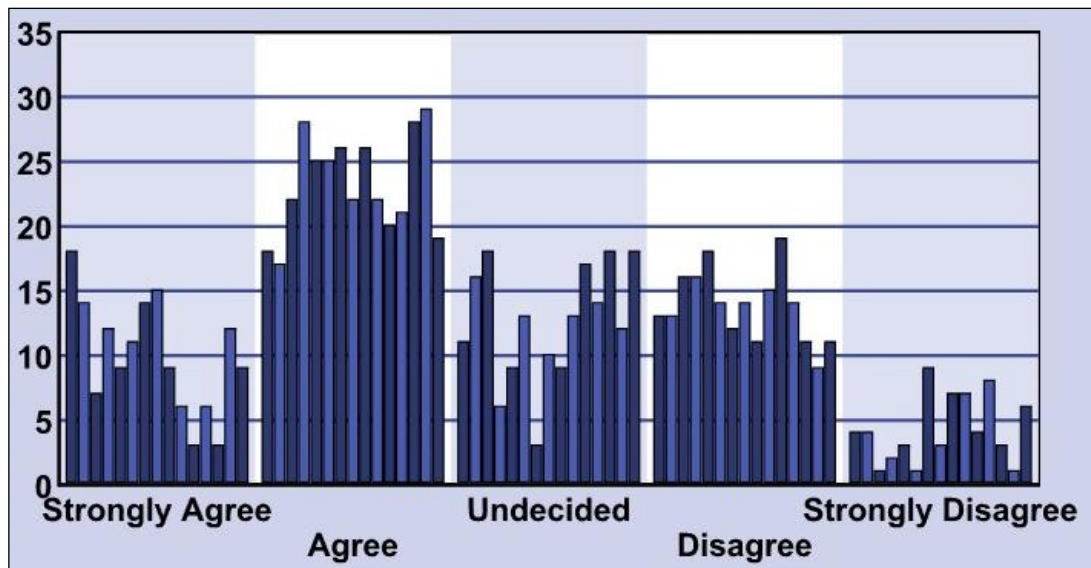
With regard to workers' performance, the management in Dubai government and semi-government organisations believed that optimum performance was not always possible. For this reason, employees were given the opportunity to report cases wherein they couldn't perform the task being assigned to them. As part of taking

partial responsibility for workers' inability to perform, the management immediately comes up with effective solutions to avoid the adverse effects on the overall team's performance.

When measuring employees' performance, majority with 33.33% and 9.52% of the research respondents agree and strongly agree that the management was using performance appraisal and evaluation techniques to ensure that their individual and team performance was competitive based on the needs of the government and semi-government organisations. Despite the importance of performance appraisal, the rest of the research respondents either had a neutral opinion (22.22%), or disagreed (22.22%) and strongly disagreed (12.70%) that the management was regularly measuring their individual and team performance using performance appraisal techniques. In order to achieve accurate results, it is possible that the management conducts performance appraisal without the knowledge of the workers. In fact, the management maintains a system of intermittent appraisal to measure individual performance. (Refer to figure 4.3)

Based on performance appraisal report, research respondents agreed (34.92%) and strongly agreed (9.52%) that the management dealt with workers' poor performance by suggesting ways how each individual could improve their work performance. Although not all respondents believed that it was necessary to improve their individual performance, majority of the online research respondents with 34.38% (agree) and 23.44% (strongly agree) that it was important for them to improve their work performance in order to be promoted at work. Apart from having the opportunity of promotion, majority of the research respondents with 40.63% (agree) and 21.88% (strongly agree) that they would be rewarded for their good performance.

Figure 4.3
Performance Graph Results



4.2.1.3 Organisational Transparency

Organisational transparency in Dubai government and semi-government organisation was average. Through formal notification, majority with 59.80% of the online research survey respondents were aware of possible new changes in the existing policies but not the management meetings about the on-going implementation of new policies. In line with this, only 36.47% and 5.88% of the research respondents revealed that they were always aware of managements' meetings whereas 23.53%, 28.24%, and 5.88% of the research respondents were neutral, disagreed, and strongly disagreed with the research question. (Refer to figure 4.4)

When asked whether or not their management was approachable whenever they had issue or question in mind, majority with 54% agree and 20% strongly agree that UAE and non-UAE national workers who were currently working in Dubai government and semi-government organisations had approachable management group when it comes to answering issues and questions coming from the workers.

Respondents widely held views, with 33% agreeing and 29% strongly agreeing that they had the freedom to be innovative and creative and that 55.81% and 18.60% of the research respondents agreed and strongly agreed that the monitoring system in Dubai government and semi-government organisation was fair by not becoming

overly intrusive. Although majority with 53.49% and 29.04% of the research respondents agreed and strongly agreed that supervision was based on cooperation and guidance, 11.63% of the research respondents felt otherwise. This figure explains why there are few individuals with 2.35% who do not know the kind of ethics and working behaviour that is expected from them.

Even though a majority with 50.59% and 25.88% of the online research respondents agreed and strongly agreed that they knew where to go and who to speak to when issue arose, there will always be a small portion of Dubai government and semi-government workers who will be left out of having the benefit of witnessing a full government transparency. In line with this, 10.59% of the research respondents were not formally guided as to where exactly to go and who to speak when they encounter problems.

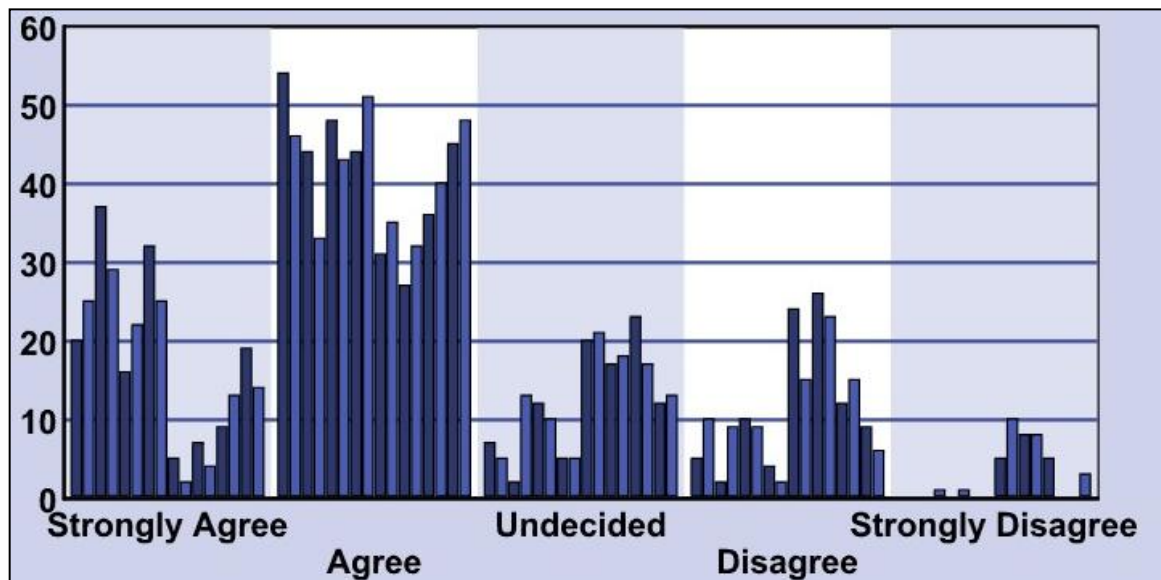
Apart from the fact that minorities with 18.97% and 12.05% disagree and strongly disagreed that they were always informed of major government plans nor even asked for their personal inputs, a large portion of the research respondents with 30.59% and 9.41% disagreed and strongly disagreed that they were informed about the reasons behind each of the major decisions made out of each of the new government policies being implemented over the past few years. In case these workers were found capable of resolving issues on their own, 17.65% of the research respondents did not have the courage to take actions without seeking their management's approval.

As a common work practice in Dubai government and semi-government organisations, online survey respondents revealed that supervision by their managers were characterized by cooperation and guidance. In fact, the culture and work ethics in Dubai government and semi-government organisations acknowledged the importance of teamwork. For this reason, majority with 51.76% and 37.65% of the research respondents agreed and strongly agreed that they were free to seek advice from their co-workers.

Because of the organisational hierarchy in terms of authority, 7.14% (disagree) and 3.57% (strongly disagree) of the respondents thought that the Dubai government and semi-government organisations were practicing fairly and were accountable in terms of transparency (2.24 / 5). This explains why there were some online research

respondents who felt that transparency when working with Dubai government and semi-government organisations was not strong.

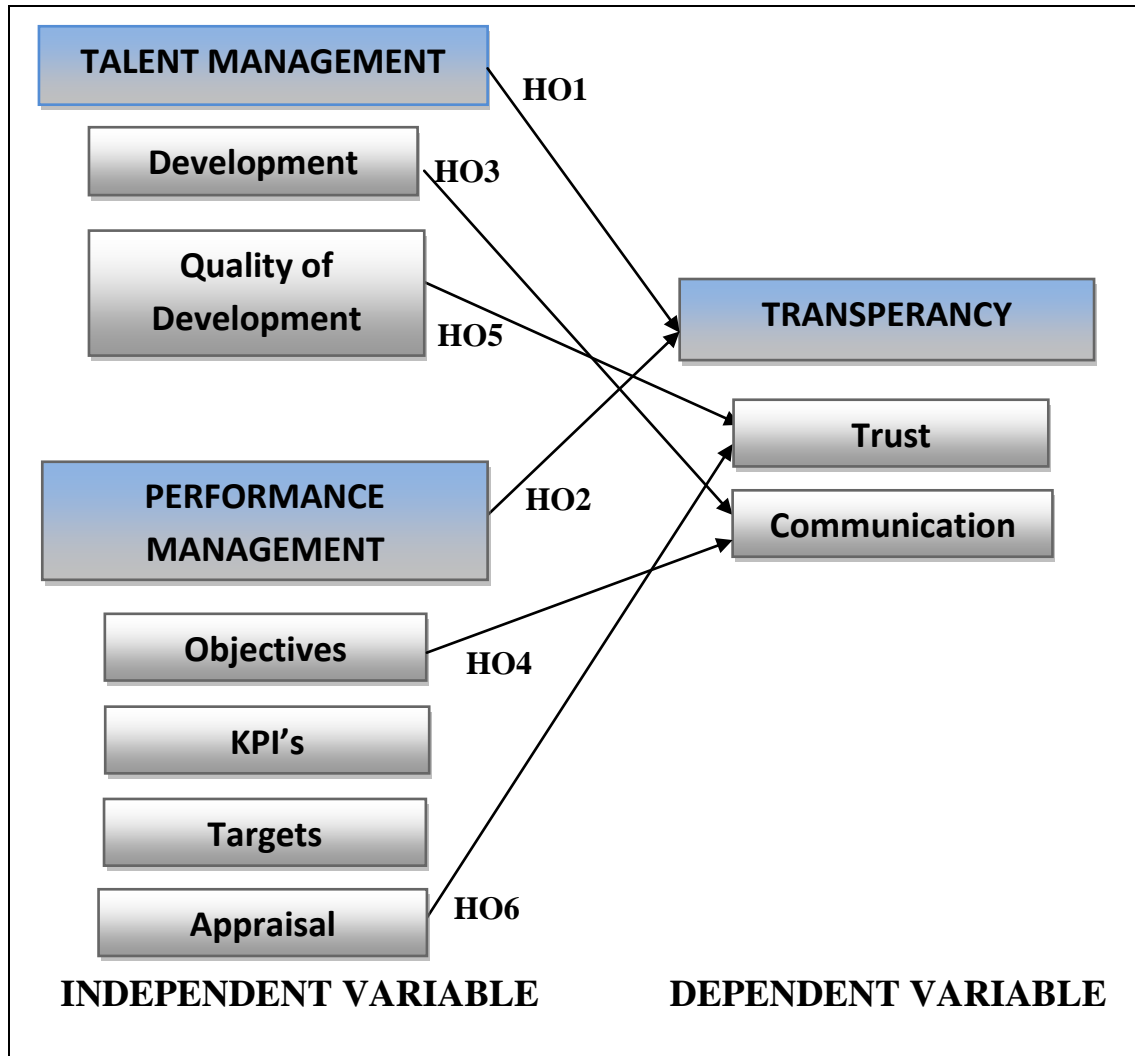
Figure 4.4
Transparency Graph Results



4.2.2 SPSS Analysis

The SPSS was used to analyze data and examine the hypothesis, in this research, we will study and analyse the 6 main hypotheses that may affect the relationship between the transparency factors, the talent factors and the performance factors. The relationships between the variables under study as hypothesised in the previous chapter are inter-related. This inter-relation presented diagrammatically is shown in figure 4.4.

Figure 4.5
Relationship between Transparency, Talent and Performance



The results of the various tests conducted are given below:

4.2.2.1 Global Reliability Test

A reliability test was conducted to identify the Cronbach's Alpha level, the calculation result should be < 0.6 to be a strong relation, or the relation between the 3 variables will be considered weak.

To assess the reliability of the relationship between the global variable (Transparency, Talent and Performance) scale, Cronbach's alpha together with the descriptive statistics were provided. The overall alpha value was found to be 0.863, The mean and standard deviation and the alpha value for the 3 items are presented in Table 4.5 , we can see that the 3 variables is high and no variable can be deleted to maximized the alpha value, Therefore, it can be suggested that the reliability of this scale is good.

Table 4.1

Cronbach's Alpha, Mean and Std Deviation of the 3 Main Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.863	3

Item Statistics			
	Mean	Std. Deviation	N
Transparency	40.9481	9.00938	135
Talent	43.8667	8.88719	135
Performance	42.6889	9.27158	135

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transparency	86.5556	301.502	.630	.906
Talent	83.6370	272.785	.776	.775
Performance	84.8148	251.540	.824	.727

The global reliability test was also computed, individually, to analyze the variable with its factors, the result of each variables, the transparency, the talent and the performance variable, are shown below, it indicates the reliability test for each variable is strong which is > 0.6 .

A reliability test for every factor in the variable to analyze the strength of the Alpha, and it was noted that all of the factors were proven strong, as there results were greater than 0.06 (Please refer to the Appendix)

Table 4.2
Reliability test for Variables 1, 2 and 3

Reliability Statistics for Transparency			
Cronbach's Alpha	N of Items		
.917	16		
Reliability Statistics for Talent		Reliability Statistics for Performance	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.932	15	.917	16

4.2.2.2 Correlation Analysis Test

The correlation analysis test was run to measure the significance level between factors and variables, the result of the measurement of significant level should be < 0.05 ; and this indicates that the relation is strong.

The correlations table displays Pearson's product moment correlation coefficients, significance values, and the number of cases with non-missing values (N). The values of the correlation coefficient range from -1 to 1. The mark of the correlation coefficient indicates the level of the relationship (positive or negative). The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships. The correlation coefficients on the key item are always 1, the reason that each variable has a perfect positive linear relationship with itself.

The Pearson's correlation is usually between at least two variables. The value for a Pearson's can fall between 0.00 (no correlation) and 1.00 (perfect correlation). In general, correlations above 0.80 are measured high.

The significance of each correlation coefficient is also highlighted in the correlation table. The significance level (or p-value) is the possibility of obtaining results. If the significance level is less than 0.05 then the correlation is significant and the two variables are linearly related.

This is clearly shown in the table summary below, which was populated from the SPSS System, we realize that the results on Pearson's correlation is not less than 0.352 which is between the range from -1 to 1 and Sig. (2-tailed) value of all the items are 0 which is < 0.05 , which suggest and indicates that there is a strong relationship between the items.

Table 4.3
Showing the Pearson Coefficients for the 3 Variables

<u>Classification</u>		Trust	Comm	Dev	QDev	Obj	KPIs	Targets	App	Transparency	Talent	Performance
Trust	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	135										
Comm	Pearson Correlation	0.648	1									
	Sig. (2-tailed)	0										
	N	135	135									
Development	Pearson Correlation	0.476	0.588	1								
	Sig. (2-tailed)	0	0									
	N	135	135	135								
QualityDev	Pearson Correlation	0.352	0.577	0.865	1							
	Sig. (2-tailed)	0	0	0								
	N	135	135	135	135							
ClearObj	Pearson Correlation	0.497	0.558	0.682	0.639	1						
	Sig. (2-tailed)	0	0	0	0							
	N	135	135	135	135	135						
KPIs	Pearson Correlation	0.535	0.575	0.785	0.754	0.745	1					
	Sig. (2-tailed)	0	0	0	0	0						
	N	135	135	135	135	135	135					
Targets	Pearson Correlation	0.481	0.472	0.671	0.587	0.682	0.795	1				
	Sig. (2-tailed)	0	0	0	0	0	0					
	N	135	135	135	135	135	135	135				
Appraisal	Pearson Correlation	0.492	0.569	0.763	0.794	0.714	0.871	0.749				
	Sig. (2-tailed)	0	0	0	0	0	0	0				
	N	135	135	135	135	135	135	135				
Transparency	Pearson Correlation	0.918	0.897	0.582	0.505	0.579	0.61	0.525	0.582			
	Sig. (2-tailed)	0	0	0	0	0	0	0	0			
	N	135	135	135	135	135	135	135	135			
Talent	Pearson Correlation	0.442	0.604	0.979	0.949	0.688	0.799	0.66	0.801	0.571		
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0		
	N	135	135	135	135	135	135	135	135	135		
Performance	Pearson Correlation	0.548	0.604	0.808	0.792	0.833	0.955	0.851	0.955	0.632	0.829	
	Sig. (2-tailed)	0	0	0	0	0	0	0	0	0	0	
	N	135	135	135	135	135	135	135	135	135	135	

4.2.2.3 Linear Regression Analysis Test

The Linear Regression estimates the coefficients of the linear equation, linking one or more independent variables that best calculates the value of the independent variable. Using the stepwise method to calculate the regression analysis test; by inserting the transparency as a dependent variable towards talent and performance as independent factors.

To analyse the linear regression the test produced 3 main tables, the Model Summary Anova and coefficients. The model summary displays R, R squared, adjusted R squared, and the standard error. R is the correlation that calculates the result of the dependent variable. The values of R range from -1 to 1. And that indicates the strength or the weakness of the variable relationship, the larger the values the stronger the relationships.

R squared is the amount of variation in the dependent variable explained by the regression model. The values of R squared are from 0 to 1. Smaller the value indicates that the value does not fit the overall data produced.

The Anova table usually analyzes the variance and checks whether the model fits the data and the overall measure of strength of the relationship is significant.

Based on the test that was conducted the overall result was evaluated between the range that stated a strong relation and influence of the variable, all the R ranges were not smaller than -1 and R square ranges were not smaller than 0, with the support of the significant factor in the Anova table and this clearly indicated the relation between the factors. More clarification will be highlighted in the next section.

4.2.3 Hypothesis Study Result

Several tests to analyse and prove the 6 hypotheses that were mentioned previously. To do so, the reliability, correlation and the regression of the 6 hypotheses were all tested.

The purpose of these tests is to indicate whether the relationship of variables or factors is weak or strong. Below are presented the findings.

Hypothesis 1 (H#1) - the reliability test indicates that there is a strong relation between the 2 main variable, transparency variables and the talent variables, the result that was calculated was 0.727 which is greater than 0.6; this proves our main

hypothesis that states there is relation or influence between the 2 variable, thus proves hypothesis number 1 correct.

Regarding the correlation analyse we realise also it proves the hypothesis, it defines that there is relation between the global variables, Pearson's correlation coefficient (p level) is 0.571 which is between the range of -1 to 1 and the significant value is 0.000 which is less than 0.05.

The result of the regression test also supports the hypothesis and proves that there is a relation in the global variable, the R is resulted to 0.571 and R square is 0.32 this proves that this variable indicates "goodness of fit" and the significant value is 0.00 which also relates that there is a relation.

Table 4.4
The Result from the Regression Testing for H#1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 ^a	.326	.321	7.42591
a. Predictors: (Constant), Talent				

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3542.457	1	3542.457	64.240	.000 ^a
	Residual	7334.180	133	55.144		
	Total	10876.637	134			

a. Predictors: (Constant), Talent

b. Dependent Variable: Transparency

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.569	3.230		4.820	.000
	Talent	.579	.072	.571	8.015	.000

a. Dependent Variable: Transparency

Hypothesis 2 (H#2) – The reliability test states that the performance variable will significantly influence the transparency variable. We prove this hypothesis is correct by the result that was calculated which was 0.775 is greater than 0.6; this indicates strong relation between the two variables, which indicates that performance influences transparency, thus proving hypothesis number 2 correct.

The correlation test proves this hypothesis correct, indicating the influence of the 2 variables on each other, we realise that the Pearson's correlation coefficient (p level)

is 0.632 which is between the range of -1 to 1 and the significant value is 0.000 which is less than 0.05.

Calculating the regression to check whether the results support the hypothesis and the outcome of the test proves that there is a relation between the 2 variables, the result showing that R is calculated to 0.632 and the R square is 0.40 which are within the ranges that states the “goodness of fit” and the significant in the Anova table is 0.00 which also states the a strength of the relation.

Table 4.5
The Result from the Regression Testing for H#2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.400	.395	7.00506

a. Predictors: (Constant) , Performance

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4350.205	1	4350.205	88.651	.000 ^a
	Residual	6526.432	133	49.071		
	Total	10876.637	134			

a. Predictors: (Constant) , Performance

b. Dependent Variable: Transparency

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.714	2.851		5.162	.000
	Performance	.615	.065	.632	9.415	.000

a. Dependent Variable: Transparency

Hypothesis 3 (H#3) – Testing the reliability on this hypothesis we realise that the development factor in talent will significantly influence the communication factor in transparency. We prove this hypothesis is right with the result that was calculated which was $0.733 < 0.6$; this indicates strong relation between the two factors, thus there is influence, once again proving the hypothesis right.

Applying the correlation test, it also supports the results of the reliability test which is that there is an influence of and a relation between these 2 factors, the outcome of the Pearson’s correlation coefficient (p level) is 0.588 which is between the range of -1 to 1 and the result of the significant value is 0.000 which is less than 0.05.

The regression result supports both outcomes of the reliability and the correlation test, it also proves the hypothesis that the two factors influence each other; this is noticeably with the result of the $R = 0.588$ and $R \text{ square} = 0.346$, this is linked to the significant result which is 0.00.

Table 4.6
The Result from the Regression Testing for H#3

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 ^a	.346	.341	3.79848

a. Predictors: (Constant) , Development

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1016.008	1	1016.008	70.417	.000 ^a
	Residual	1918.984	133	14.428		
	Total	2934.993	134			

a. Predictors: (Constant) , Development

b. Dependent Variable: Communication

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.394	1.560		6.022	.000
	Development	.491	.059	.588	8.391	.000

a. Dependent Variable: Communication

Hypothesis 4 (H#4) – The result of the reliability test on the objectives factor in performance is that it will significantly influence or has a relation with the communication factor in transparency. We prove this hypothesis is wrong by the result that was calculated at $0.526 < 0.6$. This indicates a weak relation between the two factors, thus there is no influence, proving hypothesis 4 incorrect.

It was found here that the correlation testing didn't disagree with the result of the reliability test. The correlation test highlights that there is a relationship with the 2 factors, to back this up the Pearson's correlation coefficient (p level) is 0.558, which is between the range of -1 to 1, and the significant value is 0.000 which is less than 0.05. Thus proved our hypothesis right.

For proving this hypothesis the regression result proves that there is a relation between the factors, thus there is influence. Based on the calculation that was

produced where is $R = 0.558$ and $R \text{ square} = 0.311$, linked that to the significant value $= 0.00$. This result is associated with the correlation result.

Table 4.7
The Result from the Regression Testing for HO4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.311	.306	3.89865

a. Predictors: (Constant) , ClearObj

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	913.464	1	913.464	60.098	.000 ^a
	Residual	2021.529	133	15.199		
	Total	2934.993	134			

a. Predictors: (Constant) , ClearObj

b. Dependent Variable: Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.600	1.158		11.744	.000
	ClearObj	1.540	.199	.558	7.752	.000

a. Dependent Variable: Communication

Hypothesis 5 (H#5) – The reliability test here indicates that the quality of development factor in talent has influence on or a relation with the trust factor in transparency. This prove this hypothesis wrong with the result that was calculated at $0.494 < 0.6$; this indicates a weak relation between the two factors, thus there is no influence, thus disproving our hypothesis.

Again, the correlation result proves otherwise that there is an influence between the 2 factors, the conclusion of the Pearson's correlation coefficient (p level) is 0.558 which is between the range of -1 to 1 and the significant value is 0.000 which is less than 0.05.

In this hypothesis the regression result agrees with the correlation result which identifies that there is a relation between the two factors, thus there is influence. This can be seen from the result obtained from the test, the $R = 0.352$, $R \text{ square} = 0.124$, this proves the “goodness of fit”, this is linked with the significant value $= 0.00$ which overall measures the strength of the relationship and proves there is relation.

Table 4.8
The Result from the Regression Testing for H#5

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.352 ^a	.124	.117	4.92425		
a. Predictors: (Constant) , QualityDev						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455.912	1	455.912	18.802	.000 ^a
	Residual	3225.021	133	24.248		
	Total	3680.933	134			
a. Predictors: (Constant) , QualityDev						
b. Dependent Variable: Trust						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.580	2.158		4.439	.000
	QualityDev	.516	.119	.352	4.336	.000
a. Dependent Variable: Trust						

Hypothesis 6 (H#6) – Using the reliability test here, its states that the appraisal factor in performance has relation or influence on trust factor in transparency. This hypothesis is proved right by the result that was calculated at 0.643 greater than 0.6; thus indicating a strong relation between the two factors, thus there is influence, thus our hypothesis is proven right.

The result of the correlation accept and support the result of the reliability, which proves that there is a relation between the two factors, and this is seen in the Pearson's correlation coefficient (p level) is 0.352 which is between the range of -1 to 1 and the significant value is 0.000 which is less than 0.05.

Testing the regression had proved similar results of the reliability and the correlation, the output of the testing had verified that there is relationship between the factors and there is influence. Observing the data produced from the testing, we found that the R = 0.492, R Square = 0.242 and well as the significant factor = 0.00 which established that there is a relationship significant.

Table 4.9
The Result from the Regression Testing for H#6

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492 ^a	.242	.236	4.57988

a. Predictors: (Constant) , Appraisal

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	891.223	1	891.223	42.489	.000 ^a
	Residual	2789.710	133	20.975		
	Total	3680.933	134			

a. Predictors: (Constant) , Appraisal

b. Dependent Variable: Trust

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.644	1.750		4.369	.000
	Appraisal	.646	.099	.492	6.518	.000

a. Dependent Variable: Trust

Table 4.10
Summary of the Result of the Reliability Test

	Type	Cronbach's Alpha	N of Items
Talent and Transparency (H01)	Variable	.727	2
Performance and Transparency (H02)	Variable	.775	2
development and communication (H03)	Factors	.733	2
objectives and communication (H04)	Factors	.526	2
Quality of development and trust (H05)	Factor	.494	2
Appraisal and Trust (H06)	Factor	.643	2

4.3 Qualitative Analysis – Focus Group

The focus group targeted in the informal interview consisted of 25 people, all of whom were UAE nationals, aged between 25-35 and working in either government or semi government sectors in Dubai Region. The sessions were conducted in 3 different days, 10 members for the first two days and 5 for the third day, 16 individuals in total attended the group discussion; 7 attended the first day, 6 the second day and 3 the third day, This focus group were interviewed about their thoughts and perspectives on the enhancement of organisational transparency through talent and performance management. The 3 main questions were highlighted in the session:

1. Does Organisation Transparency enhance Talent and Performance Management?
2. Is there is a link between Organisation Transparency and Talent Management?
3. Do you see a link between Organisation Transparency and Performance Management?

The focus group's thoughts on the link between organisational transparency, performance and talent management were explored. The idea was to determine if there was a need to emphasize this connection within Dubai's organisational constructs and if Dubai's organisations are amenable to enhancing organisational transparency through performance and talent management. It was therefore important to identify the focus group's attitude toward and perceptions of the link between organisational transparency and talent and performance management.

Table 4.11
Summary of the Individual perceptions

Individual Main Inputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Total
Talent + Performance management = Transparency	x			x		x	x						x	x	x		7
Talent & Performance management doesn't play a role in Transparency		X							x	x	x	x				x	6
Leadership team need to introduce transparency			x		x								x				3
Talent-->Performance management--> Transparency				x		x	x						x	x	x		6
Talent-->Transparency--> Performance management								x									1
Transparency is the main factor that leads to Talent + performance management												x				x	2

The main issues and inputs that were in discussed varied; each individual had different perception on the topic. As highlighted in Table 4.11, we realise that most participants agree that talent and performance management do enhance transparency. And the least number of perceptions with one individual that states that to achieve transparency the process require to begin with retaining talent which leads to

transparency and this leads to high performance management within the organisation, this input can be considered for future studies.

The above inputs were then elaborated more where the individuals in the focus group conducted for the project research believe that proper training and talent management can achieve the goal of organisational transparency. Individuals in their responses seem to separate the ideas of skilful employees with organisational transparency at the start of their explanations; however, they seem to be guided into linking the two by the time they reach conclusion. These ideas driven into the participants can be attributed to the constant exposure to the wordings and ideas within the business community in Dubai of greater transparency as its being challenged by global business leaders and multinational companies.

Certain participants put emphasis on training in developing team work and management skills to ensure that transparency culture exists and strive within. In addition, there is common agreement that transparency can enhance company's performance and ensure it is strive to be among the best in the business. However, as an example Apple Inc. is perceived to be one of the most closed organisational culture in term of transparency and information, which greatly have contributed to it to be one of the most advanced and celebrated business.

Talent doesn't create transparency and that's evident in one individual comment where the reference to the link between transparency and performance is vitally weak and does not contribute to any performance measurement of the overall company's bottom line. Transparency is measured through information required by law, business guidelines, and industrial standards of company's available data for the market to ensure the fair trade practices and business ethics. In addition, the accuracy of data and information provided is vital to the continuous existence of free market. The participant dispute the idea of talented employees contributing to the greater transparency within an organisation.

Noticeable is the multi layers and levels and understanding of the meaning of "transparency" in participants responses. Some indicate in their comments that transparency relates to the information flow within an organisation and the availability of clear direction for their careers and the company they are currently working for. The debate ensued in the area of training and development of talents

(subjects), or even the lack of, which in the end contributed to murky pictures of their organisation's goals, values, and future endeavours. In the end, subjects believe that the continuous of their organisation existence rested on its ability to train, develop, and ensure transparency of its values and goals within.

Whereas, other participants indicate that the term transparency relates to the overall flow of information within the market a business is in, and thus the ability for businesses to make decisions investments based on the accuracy data available. The law governs the market is the blue print that ensures information and data are provided by companies on timely manner set by law, and accuracy of such data flow are measured and maintained by complex of organisational structure and policies that meets market standard set by each profession.

4.3.1 Talent Management

One of the focus group participants revealed that talent has a strong link to performance management in the sense that talent and performance should work together to enhance organisational transparency in Dubai government and semi-government organisations. In line with this, another focus group participant revealed that improvements in leadership and organisational culture could enhance organisational transparency because the middle management and the rest of employees in lower levels are less likely to participate in major decision making. For this reason, it has been well explained that having competitive leaders within Dubai government and semi-government organisations is the key behind making organisational transparency an accepted practice within the workplace.

A general consensus was identified among a number of targeted focus group. The consensus was that talent is linked and associated with performance management and both are required to enhance organisational transparency. These findings are consistent with the literature. It was reported in the literature that talent and performance management is the best method for structuring effective organizational transparency (Pierce, Gardiner, Cummings and Dunham 1989, 623). Although the interviewees did not specifically say that it was the best method, it was implied by the contention that talent and performance management is required for enhancing organisational transparency.

4.3.2 Performance Management

Apart from giving importance to competitive leadership and organisational culture that is open in terms of supporting the importance of performance management, establishing a strong communication link between and among Dubai government and semi-government employees is also necessary in terms of making each employee understand the importance of organisational transparency and improvements in talent development and work performances.

Although organisational transparency is often linked to anti-corruption, one of the focus group participants explained that organisational transparency is equally important in terms of enhancing employees' talents and the quality of their work performance. By making employees aware of their individual strengths and weaknesses in terms of skills and talents, it is possible for top management to further enhance the quality of employees' talents and overall work performances.

Organizations need to implement a system for performance management and need to ensure that this performance management scheme is transparent. This system should apply to all levels of the organisation. At the start of the year, each employee should sit with their live management and agree on what their mutual objectives are for the year. This should be followed by bi-annual reviews in order to measure the employee's progress toward those goals. The line management can inform the employee of any concerns or satisfaction with the employee's progress. In other words, this strategy ensures that organisational transparency is enhanced through talent and performance management. It informs the employee of what is expected of them and whether or not they are meeting those expectations.

4.3.3 Organisational Transparency

Organisational transparency is important in terms of preventing 'red tape' or corruption when it comes to the government budget allocation and other main responsibilities within the government and semi-government organisations (Farazmand 2004 p. 17). In line with the importance of open-communication between the top management and employees, one of the focus group participants explained that proper training can be used as a strategy in terms of highlighting the importance of organisational transparency. Making employees aware of the importance of organisational transparency can make it easier for the rest of the team members to

strongly support the creation of organisational culture that strongly supports organisational transparency.

With regards to accountability, a focus group participant explained that one of the best solution when improving employees work performance, talent development, and the promotion of organisational transparency is to make each employee accountable in terms of being open and transparent about their work performance and main role and responsibilities within Dubai government and semi-government organisations. It is because of the absence of strong accountability, it is easier on the part of corrupt and abusive government officials to take advantage of their work position in terms of making use of the government budget designated to employees training and development programs and other important projects for their own personal interests.

Transparency is important for developing talent. Although the literature supports the view that talent is important for enhancing transparency, there is a correlation nonetheless. Adopting the various views of the respondents a common denominator would be that transparency in terms of sharing and communicating will enhance talent. However, talent and performance must certainly be there before this can be achieved. It means that management must have the talent to communicate clearly so that subordinates develop talent and improve performance with a view to becoming more transparent.

4.4 Conclusion

This research investigated the link between talent and performance management with organisational transparency among organisations in Dubai. An empirical analysis was conducted in two parts. The first part involved a quantitative analysis by virtue of an online survey distributed among Dubai workers. The second part was a qualitative analysis conducted by conducting informal interviews with a focus group comprised of Dubai workers. The idea was to determine whether or not organisational transparency in Dubai could be linked to talent and performance management.

Transparency should be understood in terms of involvement on the part of all limbs of the organisation and not merely restricted to top management. This means setting performance goals for all employees and ensuring that they are involved in a way that engenders performance. The key is to motivate performance and the acquisition of

talent. This will be achieved by being open and frank and sharing information and data that enhances performance. By taking this approach, talent and performance management enhances organisational transparency.

Transparency is important for developing talent. Although the literature supports the view that talent is important for enhancing transparency, there is a correlation nonetheless. Adopting the various views of the respondents a common denominator would be that transparency in terms of sharing and communicating will enhance talent. However, talent and performance must certainly be there before this can be achieved. It means that management must have the talent to communicate clearly so that subordinates develop talent and improve performance with a view to becoming more transparent.

The research work reported in the preceding paragraphs, that most of the hypotheses were accepted as evidence emerged clearly, to show the relationship between the variables taken up for study in this research. The findings will be further explored in the light of existing research in the next chapter.

CHAPTER 5

FINDINGS AND RESEARCH DISCUSSION

5.1 Introduction

There is always the risk wherein the researcher could be tempted to come up with research analysis and findings that are inconsistent with what they wish to prove. In line with this, Creswell (2009, p. 14) explained that too much dependency over the use of a single approach in research methods could lead to biased research findings. For this reason, it is necessary to integrate the literature review in the gathered quantitative and qualitative research findings.

5.2 Talent Management

With the result of Cronbach's Alpha = 0.932 that measures the internal consistency of the sample and with result of the Correlation test, Sig (2 – tailed) = 0.000, Cronbach's alpha will generally increase as the intercorrelations among test items increase, this is shown clearly with the result above between talent and organisational transparency. In line with this, Silzer and Dowell (2009) explained that government and semi-government organisations could improve organisational transparency as a result of development of strong talent management. In line with this, good leadership skills on the part of the top government and semi-government officials play a crucial role in terms of improving the existing talents of each of Dubai government and semi-government employees.

Talent management is not just about ensuring that employees develop or that they are aptly replaced or promoted but more on improving the end goals of each government and semi-government organisations (Cappelli 2008, pp. 1 – 3).

Because of the importance of talent management in the overall success of Dubai's government and semi-government organisations, top officials in these organisations often provide employees the opportunity to learn from their co-workers and utilize or improve their existing skills through job rotation and training programs. By placing each employee in a more challenging work environment, it is possible to improve and

further hone employees' skills and talents. This is necessary in terms of providing employees the opportunity for work promotion.

5.3 Performance Management

Based on SPSS testing, there is a reliability and consistency between performance and transparency, where the result appeared for the Cronbach's Alpha = 0.947, also this appeared with several testing for performance appraisal with organisational transparency (Cronbach's Alpha = 0.884) and key performance indicators (KPIs) and organisational transparency (Cronbach's Alpha = 0.849), it is also shown with the Correlation analysis test for the above elements that the result of the (Sig (2-tailed) = 0.000) which indicates a strong relationship. In line with this, a considerable number of online research survey responses believe that proper talent development would enhance employees' performance, improvements in job retention and overall organisational success whereas majority of the focus group respondents agree that talent development, organisational transparency, and open communication between the top management officials and lower ranking employees is the key to the success of Dubai government and semi-government organisations.

On analyzing the quantitative and qualitative research findings, the promotion of talent development, organisational transparency, and open communication can be applied in Dubai's government and semi-government employees by requiring each employee to participate in talent programs. Through the provision of proper training, it is possible to establish a culture that accepts positive working experiences and improvements in work performance to enhance the practice of organisational transparency.

Indirectly, there is a strong relationship between talent and performance management in the sense that improvements in employees' talent could make them increase their work performance. On top of these strategies, Borgia (2005, p. 21) explained the importance of making employees feel important by making them free to participate in major decision-making process as this strategy could make employees be more committed, dedicated, and more loyal to the government and semi-government organisations.

5.4 Organisational Transparency

Organisational transparency through “good governance” is one of the best strategies in terms of preventing the practice of corruption within Dubai government and semi-government organisations (Garsten and de Montoya 2008A; Farazmand 2004, p. 17). In line with this, Borgia (2005, p. 21) explained that transparency within a government or semi-government organisation could “attract the best and retain the best” of its employees.

Based on the qualitative research findings, improvements in performance management could enhance organisational transparency by improving the management’s leadership approach when developing and implementing organisational culture that is open in promoting the importance of organisational transparency. In line with this, setting clear objectives could significantly contribute to a successful organisation transparency (Cronbach’s Alpha = 0.916) and (Sig (2-tailed) = 0.000).

Establishing open communication between the top management and the lower rank employees could improve trust between them (Rawlins 2008, p. 1). In line with this, poor communication between the top officials and lower ranking employees in Dubai government and semi-government organisations explains why there were few online research survey respondents who were not aware that government and semi-government organisations are using performance appraisal when measuring individual or team performances, developments in existing policies, or even the kind of ethics and working behaviour that is expected from them.

Based on SPSS test results, there is strong correlation between organisational transparency and establishing trust (Cronbach’s Alpha = 0.912) as compared to organisational transparency and open communication (Cronbach’s Alpha = 0.838). With Cronbach’s Alpha = 0.917, it is even more effective to combine trust with open communication to achieve organisational transparency.

Between the importance of developing trust and the practice of open communication in terms of promoting organisational transparency, development of trust between the top government officials and the rest of the stakeholders is more effective when improving organisational transparency. Indirectly, open communication among the

stakeholders is necessary to strengthen trust among the stakeholders. It means that developing two-way communication link between the managers and lower rank employees could contribute to the success of improving organisational transparency on Dubai government's future plans, directions, short-term and long-term goals, and allocation of the available budget.

Apart from the importance of strong communication, making each employee accountable in the practice of organisational transparency could positively affect the developments in employees' talents and overall work performance in the sense that the practice of corruption within the government and semi-government organisations can be prevented (Smith and Schwegler 2010, p. 296). Apart from building trust within the workplace (Farazmand 2004 p. 17), it is possible on the part of the top management to make use of the available budget on the training and development of its employees.

5.5 Relationship between Talent, Performance Management, and Organisational Transparency

Based on the qualitative and quantitative research findings, there is a strong link between the improvements in talent management, performance management and organisational transparency. Within a government and semi-government organisation that has top officials with effective leadership skills and communication skills, it is possible for the organisation to set organisational culture that promotes not only the importance of organisational transparency but also a working environment that embrace the need to implement organisational change. In line with this, setting of clear organisational objectives and goals would increase the chances wherein the government officials could easily direct government and semi-government employees to support the guidelines set on how to increase organisational transparency.

The setting of organisational objectives and goals is a very broad and complex strategy used in enhancing the overall success of government and semi-government organisations. In line with this, effective leadership and communication skills are useful not only in terms of developing organisational culture that strongly promotes the practice of organisational transparency but also in terms of improving the talent management and performance management within a government and semi-government organisations.

5.6 Relationship between Talent and Performance Management

Specifically the relationship between talent management and performance management can be explained by examining the ability of the human resources (HR) department in Dubai government and semi-government organisations to hire and retain highly competitive and promising young individuals to render their services to the public. Apart from enhancing the existing skills and talents of each individual through the provision of formal and informal training and development programs (Davis, 2007, p. 9), the ability of the HR department to hire and retain a large group of workers is one area that can be considered in terms of improving the individual and group performances of government and semi-government employees.

For example: Dubai government can set objectives and goals that aim to improve talent management, performance management, and organisational transparency. To do so, Dubai government officials should notify the HR department the need to enhance its existing recruitment, development, and retention policies of highly skilled and competitive individuals to stay loyal with the government organisation (Davis, 2007, p. 3). This can be done by offering competitive and highly skilled employees with attractive work packages and reward system that could motivate each of the government employees to deliver their best working performance necessary to improve the quality of services given to the public.

5.7 Relationship between Organisational Transparency and Performance Management

There is a strong relationship between performance management and organisational transparency in the sense that the ability of the HR department to improve employees' performance could improve employees' success in terms of promoting the importance of organisational transparency and vice versa (Breggren and Bernshteyn 2007, p. 411). As explained by Cheese, Thomas and Craig (2006, p. 40), the presence of trust within a government organisation can significantly improve performance management. In line with this, trust is considered a by-product of talent which eventually promotes improvements in employees' work performance.

According to Borgia (2005, p. 21), transparency permeates all areas in government organisation to the extent that it "can both affect, and be affected by the conduct of employees at all levels". For example: given that Dubai government is successful in

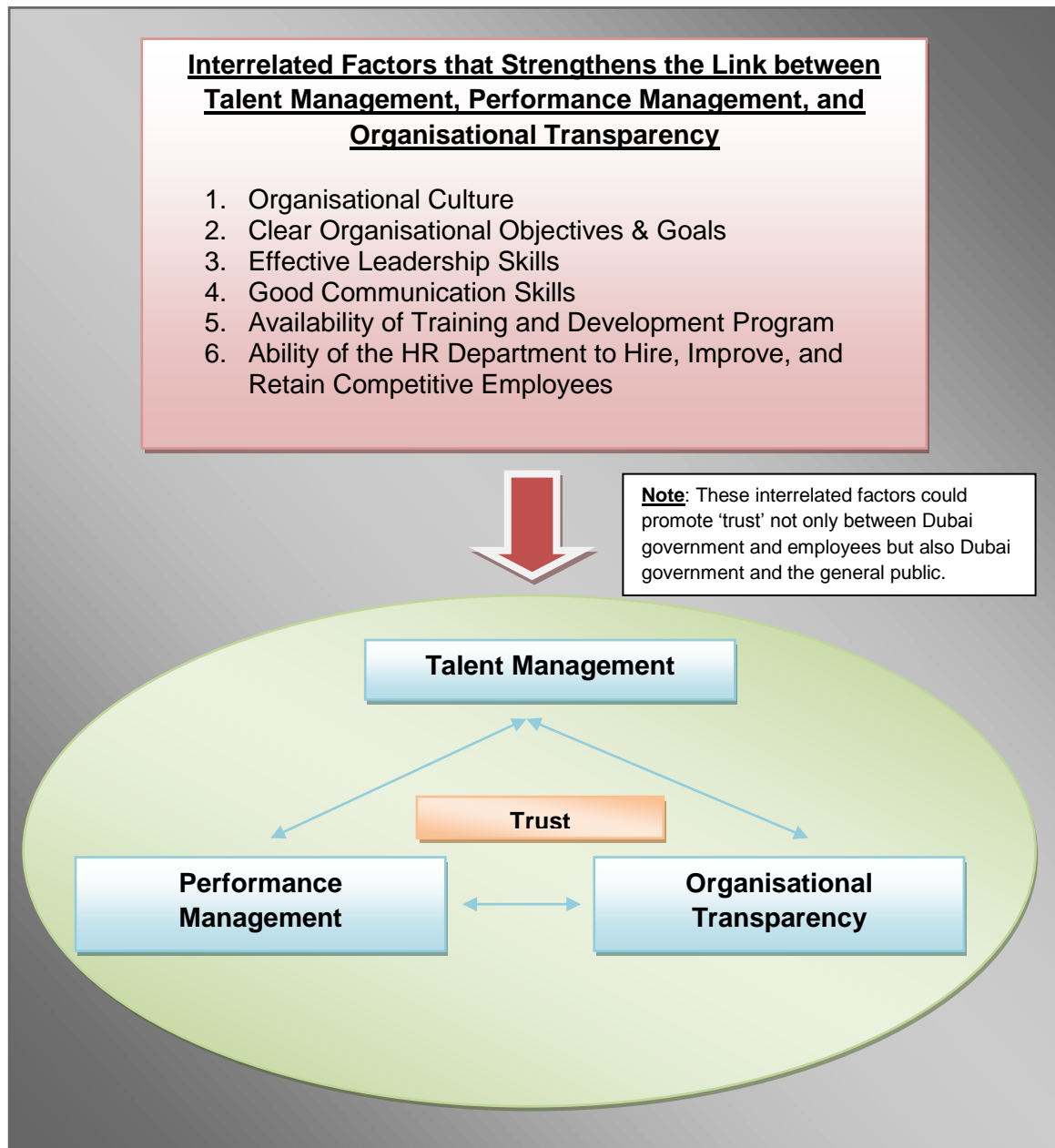
terms of establishing a working environment that strictly practice organisational transparency, government employees would become less disturbed and more motivated to work since each employee is aware that the government organisation is observing a globally accepted work ethics. In case Dubai government does not practice organisational transparency, government employees are more likely to become disturbed and less motivated to work because government employees are aware that the organisation they are working for accepts bribery and corruption. Decreased motivation will bring with it a fresh set of problems that will negatively impact organisations.

5.8 Relationship between Organisational Transparency and Talent Management

Within Dubai government and semi-government organisations, anti-corruption practices can be prevented by strengthening organisational transparency. Apart from the practice of effective leadership style and improvements in communication link between the top government officials and the rest of the low ranking employees, the promotion of organisational transparency within Dubai government and semi-government organisations can increase trust among the organisational members as well as people outside the organisation.

As explained by Cheese, Thomas and Craig (2006, p. 40), the presence of trust within a government organisation can significantly improve talent management. By removing the practice of corruption and bribery within Dubai government and semi-government organisations, it is possible for the government organisations to become more careful with regards to the allocation of the available government funds. In line with this aspect, Dubai government could gather sufficient funds, which can be use in the formal and informal training of the government employees. (See Figure I – Summary of Triangular Linkage between Talent Management, Performance Management and Organisational Transparency)

Figure 5.1
Summary of Triangular Linkage between Talent, Performance Management and Organisational Transparency



CHAPTER 6

Conclusion, Recommendations & Future Research

6.1 Conclusion

Even though most of the organisations in Dubai have been successful despite the negative impact of the recent global financial crisis, issues related to the importance of corporate governance was never prioritized. Due to the absence of corporate governance, transparency, disclosure and accountability, the government and semi government sectors in Dubai can be weak in terms of trust, communication, talent retention and practicing performance management.

In general, the presence of inefficient business regulatory regime could hamper the business competition in Dubai and UAE. To ensure the business competition in these geographic areas, the promotion of self-regulatory systems and devices has been incorporated in most of the modern business organisations in Dubai and UAE. In fact, corporate governance was being practice within each of the business, government, and semi-government organisations in order to enhance organisational transparency.

On top of the strategic geographical location of Dubai and UAE (Rehman 2008, p. 268), significant improvements in organisational transparency of private and government sectors could invite and encourage more multinational foreign companies to invest in the country because of the strong possibility of developing trust between the local government, local business people, and foreign business owners. In line with this, business people in Dubai and UAE including the different bodies of the government organisation should practice organisational transparency by effectively communicating their individual organisational goals and visions. Apart from setting the code of conduct, the practice of measuring success and organisational ability in terms of satisfying the organisational goals could make the local government in Dubai and UAE increase the foreign investors' confidence and trust with its preferred local business partners.

Establishing trust among the organisational stakeholders is necessary in terms of promoting a successful organisational transparency. The primary research study

results suggest a triangular link between talent management, performance management, and organisational transparency in the sense that a significant increase in organisational performance and talent management could increase employees' trust. Basically, employees who are confident and content in terms of working in Dubai government, semi-government and private organisations could increase the work motivation and participation of each employee. Based on this point-of-view, it is possible for organisations in Dubai to enhance organisational transparency by improving employees' performance through talent management. On the contrary, a successful organisational transparency can improve employees' trust which is necessary in terms of improving talent and performance management with a government and semi-government organisations.

The research work presented in this dissertation was both a time consuming and a rewarding task. The review of literature provided some extremely critical insights into the variables under study here. The secondary research highlighted the importance of the variables in the work context of today, helped identify the gaps existent in current research literature as well as provided the empirical basis for the formulation of the hypotheses that have been tested through research in this work. While the work proceeded through the usual channels of research, the findings threw up some expected and some unexpected results.

6.1.1 Research Tools

The questionnaire constructed for the conduct of this research covered some extremely critical areas of research in talent management, performance management and organisational transparency. These areas are extremely important in improving organisational effectiveness. All organisations desirous of consistent growth, improved efficiency and better working environment need to pay attention to the areas mentioned above. The absence of research tools to study these concepts is often the first hurdle that they have to cross. The questionnaire constructed for the conduct of this research is a handy tool for organisations looking to assess these critical areas of organisational working. Since the reliability of the test has been established, it provides a good measure of the variables that have been taken up for study here. The questionnaire is thus an effective tool for assessing talent management, performance management and organisational transparency.

6.1.2 Quantitative Research

The statistical procedures applied for the analysis of data, yielded some important findings in key areas. The 135 respondents who answered the questionnaire belonged to the government and semi government departments in Dubai and provided valuable insight into the working and trade practices of these organisations. With regard to the independent and dependent variables studied in this research work, the findings are as follows:

6.1.2.1 Talent Management

Regarding talent management in government and semi government departments of the Government of Dubai, the respondents felt that they had ample opportunity to learn on the job, that their talents were assessed fairly and that opportunities for growth provided to them were plenty. A majority of the respondents replied in the affirmative that they had the opportunity to learn from co workers more skilled than themselves as well as the environment was such that they could utilize their academic and non academic skills well. Further growth was provided by the job rotation practices of the organisations, giving them opportunities to learn tasks they had not actually been trained for, further supplemented by training sessions that would foster their growth as professionals. Less managerial control exercised provided them with a certain degree of autonomy at work, further aiding their professional growth. Although they did not appear as enthusiastic about promotions being connected to talent, preferring to give neutral responses leading to the inference that the majority felt that talent alone would not be a guarantee for promotion at work, the overall picture that emerged was that the government and semi government organisations in Dubai had a healthy respect for talent, that they were committed to development of human resources, that the importance of learning at work was well and truly understood. While individual differences in human resource practices may be there, the organisations as a whole recognized the importance of employee growth for organisational growth and effectiveness.

6.1.2.2 Performance Management

While the respondents felt that optimum performance on the job was not always possible, they were also aware of the fact that the organisations gave those opportunities to report work that could not be completed, taking partial responsibility

for it as well as making efforts to charter solutions for the problem. A large majority of the respondents felt that the management used evaluative and appraisal techniques to assess the employee performance at work and that teamwork was fairly competitive. However, there were reservations about the accuracy of these appraisals, unless a parallel evaluation of team performance was being done in clandestine ways by the authorities. Based upon these appraisals, employees felt that poor performances were not dealt with. It was also felt by respondents that it was not important to improve to secure promotions at work. This is perhaps one area that improvement is needed in.

6.1.2.3 Organisational Transparency

Regarding employees' opinions of their management, a majority reported that they were unaware of management meetings but were informed of policies that were to be implemented. Organisational transparency was thus moderate, scope for greater transparency being present. In spite of these, the workers enjoyed the freedom to create, innovate and approach the management whenever there arose an issue. The employees also knew who to speak to and that there was managerial cooperation and guidance. While major plans were always known to them, the process of making these plans was not.

6.1.3 Qualitative Research

The employees in the focus groups believed that proper training and talent management could achieve the goal of organisational transparency. The respondents appeared to understand fully the multilayered concept of transparency. While some respondents felt that talent managed effectively could enhance organisational transparency, they also felt that important policy matters were not to be decided by those who worked on the lower rungs of hierarchy, the top echelons always being responsible for them.

The respondents felt the need of performance management, realising its importance and finding transparency important to improving performance of employees. Speaking on the importance of organisational transparency, the respondents felt that improving transparency would definitely help improve performance at work, as well as a better understanding of organisational objectives. They also felt that training could greatly help in it.

6.1.4 Inferences

The hypotheses drawn were investigated leading to specific inferences being drawn from this research. There is a strong and positive relationship between talent and transparency and performance and transparency, leading to the inference that the greater the talent, the better the performance, the more will be the transparency in organisations. Also, the more the talents are developed in government and semi government organisations, the greater will be the communication in organisational transparency. The more frequent and open performance appraisal is the more trust the employees will have in their organisation. Ambiguity in this will result in the lessening of trust. It is also inferred that objectivity in performance management will have a negative impact on communication in organisational transparency and quality of approach in development of talent in organisations studied will likewise negatively impact organisational transparency. However it can safely be said that organisational transparency can be enhanced through effective talent and performance management.

6.2 Recommendations

The research conducted has yielded findings, which are of importance for organisations wishing to improve transparency, nurture talent as well as improve performance. While this research has made a small contribution to the academic field, like a lot of other researches, this one too has limitations which future research can hope and attempt to rectify. These are enumerated below.

6.2.1 Contribution

The research has given important contribution to organisational research, especially for the government of Dubai. The Middle East has not been as often a subject of empirical investigation as some of the Western nations have been. Thus all research conducted goes a long way in lighting up the path for policy makers and future researchers alike. The study has brought out the importance of managing talent as well as improving employee performance in government and semi government organisations in Dubai. The fact that effective talent management will lead to improved performance has been established as has been the fact that employees have reservations about current evaluative and appraisal techniques. While organisational transparency has to be enhanced, employees were satisfied by and large with the

working and openness in the organisations studied, apart from performance appraisal, not feeling that talent and performance had much to do with promotion on the job. Obviously, this would be food for thought to the organisations studied in the course of this research.

6.2.2 Recommended Improvements

Improvements in organisational transparency can significantly increase the number of foreign direct investors in Dubai. In line with this, there are many ways in which organisational transparency can be improved. In this study, recommendations will be divided into two separate levels known as: (1) organisational level; and (2) government level.

6.2.2.1 Organisational Level

- Significance of training intervention in promoting transparency

At the organisational level, it is necessary to promote the importance of training intervention in order to increase employees' knowledge not only with regards to the importance of organisational transparency for the common benefits of its stakeholders but also to make them become more aware of the negative impacts or effects of poor organisational transparency within the business organisation, the industry, and the entire economy of Dubai. Basically, increasing employees' awareness on this matter will encourage each one of them to be on their guard in situations wherein unethical business practices are present.

- Comprehensive induction of new applicants

The provision of comprehensive training for new applicants highly recommended enabling the organisational leaders to have the opportunity to effectively communicate and provide the new applicants with better understanding about the organisational mission, vision, and goals. Likewise, this strategy is useful in terms of educating newly hired employees about the process in which their individual skills and talents will be measured while they are employed with the government and semi government, thus providing them with a comprehensive orientation towards the required practices.

Key performance indicators (KPIs) can be utilized to enable government and semi government accurate define and measure the team's individual and combined

performance in terms of reaching the organisational goal. For this reason, induction process given to new applicants should include specific KPIs that are expected from each of the newly hired employees. Right after providing a comprehensive induction to new applicants, the HR personnel should make a follow-up with new applicants to ensure that each one of them is clear with what is expected of them by the management.

- Improvements in organisational communication

Good communication within government and semi government organisations is one of the most important factors that contribute to the success of organisational transparency. In line with this, the absence of organisational communication can make some employees become less aware of the publicly announced changes with regard to significant changes in organisational or public policies. For this reason, improving the organisational communication is highly recommended.

Establishing a strong communication with the government and semi government organisations is possible by developing organisational culture that is open to two-way communication between the top management officials and the rest of the lower ranked employees. In order to make the implement open communication as part of organisational culture successfully, the use of transformational leadership style is necessary.

6.2.2.2 Government Level

- Introducing the concept of talent and performance management in the local universities as a sub-major of subjects like HR management under the courses of business administration

Government intervention in Dubai is necessary in terms of encouraging the local colleges and universities to incorporate the importance of talent and performance management in the curriculum of the college and university students who are currently enrolled for the degree of business administration. This particular strategy is effective in terms of increasing the knowledge of future workforce with regards to the importance of talent management and performance management in relation to the need to strengthen transparency, disclosure and accountability within the private and government organisations.

Apart from preparing the next generation of workforce to readily embrace the need to promote organisational transparency, government authorities' continuous negotiation with the local schools and universities concerning this matter could strengthen the existing research studies on transparency. As a result of encouraging the local schools and universities to actively participate in educating the people about the economic and social advantages associated with transparency, the academic institutions could readily offer the public with useful short-course trainings to the private and government organisations in Dubai.

- An annual conference on talent management that introduces and discusses the best corporate governance practices locally and internationally

Based on the improvements in the research studies and the individual experiences of the multinational companies in the private sector, the implementation of a yearly talent management conference can be used to publicly introduce the best and most current strategies used in the local and internal corporate governance. With respect to this strategy, the organisation of the annual conference in Dubai could encourage and motivate the local government to actively work together with the credible local colleges and universities to improve the auditing system used in monitoring the practice of transparency in private and government organisations.

In the absence of yearly conference concerning the promotion of organisational transparency, the stakeholders in both the government and semi government sectors may end up neglecting or ignoring the practice of transparency in the near future. Based on this point-of-view, the implementation of the annual conference on this matter will serve as an effective public reminder that the practice of transparency is necessary towards the promotion of anti-corruption campaign.

- Establishment of a separate government entity that focuses on auditing, measuring and evaluating talent management, performance management systems and transparency in Dubai's government and semi government

With respect to successful transparency, the primary research study results suggest a triangular relationship between talent management, performance management, and organisational transparency. Since management of organisations are more interested in gaining higher profits, there are cases wherein the organisation management would

enter into collusion with the company's executive directors to encourage registered accountants to perform accounting manipulation to avoid paying excessively high amount for promoting and retaining talent.

Given that there are a lot of government and semi government sectors in Dubai that holds talented UAE nationals, establishing a separate government entity which focuses on auditing, measuring and evaluating the talent management, performance management and organisational transparency in Dubai's government and semi government could make organisational stakeholders think twice about violating the corporate governance. In relation to the need to audit government and semi government organisations that are found guilty of violating the transparency law should be held accountable and punishable by the law.

6.3 Direction for Future Research

Perhaps the most important task of research is to further the course of future research with the provision of guidelines and directions to researchers of the future. This research had limitations which future research may rectify. The sample size was of 135 respondents. This was due to the constraint of time. However, this sample size bettered will perhaps yield results giving findings that can be generalized for the population as a whole.

The questionnaire designed for this research was tested for reliability but not for validity. Validity of the questionnaire established, will help future researchers, as it will then be proved that the questionnaire is measuring what it is designed to measure. Future research may perhaps cover more organisations like private sectors as well as study ways to manage talent and employee performance in the context of Dubai. Appraisal techniques that the management of these organisations is following may be examined and if possible made known to the employees. Also, the relationship between talent appraisal and talent management may be explored in greater detail, as must the relationship between performance appraisal and performance management. These findings may throw more light on how transparency may be further affected by talent management and performance management when evaluation and appraisal are more publically known. Another direction is that future researcher can conduct a study by expanding demographic area by including Abu Dhabi city government and semi government sectors and the result will be then compared to findings in this study

for the purpose of best practice. Also, research taking these factors into account will contribute to the areas of organisational effectiveness.

6.3.1 Scope of the Research Study

With the goal of improving the corporate governance in Dubai government, and semi-government organisations, this study focused on determining as to whether or not talent and performance management could effectively improve the efficiency in terms of enhancing organisational transparency. In line with this, the pivot of the primary research study was focused on examining the possible relationship between talent management, performance management, and organisational transparency.

Based on the results of the primary and secondary research, this study tackled issues related to the significance of developing a strong organisational culture and setting out a clear organisational objectives and goals that could enable government, and semi-government organisations in Dubai develop strategic ways to ensure greater success in their ventures in terms of improving their talent management and performance management. In line with this, specific ways on how improvements in talent management and performance management could positively affect the developments in promoting the practice of transparency were also discussed.

Applicable to any forms of organisation, this study clearly explained why the use of effective leadership style and having good communication skills are necessary in order to increase the ability of the managers to win the trust of employees and encourage the rest of the organisational stakeholders to support the implementation of establishing organisational culture that openly accepts the practice of transparency. Likewise, the use of effective leadership style and having good communication skills are equally important when it comes to making the managers successfully implement new organisational objectives and goals that are focused on transparency, disclosure and accountability.

6.3.2 Limitations of the Research Study

- Identify and design the kind of training and development programmes

Training and development programs will enable the government and semi government sectors in Dubai improve the existing practices of its talent management, performance management and organisational transparency

The provision of effective training and development programme is important in terms of improving not only the job satisfaction of each employee but also improving the individual as well as the performance of the business organisation as a whole. Even though this study mentioned the importance of making training and development programmes available to organisational stakeholders, the kind of training and development programmes that are appropriate in terms of increasing the success of organisational transparency, talent management, and performance management were not clearly explored.

Given that this study focused only in examining Dubai government and semi-government employees' perception with regards to talent management, performance management and organisational transparency, it is highly recommended that the future research should focus on determining the kind of training and development programmes that could effectively increase the talent management, performance management and organisational transparency in each industrial sector. Taking this into consideration will enable the management to have better idea on how they can effectively improve talent management, performance management and transparency in their own business organisation.

- Determining Strategic Methods

The strategic ways on how the human resource managers in the government and semi government sectors could effectively hire, improve and retain its competitive employees

The local and international businesses today are mostly dynamic in terms of using high-communication technology (Hough and Oswald 2000, p. 632). To improve the cost-effectiveness and profitability of the company during economic recession, having competitive employees and assigning the right person for each particular job description becomes a significant factor that can contribute to the success of a business organisation (Marchington and Wilkinson 2005, p. 104).

To prevent the high cost of recruiting wrong people to perform a particular task within an organisation, effective HR planning should be observed when recruiting additional human resources to join the workforce. Before assessing the job applicant's unique personality, skills and previous work experiences, HR managers should be able to

develop a detailed job analysis and systematic process to ensure that selected individuals are able to perform the required task (Stone 2005, p. 10).

Similar to high cost associated with hiring the wrong people to join the workforce, the inability of the organisation to retain its valuable employees also entails a lot of unnecessary operational expenses. In general, the provision of necessary training and development could somehow improve the existing knowledge and skills of each employee. However, retaining high skilled employees is more challenging than providing them with opportunity to learn more. Apart from the use of effective reward system, the use of effective career management, talent management, succession planning, and integration of learning and development with employee relations are among the strategies that can be use in improving employee retention (CIPD 2008, p. 8; Lips-Wiersma and Hall 2007; Chen, Chang and Yeh 2006; Heywood and Wei 2006; Guthrie 2000).

In order to maintain competitive performance management, this study mentioned the importance of increasing the HR department's acumen to hire, improve the existing skills and knowledge of each employee through the provision of effective training and development programmes and eventually retain competitive employees by making them loyal to the business organisation. Since this study failed to provide the readers with comprehensive guidelines on how the HR department could effectively hire, improve and retain competitive employees, this study also recommends the need to conduct further research study with regards to the proper management of competitive employees within the government and semi government sectors.

- Examine the best organisational structure the is best in promoting corporate governance

Other than improvements in organisational transparency, this study mentioned the importance of corporate governance in terms of preventing the practice of corruption within the working environment. Despite the strong contribution of corporate governance over the success of government and semi government sectors, this study failed to discuss the different types and the best organisational structure that each of the government and semi government sectors in Dubai should consider to effectively increase organisational transparency, disclosure and accountability of each stakeholder.

Colley et al. (2005) explained that corporate governance is a system of authoritative direction or government that is composed of roles and responsibilities that each of the business owners and the rest of the shareholders, board of directors, and the chief executive officer (CEO) should comply and perform accordingly. Apart from determining the different roles of these individuals within a business organisation, internal and external factors that may directly or indirectly contribute to the development of effective corporate governance should be carefully observed and identified.

The board structure can either be unitary or two-tiered (Solomon 2007, pp. 78 – 79). In relation to a strong corporate governance, future research study should not only focus on examining and identifying the best organisational structure the is best in promoting corporate governance but also identify and analyze the role and responsibilities of each of the active and inactive business executives, the members of the board of directors, the business owner, the registered accountants, and the rest of the stakeholders which includes a large group of employees. Doing so will provide the readers with better understanding on how the government and semi government sectors could improve their corporate governance and organisational transparency.

For example: The best way for executive and non-executive directors to perform their duty effectively is to have an access to the company's business information (Waldo, p. 5). For this reason, the board of directors should not only carefully analyze the corporate financial report but also meet the team members regularly to discuss the proposed strategic plans and issues that will significantly affect the success of the business (Solomon, p. 103).

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APPENDICES

Appendix 1: Focus Group Inputs

The focus group which consisted of 25 people, 16 people attended the group discussion, all UAE nationals, age 25-35, working in either government or semi government sectors in Dubai Region about their thoughts and perspectives in “enhancement organisation transparency through talent and performance management.

The opinions and discussions vary between who realised the link between the transparency, cause talent and performance management and who didn't.

-
- Talent is linked and associated with performance management, both need to play a role to enhance transparency. That is the agreement.
 - Talent and Performance management doesn't play a role in enhancing transparency, but leadership and organisation culture does since the middle management and the other lower level of employees don't make decisions. Leaders and high management have to practice it in order for it to become a culture.
 - Transparency is not something you can measure; talent and performance management is the best thing any organisation can have. Moreover, transparency needs to be introduced in talent programs.
 - Talent management is a process that retains, develop and grow individuals or employees within an organisation, by doing so the employee will be clear towards his strength and weakness and will work to develop himself, as a result this will also affect his performance and will increase it; thus being talented and a performer that will in return enhance the organisation's transparency.
 - If this individual reached and got promoted to a senior role or takes part in the management floor, he/she will learn to be transparent and will have clear goals to translate to the middle/lower employees at the organisation.
 - When you acquire talent and manage their performance through the right training and experience you are enhancing transparency because through training and the on-job experience they are developing their team work skills and management skills through training that you set for them, thus achieving the goal of transparency.

- Enhancing transparency through talent and performance management is a long process; it requires the need to nurture the talents, which will result in enhancing transparency within the organisation.
- As a one of the participants point of view, he says it is a positive step as transparency always makes a company strive to become the best in what they do, so this subject is what companies nowadays want and require. Since, many companies lack transparency and talent, some argue that talent is what makes a company/ Organisation transparent for the reason that, through talent you are educating the management which reflects on the employees and the company as whole.
- The link between talent and transparency is weak, whereas the link between talent and performance is high and proven to be the most successful approach. Transparency has other implications, for example transparency deals with anticorruption, guidelines and organisational culture, talent in other hand results in creating value for customers, shareholders and communities
- Transparency is an internal default value.
- Employees will perform well within the right context.
- The whole concept and the subject is that it is well known that transparency enhances talent and performance but the question remains if can it be vice versa?
- When we develop and retain middle management, they perform well, when they eventually reach the top level, they will be implement transparency and achieve the goal.
- It means making people responsible and accountable for the job they do which can be measured through their performance. This in turn helps the company and it is employees be open and transparent, in which/what they do and want their responsibilities are. We basically can have a culture whereby people are not held accountable for what they do and they may not be assessed on their weak or good performance. By putting together a proper performance management system we would work towards ensuring that the staff are responsible and transparent in what they do. So when you put appropriate talent and measure them against their performance, it will encourage accountability and hence transparency. It is a live risk that most organisations are having now.
- Part of developing talents is transparency. Such as, making them aware of how important it is and enhancing better communication, this could mean that

talent development role is to enhance transparency but that is also an internal communication role.

- If there were no proper communication in terms of organisation's future plans and directions in the short, medium and long run along with the allocated budget and responsibilities at all the level within the organisation, then no one would have a clear idea of where they are heading. Hence, the type of talent to be managed as well as how performance will be evaluated and on what can't be done properly, as a result, some talent might die eventually since it was not nurtured and performance results might be unfair, as it didn't give people with talent to exhibit their skills on the matter.

Appendix 2: Survey Questionnaire

Organisation & Transparency



Dear Friends and Colleagues,

It would be greatly appreciated if you kindly support me with my Master's Degree Dissertation, by filling up the attached questionnaire

The questionnaire is about **Organisation's Transparency, Talent & Performance Management (Government & Semi Government Sectors in Dubai Region)**.

The questionnaire will be used to collect the primary data needed for a research study. Therefore, I seek your assistance to be as open, fair, honest as possible as you can in your responses.

The researchers assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes only.

The questionnaire comprises of four parts:

1. General information
2. Organisation Transparency
3. Talent Management
4. Performance Management

Thank You in advance in supporting me in this research, I'm most grateful.

Best Regards

Project Management - Master Student

Section 1: General information

1) Sex	
Male	
Female	
2) Education Level	
Less than high school	
High school	
College degree	

Graduate degree	
High Diploma	
Masters or above	
3) Age Group	
Less than 25	
25 - 35	
36 - 46	
47 – 57	
58 or above	
4) Number of years worked in current organisation:	
One year or less	
2 - 7	
8 – 13	
14 – 19	
20 years or above	
5) Number of years worked in the position or job:	
One year or less	
2 – 7	
8 - 13	
14 - 19	
20 years or above	
6) Job Level:	
Junior	
Middle Management	
Senior Management	
7) Nationality:	
UAE National	

Non UAE National					
8) Sector:					
Government					
Semi-Government					
Section 2: Organisation Transparency This part measures your Transparency towards your organisation. Please tick one box for each question which best describes your opinion					
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
9) Whenever there is an issue or a question, management is approachable.					
10) Supervision is based on cooperation and guidance.					
11) I know what kind of ethics and behavior is expected of me.					
12) I am free to be innovative and creative.					
13) Monitoring is fair and not overly intrusive.					
14) I always know where to go and whom to speak to when there is an issue.					
15) I am free to seek advice from my peers.					
16) Subordinates are permitted to help each other out.					
17) Subordinates are always aware of managements' meetings.					
18) Subordinates are always informed of plans for the organisation and are asked for input.					
19) When management makes decisions we are always informed of the decisions and the reasons for the decisions.					
20) When management introduces policy changes subordinates are always notified in advance.					
21) If I am not happy about a policy or practice I am free to discuss my feelings					

with co-workers and management without fear of penalty.					
22) If I can resolve an issue on my own, I am not afraid to do so without first seeking management's approval.					
23) If I do not agree with a suggestion made by my supervisor I am not afraid to express my opinion.					
24) Accountability is fair.					
<p>Section 3: Talent Management</p> <p>This part measures your Organisational Talent Management toward you. Please tick one box for each question which best describes your opinion:</p>					
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
25) My organisation offers fair opportunities for training.					
26) I am utilizing my academic skills and experience appropriately.					
27) Management is always finding ways to recruit and retain special skills.					
28) Management is always ensuring that talent is developed.					
29) I am always placed in situations where I can develop talent.					
30) If management discovers that a subordinate has a greater talent in one area, the subordinate will be placed in that area.					
31) My organisation conducts development test to determine whether or not subordinates have the talent for the job or should be transferred to another area of the organisation.					
32) Talented subordinates are permitted to work independently and to be creative and innovative.					
33) Less talented subordinates are encouraged to develop talent.					
34) Talented workers are encouraged to work with less talented workers.					

35) When a subordinate gains talent he/she is promoted.					
36) When a worker is not working out in a particular area he/she is trained.					
37) When a worker is not working out in a particular area he/she is moved to another area.					
38) I feel confident that my skills will be developed.					
39) I always have the opportunity to learn from workers who are more skilled than I am					

Section 4 : Performance Management

This part measures your Organisational Performance Management toward you. Please tick one box for each question which best describes your opinion

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
40) I know what my organisation's performance goals are.					
41) My organisation's goals are expressed in a way that informs me what my performance level should be.					
42) I know what the consequences are for my organisation if my performance is sub-par.					
43) Workers are encouraged to cooperate to ensure that individual performance meets the organisation's objectives.					
44) My organisation sets performance goals for me.					
45) My organisation encourages as opposed to pressures me to perform at an optimum level.					
46) I am confident that good performance will be rewarded.					
47) I know that if I do not perform satisfactorily I will not move up in the organisation.					
48) Management maintains a system of					

intermittent appraisals to measure individual performance.					
49) Management always suggests ways that I can improve my performance.					
50) Poor performance is dealt with proportionately and fairly.					
51) Performance appraisals and evaluations are conducted fairly and objectively.					
52) Management accepts that optimum performance is not always possible.					
53) I know who to report to when I am unable to perform.					
54) Management takes partial responsibility for subordinates' inability to perform.					

Appendix 3: Survey Categories

Organizational Transparency

Trust Questions:

- Whenever there is an issue or a question, management is approachable.
- Supervision is based on cooperation and guidance.
- I know what kind of ethics and behaviour is expected of me.
- I am free to be innovative and creative.
- Monitoring is fair and not overly intrusive.
- I am free to seek advice from my peers.
- Subordinates are permitted to help each other out.
- Accountability is fair.

Communication Questions:

- I always know where to go and whom to speak to when there is an issue.
- Subordinates are always aware of managements' meetings.
- Subordinates are always informed of plans for the organization and are asked for input.
- When management makes decisions we are always informed of the decisions and the reasons for the decisions.
- When management introduces policy changes subordinates are always notified in advance.
- If I am not happy about a policy or practice I am free to discuss my feelings with co-workers and management without fear of penalty.
- If I can resolve an issue on my own, I am not afraid to do so without first seeking management's approval.
- If I do not agree with a suggestion made by my supervisor I am not afraid to express my opinion.

Talent Management

Development Questions:

- My organisation offers fair opportunities for training.
- I am utilizing my academic skills and experience appropriately.
- Management is always ensuring that talent is developed.
- I am always placed in situations where I can develop talent.
- If management discovers that a subordinate has a greater talent in one area, the subordinate will be placed in that area.
- Less talented subordinates are encouraged to develop talent.
- Talented workers are encouraged to work with less talented workers
- When a worker is not working out in a particular area he/she is moved to another area.
- I always have the opportunity to learn from workers who are more skilled than I am.

Development Quality Questions:

- Management is always finding ways to recruit and retain special skills.
- My organisation conducts development test to determine whether or not subordinates have the talent for the job or should be transferred to another area of the organisation.
- Talented subordinates are permitted to work independently and to be creative and innovative.
- When a subordinate gains talent he/she is promoted.
- When a worker is not working out in a particular area he/she is trained.
- I feel confident that my skills will be developed.

Performance Management

Objectives Questions

- I know what my organisation's performance goals are.
- My organisation's goals are expressed in a way that informs me what my performance level should be.

KPI Questions

- I know what the consequences are for my organisation if my performance is sub-par.
- Workers are encouraged to cooperate to ensure that individual performance meets the organisation's objectives.
- Management always suggests ways that I can improve my performance.
- I know who to report to when I am unable to perform.
- Management takes partial responsibility for subordinates' inability to perform.

Target Questions

- My organisation sets performance goals for me.
- Management accepts that optimum performance is not always possible.

Appraisal Questions:

- My organisation encourages as opposed to pressures me to perform at an optimum level.
- I am confident that good performance will be rewarded.
- I know that if I do not perform satisfactorily I will not move up in the organisation.
- Management maintains a system of intermittent appraisals to measure individual performance.
- Poor performance is dealt with proportionately and fairly.
- Performance appraisals and evaluations are conducted fairly and objectively.

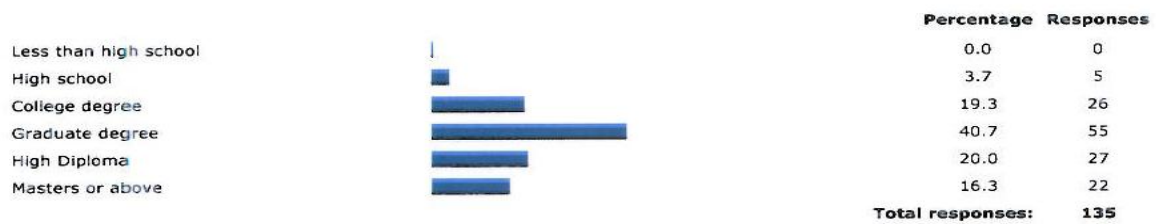
Appendix 4: Overall Survey Results

Results for: Organisation & Transparency

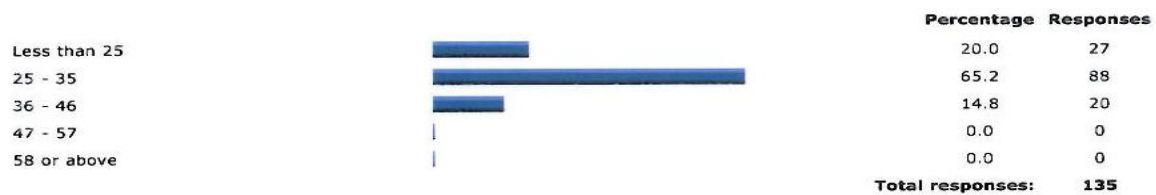
1) Sex



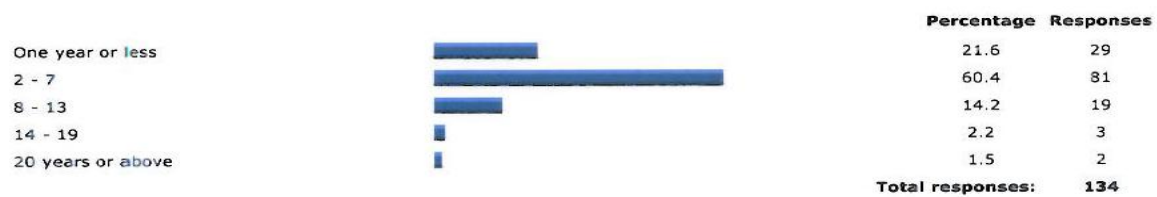
2) Education Level



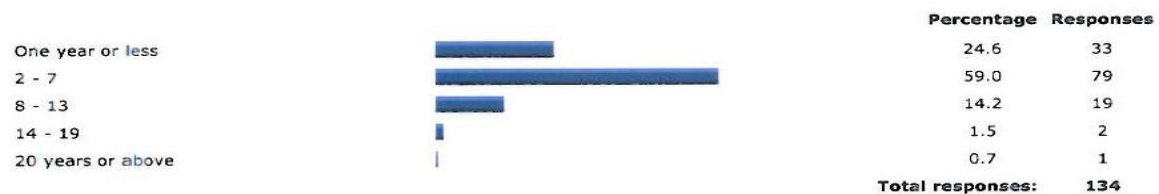
3) Age Group






4) Number of years worked in current organisation:



5) Number of years worked in the position or job:



6) Job Level:

		Percentage	Responses
Junior		30.6	41
Middle Management		53.7	72
Senior Management		15.7	21
Total responses:			134

7) Nationality:

		Percentage	Responses
UAE National		97.0	131
Non UAE National		3.0	4
Total responses:			135

8) Sector:

		Percentage	Responses
Government		56.0	75
Semi-Government		44.0	59
Total responses:			134

9) This part measures your Transparency towards your organisation. Please tick one box for each question which best describes your opinion:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Responses	Average Score
Whenever there is an issue or a question, management is approachable.	20 (23.26%)	54 (62.79%)	7 (8.14%)	5 (5.81%)	0 (0.00%)	86	1.97 / 5 (39.40%)
Supervision is based on cooperation and guidance.	25 (29.07%)	46 (53.49%)	5 (5.81%)	10 (11.63%)	0 (0.00%)	86	2.00 / 5 (40.00%)
I know what kind of ethics and behaviour is expected of me.	37 (43.53%)	44 (51.76%)	2 (2.35%)	2 (2.35%)	0 (0.00%)	85	1.64 / 5 (32.80%)
I am free to be innovative and creative.	29 (34.12%)	33 (38.82%)	13 (15.29%)	9 (10.59%)	1 (1.18%)	85	2.06 / 5 (41.20%)
Monitoring is fair and not overly intrusive.	16 (18.60%)	48 (55.81%)	12 (13.95%)	10 (11.63%)	0 (0.00%)	86	2.19 / 5 (43.80%)
I always know where to go and whom to speak to when there is an issue.	22 (25.88%)	43 (50.59%)	10 (11.76%)	9 (10.59%)	1 (1.18%)	85	2.11 / 5 (42.20%)
I am free to seek advice from my peers.	32 (37.65%)	44 (51.76%)	5 (5.88%)	4 (4.71%)	0 (0.00%)	85	1.78 / 5 (35.60%)
Subordinates are permitted to help each other out.	25 (30.12%)	51 (61.45%)	5 (6.02%)	2 (2.41%)	0 (0.00%)	83	1.81 / 5 (36.20%)
Subordinates are always aware of managements' meetings.	5 (5.88%)	31 (36.47%)	20 (23.53%)	24 (28.24%)	5 (5.88%)	85	2.92 / 5 (58.40%)
Subordinates are always informed of plans for the organization and are asked for input.	2 (2.41%)	35 (42.17%)	21 (25.30%)	15 (18.07%)	10 (12.05%)	83	2.95 / 5 (59.00%)
When management makes decisions we are always informed of the decisions and the reasons for the decisions.	7 (8.24%)	27 (31.76%)	17 (20.00%)	26 (30.59%)	8 (9.41%)	85	3.01 / 5 (60.20%)
When management introduces policy changes subordinates are always notified in advance.	4 (4.71%)	32 (37.65%)	18 (21.18%)	23 (27.06%)	8 (9.41%)	85	2.99 / 5 (59.80%)
If I am not happy about a policy or practice I am free to discuss my feelings with co-workers and management without fear of	9 (10.59%)	36 (42.35%)	23 (27.06%)	12 (14.12%)	5 (5.88%)	85	2.62 / 5 (52.40%)

penalty.							
If I can resolve an issue on my own, I am not afraid to do so without first seeking management's approval.	13 (15.29%)	40 (47.06%)	17 (20.00%)	15 (17.65%)	0 (0.00%)	85	2.40 / 5 (48.00%)
If I do not agree with a suggestion made by my supervisor I am not afraid to express my opinion.	19 (22.35%)	45 (52.94%)	12 (14.12%)	9 (10.59%)	0 (0.00%)	85	2.13 / 5 (42.60%)
Accountability is fair.	14 (16.67%)	48 (57.14%)	13 (15.48%)	6 (7.14%)	3 (3.57%)	84	2.24 / 5 (44.80%)
							2.30 / 5 (46.01%)
10) Comments (if any):							
(The last five responses are given)							
- Whenever you have your chance to change directly go on don't wait for the next day .							
11) This part measures your Organisational Talent &Performance Management toward you. Please tick one box for each question which best describes your opinion:							
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Responses	Average Score
My organisation offers fair opportunities for training.	10 (14.93%)	28 (41.79%)	8 (11.94%)	11 (16.42%)	10 (14.93%)	67	2.75 / 5 (55.00%)
I am utilizing my academic skills and experience appropriately.	10 (14.93%)	35 (52.24%)	6 (8.96%)	9 (13.43%)	7 (10.45%)	67	2.52 / 5 (50.40%)
Management is always finding ways to recruit and retain special skills.	5 (7.46%)	25 (37.31%)	11 (16.42%)	19 (28.36%)	7 (10.45%)	67	2.97 / 5 (59.40%)
Management is always ensuring that talent is developed.	6 (8.96%)	24 (35.82%)	15 (22.39%)	15 (22.39%)	7 (10.45%)	67	2.90 / 5 (58.00%)
I am always placed in situations where I can develop talent.	9 (13.43%)	28 (41.79%)	10 (14.93%)	14 (20.90%)	6 (8.96%)	67	2.70 / 5 (54.00%)
If management discovers that a subordinate has a greater talent in one area, the subordinate will be placed in that area.	8 (11.94%)	20 (29.85%)	19 (28.36%)	14 (20.90%)	6 (8.96%)	67	2.85 / 5 (57.00%)
My organisation conducts development test to determine whether or not subordinates have the talent for the job or should be transferred to another area of the organisation.	5 (7.46%)	14 (20.90%)	9 (13.43%)	24 (35.82%)	15 (22.39%)	67	3.45 / 5 (69.00%)
Talented subordinates are permitted to work independently and to be creative and innovative.	7 (10.45%)	24 (35.82%)	11 (16.42%)	20 (29.85%)	5 (7.46%)	67	2.88 / 5 (57.60%)
Less talented subordinates are encouraged to develop talent.	4 (5.97%)	28 (41.79%)	13 (19.40%)	17 (25.37%)	5 (7.46%)	67	2.87 / 5 (57.40%)
Talented workers are encouraged to work with less talented workers.	5 (7.46%)	19 (28.36%)	21 (31.34%)	16 (23.88%)	6 (8.96%)	67	2.99 / 5 (59.80%)
When a subordinate gains talent he/she is promoted.	4 (6.06%)	15 (22.73%)	21 (31.82%)	16 (24.24%)	10 (15.15%)	66	3.20 / 5 (64.00%)
When a worker is not working out in a particular area he/she is trained.	2 (2.99%)	23 (34.33%)	19 (28.36%)	17 (25.37%)	6 (8.96%)	67	3.03 / 5 (60.60%)
When a worker is not working out in a particular area he/she is moved to another area.	2 (3.03%)	20 (30.30%)	24 (36.36%)	16 (24.24%)	4 (6.06%)	66	3.00 / 5 (60.00%)
I feel confident that my skills will be developed.	11 (16.42%)	29 (43.28%)	11 (16.42%)	13 (19.40%)	3 (4.48%)	67	2.52 / 5 (50.40%)
							2.10 / 5

I always have the opportunity to learn from workers who are more skilled than I am	25 (37.31%)	24 (35.82%)	6 (8.96%)	10 (14.93%)	2 (2.99%)	67	(42.00%)
							2.85 / 5 (56.96%)

12) Comments (if any):

(The last five responses are given)

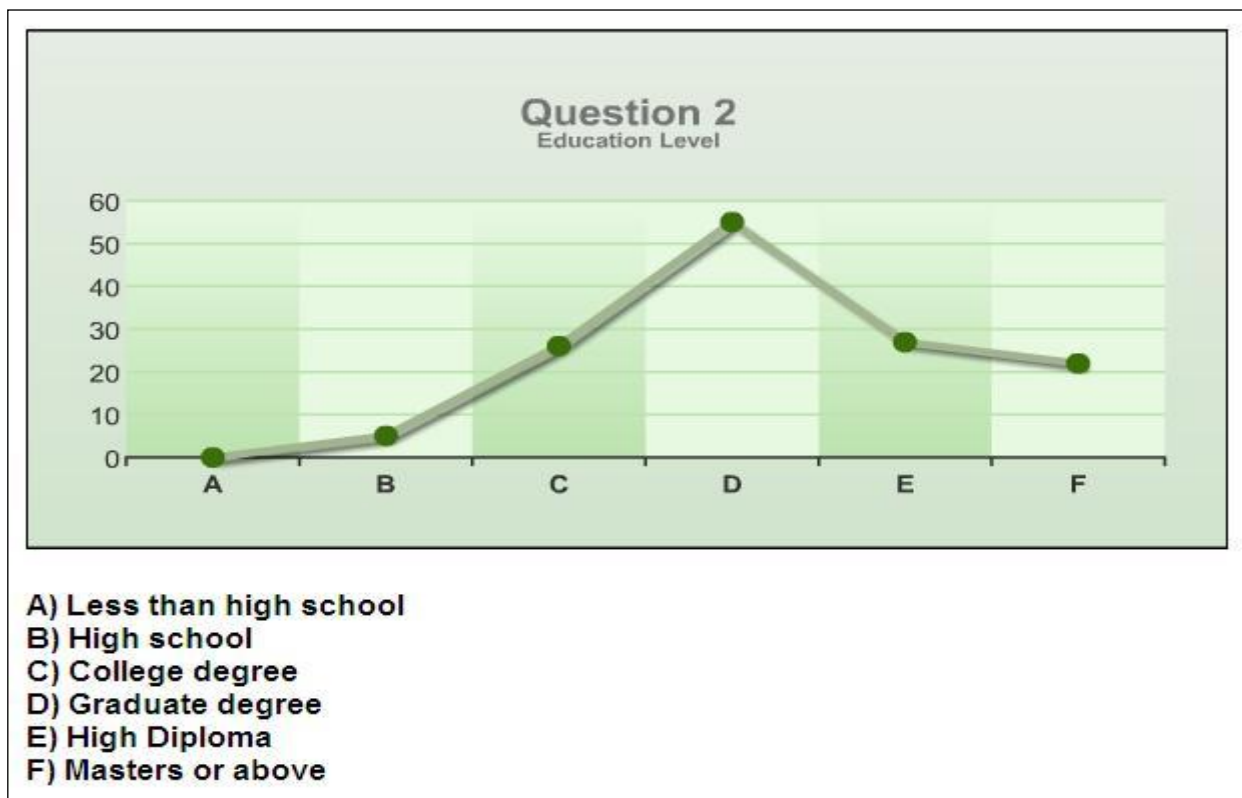
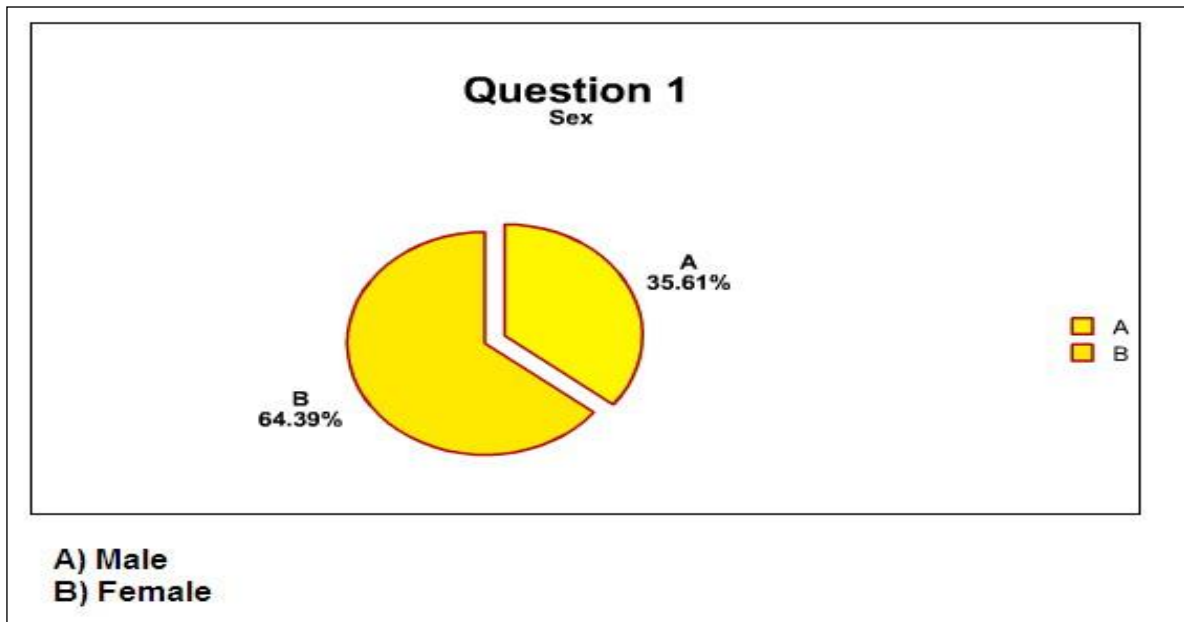
13) This part measures your Organisational Performance Management toward you.
Please tick one box for each question which best describes your opinion:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Responses	Average Score
I know what my organisation's performance goals are.	18 (28.13%)	18 (28.13%)	11 (17.19%)	13 (20.31%)	4 (6.25%)	64	2.48 / 5 (49.60%)
My organisation's goals are expressed in a way that informs me what my performance level should be.	14 (21.88%)	17 (26.56%)	16 (25.00%)	13 (20.31%)	4 (6.25%)	64	2.63 / 5 (52.60%)
I know what the consequences are for my organisation if my performance is sub-par.	7 (10.94%)	22 (34.38%)	18 (28.13%)	16 (25.00%)	1 (1.56%)	64	2.72 / 5 (54.40%)
Workers are encouraged to cooperate to ensure that individual performance meets the organisation's objectives.	12 (18.75%)	28 (43.75%)	6 (9.38%)	16 (25.00%)	2 (3.13%)	64	2.50 / 5 (50.00%)
My organisation sets performance goals for me.	9 (14.06%)	25 (39.06%)	9 (14.06%)	18 (28.13%)	3 (4.69%)	64	2.70 / 5 (54.00%)
My organisation encourages as opposed to pressures me to perform at an optimum level.	11 (17.19%)	25 (39.06%)	13 (20.31%)	14 (21.88%)	1 (1.56%)	64	2.52 / 5 (50.40%)
I am confident that good performance will be rewarded.	14 (21.88%)	26 (40.63%)	3 (4.69%)	12 (18.75%)	9 (14.06%)	64	2.63 / 5 (52.60%)
I know that if I do not perform satisfactorily I will not move up in the organisation.	15 (23.44%)	22 (34.38%)	10 (15.63%)	14 (21.88%)	3 (4.69%)	64	2.50 / 5 (50.00%)
Management maintains a system of intermittent appraisals to measure individual performance.	9 (14.52%)	26 (41.94%)	9 (14.52%)	11 (17.74%)	7 (11.29%)	62	2.69 / 5 (53.80%)
Management always suggests ways that I can improve my performance.	6 (9.52%)	22 (34.92%)	13 (20.63%)	15 (23.81%)	7 (11.11%)	63	2.92 / 5 (58.40%)
Poor performance is dealt with proportionately and fairly.	3 (4.76%)	20 (31.75%)	17 (26.98%)	19 (30.16%)	4 (6.35%)	63	3.02 / 5 (60.40%)
Performance appraisals and evaluations are conducted fairly and objectively.	6 (9.52%)	21 (33.33%)	14 (22.22%)	14 (22.22%)	8 (12.70%)	63	2.95 / 5 (59.00%)
Management accepts that optimum performance is not always possible.	3 (4.76%)	28 (44.44%)	18 (28.57%)	11 (17.46%)	3 (4.76%)	63	2.73 / 5 (54.60%)
I know who to report to when I am unable to perform.	12 (19.05%)	29 (46.03%)	12 (19.05%)	9 (14.29%)	1 (1.59%)	63	2.33 / 5 (46.60%)
Management takes partial responsibility for subordinates' inability to perform.	9 (14.29%)	19 (30.16%)	18 (28.57%)	11 (17.46%)	6 (9.52%)	63	2.78 / 5 (55.60%)
							2.67 / 5 (53.45%)

14) Comments (if any):

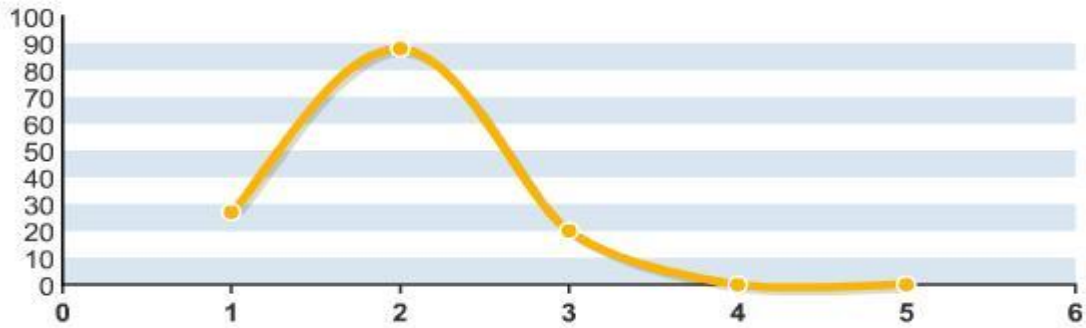
(The last five responses are given)

Appendix 5: Survey Chart Results



Question 3

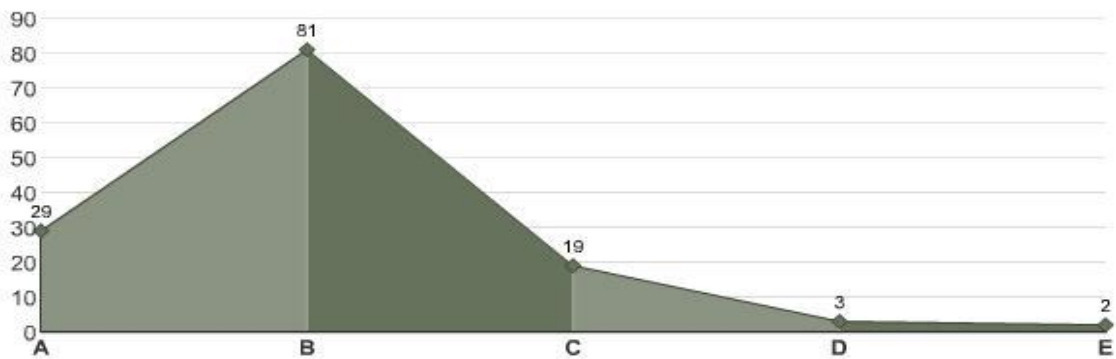
Age Group



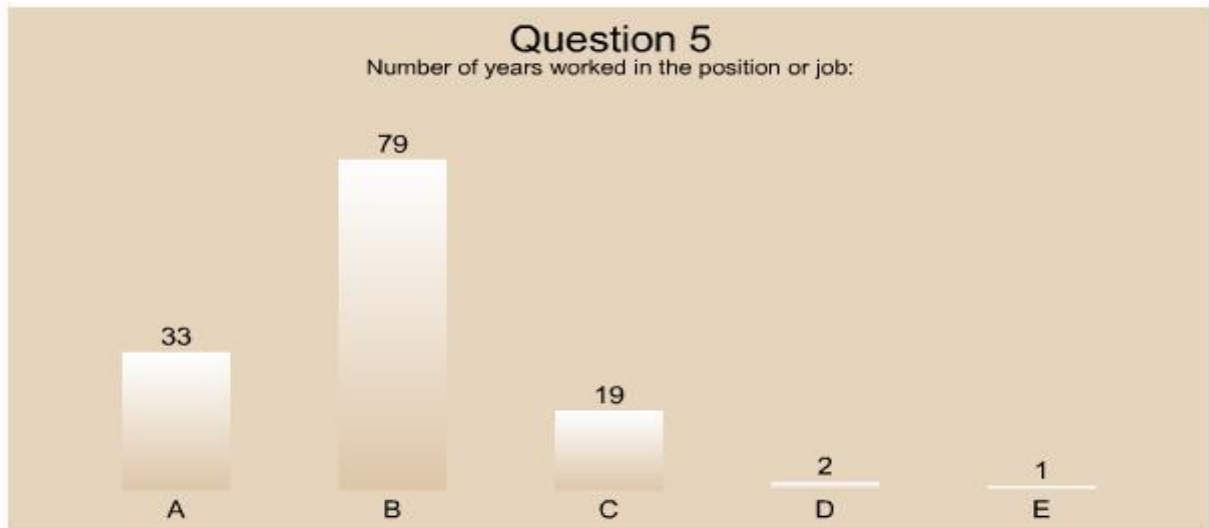
- A) Less than 25
- B) 25 - 35
- C) 36 - 46
- D) 47 - 57
- E) 58 or above

Question 4

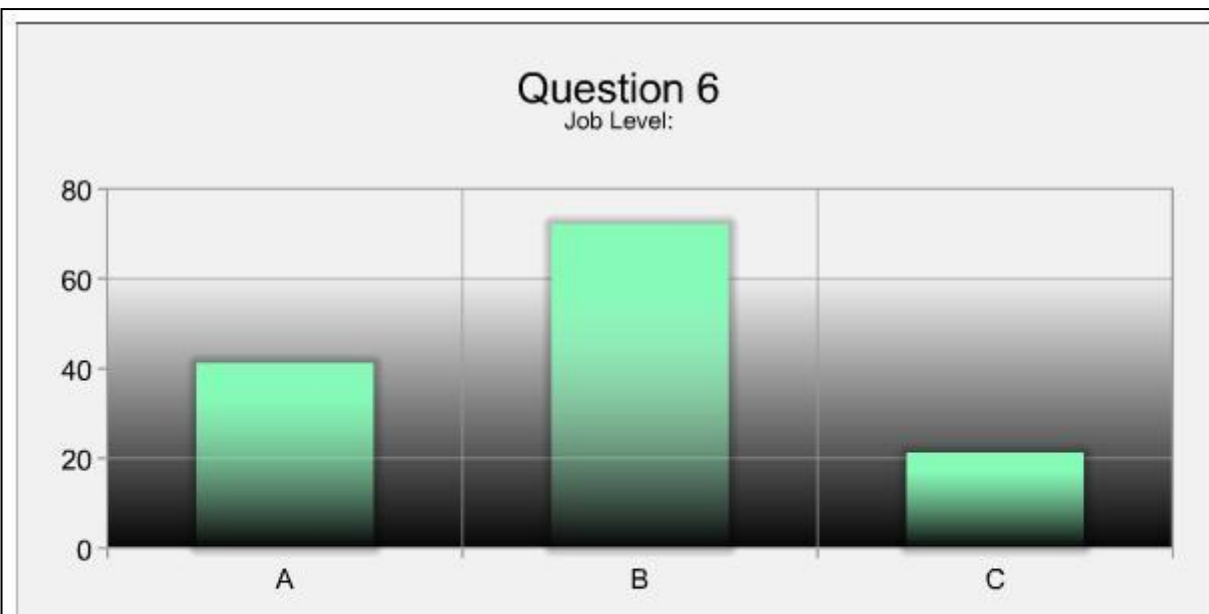
Number of years worked in current organisation:



- A) One year or less
- B) 2 - 7
- C) 8 - 13
- D) 14 - 19
- E) 20 years or above



- A) One year or less
- B) 2 - 7
- C) 8 - 13
- D) 14 - 19
- E) 20 years or above



- A) Junior
- B) Middle Managment
- C) Senior Managment

Question 7

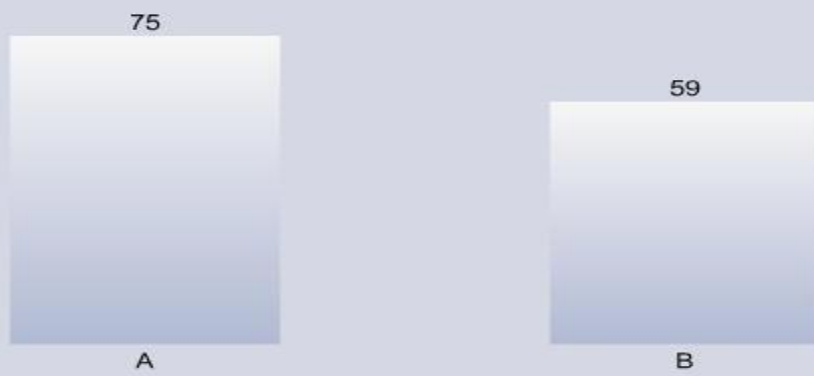
Nationality:



A) UAE National
B) Non UAE National

Question 8

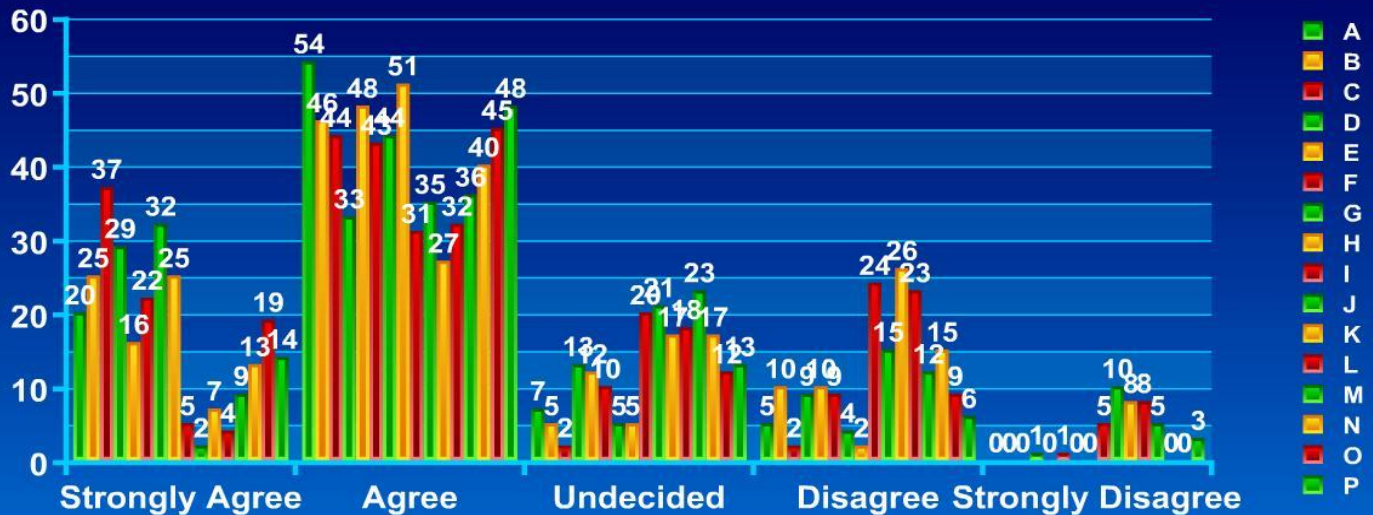
Sector:



A) Government
B) Semi-Government

Question 9

This part measures your Transparency towards your organisation. Please tick one box for each question which best describes your opinion:



- A) Whenever there is an issue or a question, management is approachable.
- B) Supervision is based on cooperation and guidance.
- C) I know what kind of ethics and behaviour is expected of me.
- D) I am free to be innovative and creative.
- E) Monitoring is fair and not overly intrusive.
- F) I always know where to go and whom to speak to when there is an issue.
- G) I am free to seek advice from my peers.
- H) Subordinates are permitted to help each other out.
- I) Subordinates are always aware of managements meetings.
- J) Subordinates are always informed of plans for the organization and are asked for input.
- K) When management makes decisions we are always informed of the decisions and the reasons for the decisions.
- L) When management introduces policy changes subordinates are always notified in advance.
- M) If I am not happy about a policy or practice I am free to discuss my feelings with co-workers and management without fear of penalty.
- N) If I can resolve an issue on my own, I am not afraid to do so without first seeking managements approval.
- O) If I do not agree with a suggestion made by my supervisor I am not afraid to express my opinion.
- P) Accountability is fair.

Question 9

(a) Whenever there is an issue or a question, management is approachable.

Strongly Disagree 0

Disagree 5

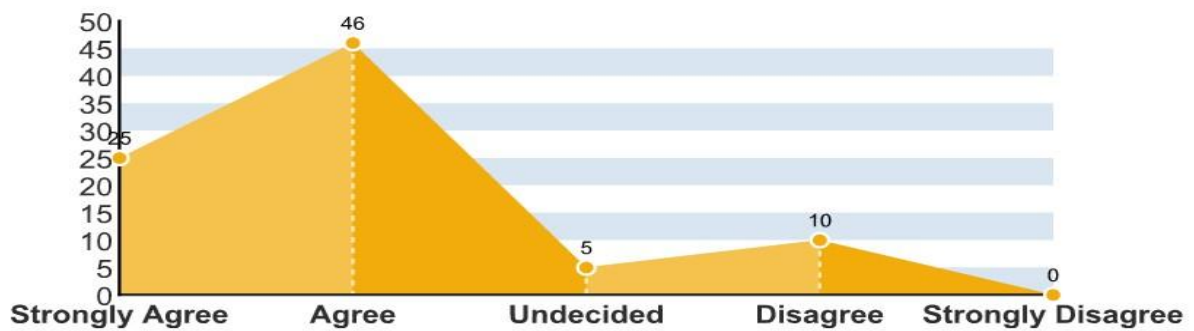
Undecided 7

Agree 54

Strongly Agree 20

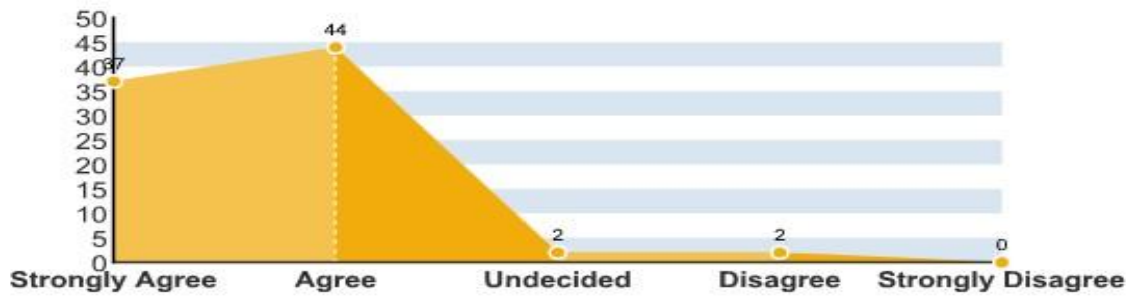
Question 9

(b) Supervision is based on cooperation and guidance.



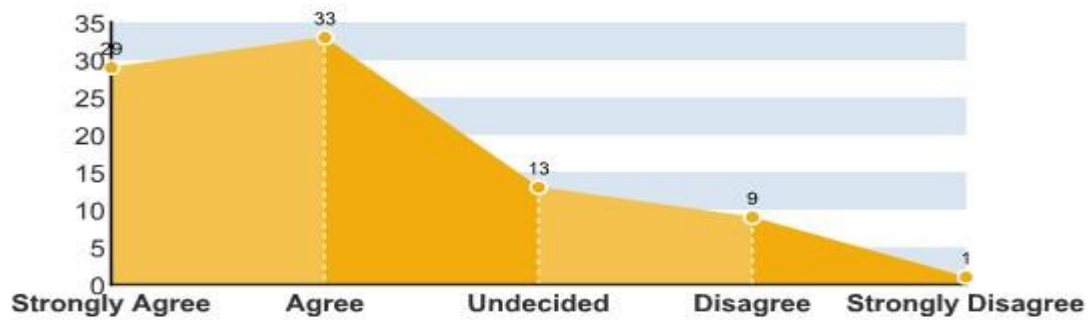
Question 9

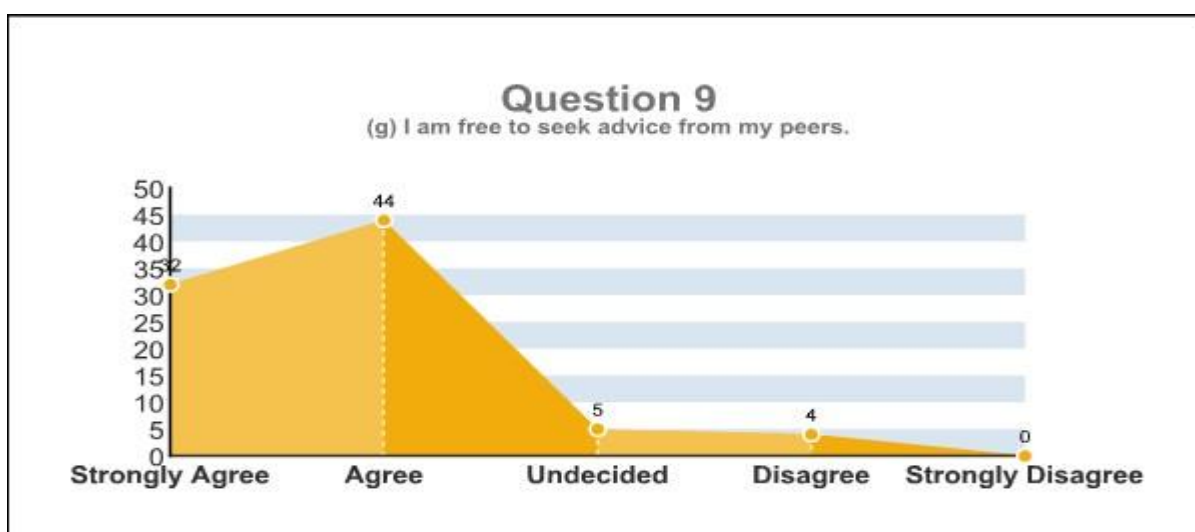
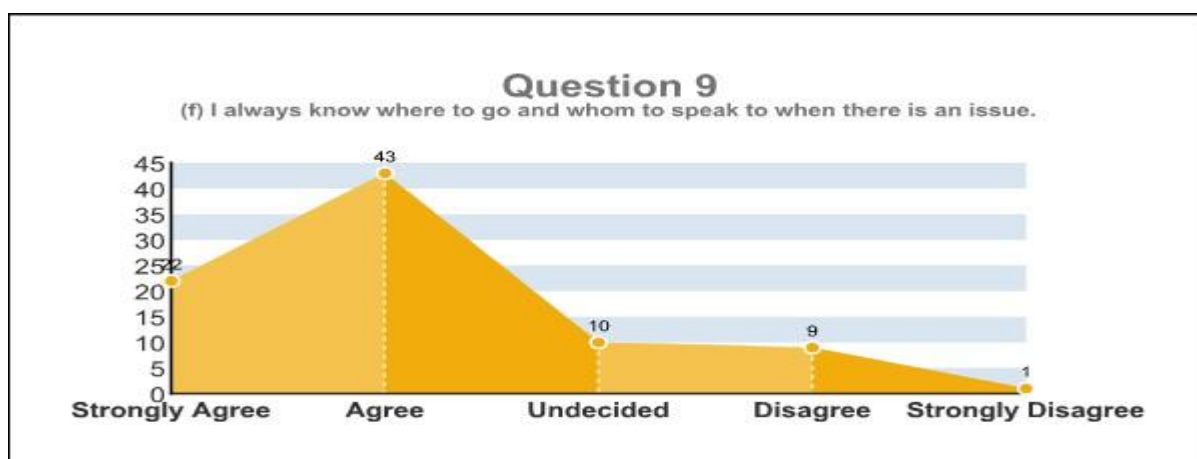
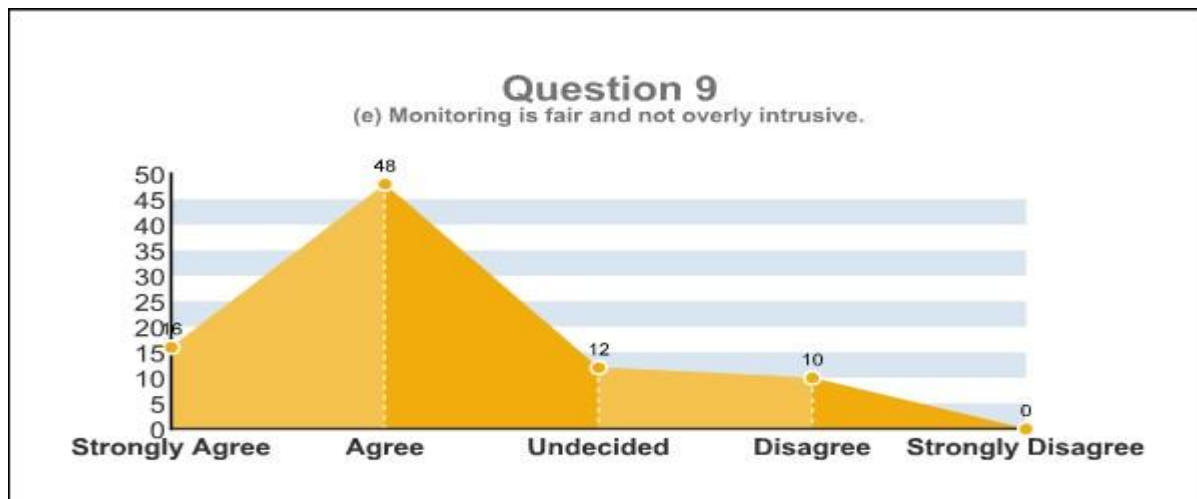
(c) I know what kind of ethics and behaviour is expected of me.

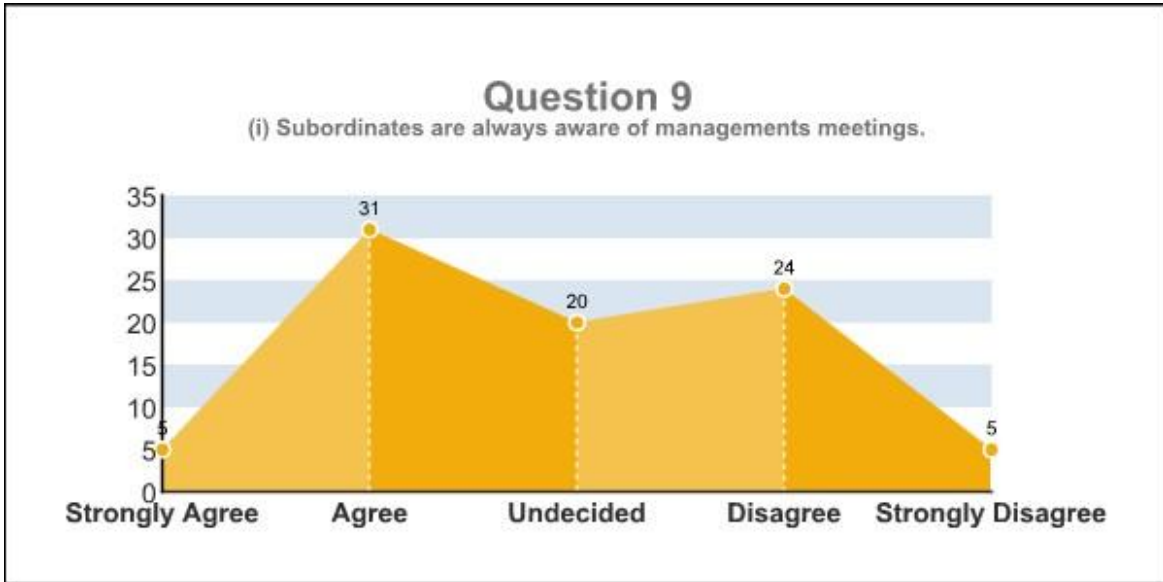
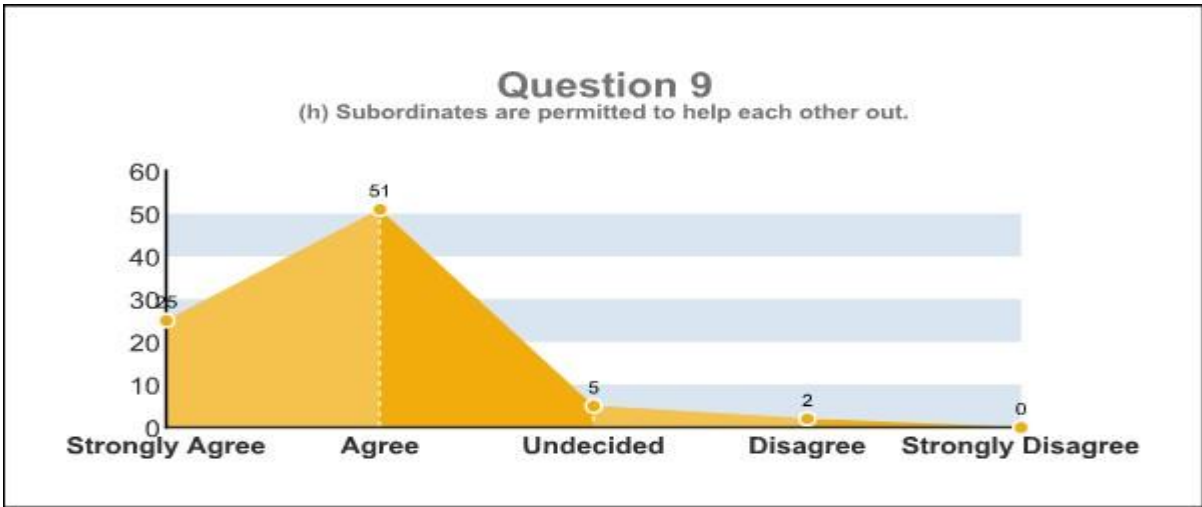


Question 9

(d) I am free to be innovative and creative.

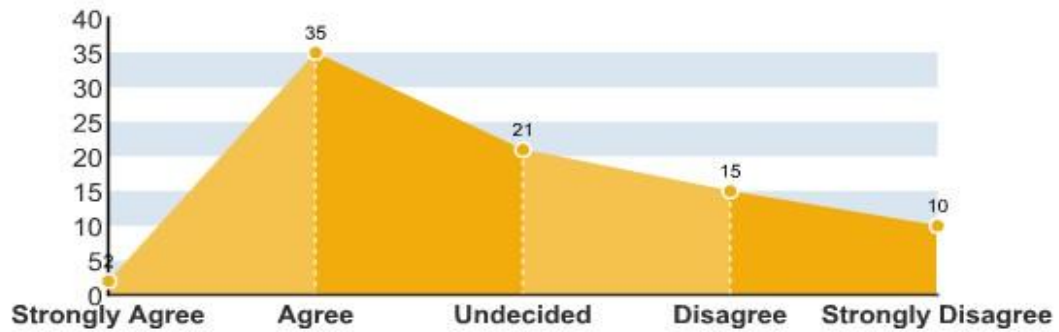






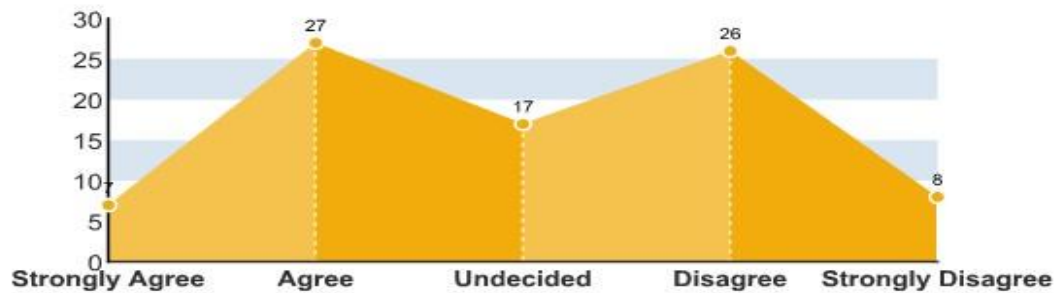
Question 9

(j) Subordinates are always informed of plans for the organization and are asked for input.



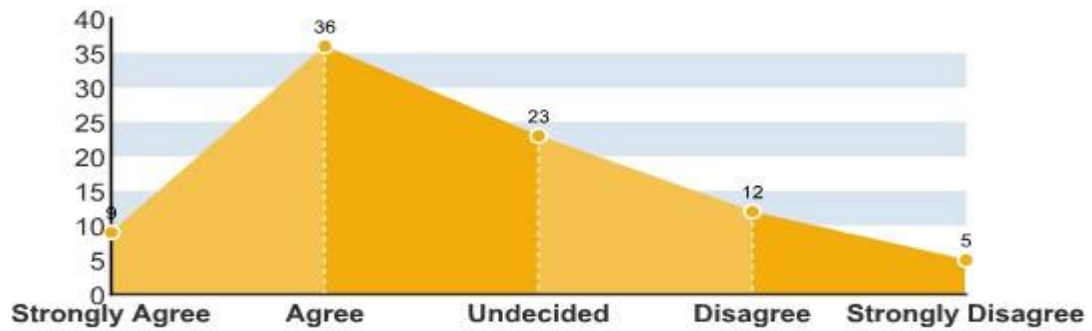
Question 9

(k) When management makes decisions we are always informed of the decisions and the reasons for the decisions.



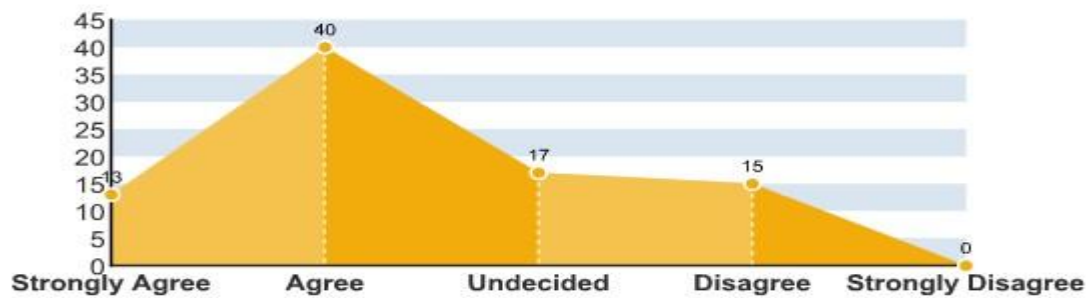
Question 9

(m) If I am not happy about a policy or practice I am free to discuss my feelings with co-workers and management without fear of penalty.



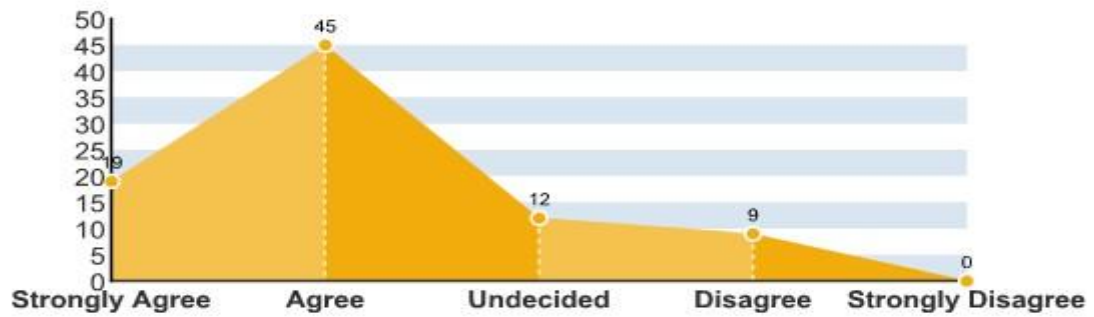
Question 9

(n) If I can resolve an issue on my own, I am not afraid to do so without first seeking managements approval.



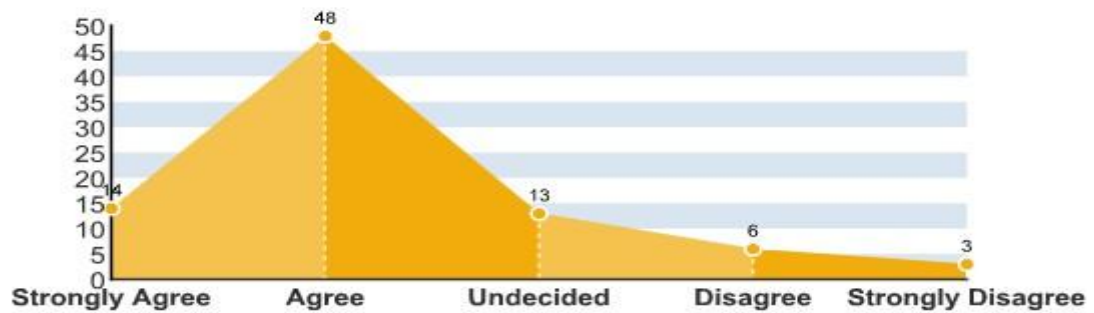
Question 9

(o) If I do not agree with a suggestion made by my supervisor I am not afraid to express my opinion.

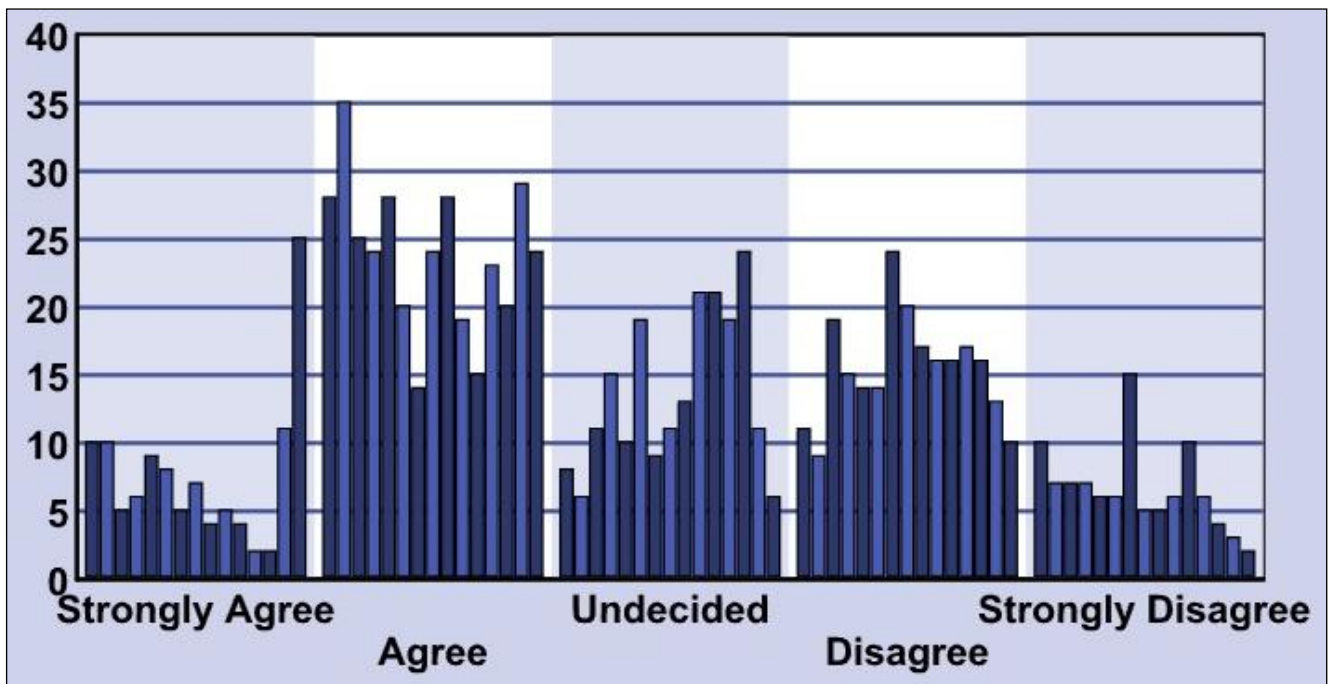


Question 9

(p) Accountability is fair.



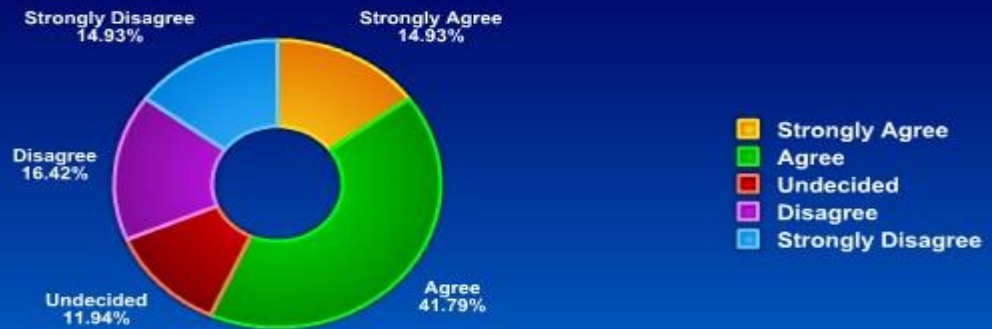
Talent Management overall rating



- A) My organisation offers fair opportunities for training.
- B) I am utilizing my academic skills and experience appropriately.
- C) Management is always finding ways to recruit and retain special skills.
- D) Management is always ensuring that talent is developed.
- E) I am always placed in situations where I can develop talent.
- F) If management discovers that a subordinate has a greater talent in one area, the subordinate will be placed in that area.
- G) My organisation conducts development test to determine whether or not subordinates have the talent for the job or should be transferred to another area of the organisation.
- H) Talented subordinates are permitted to work independently and to be creative and innovative.
- I) Less talented subordinates are encouraged to develop talent.
- J) Talented workers are encouraged to work with less talented workers.
- K) When a subordinate gains talent he/she is promoted.
- L) When a worker is not working out in a particular area he/she is trained.
- M) When a worker is not working out in a particular area he/she is moved to another area.
- N) I feel confident that my skills will be developed.
- O) I always have the opportunity to learn from workers who are more skilled than I am

Question 11

(a) My organisation offers fair opportunities for training.



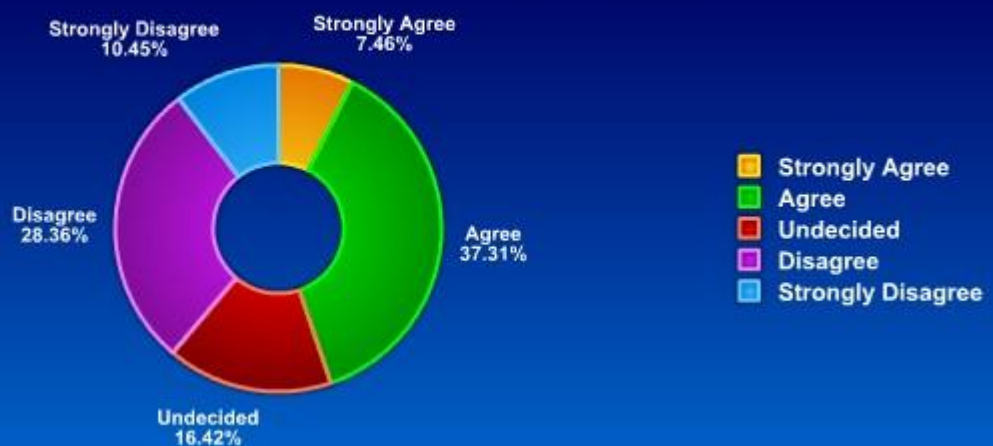
Question 11

(b) I am utilizing my academic skills and experience appropriately.



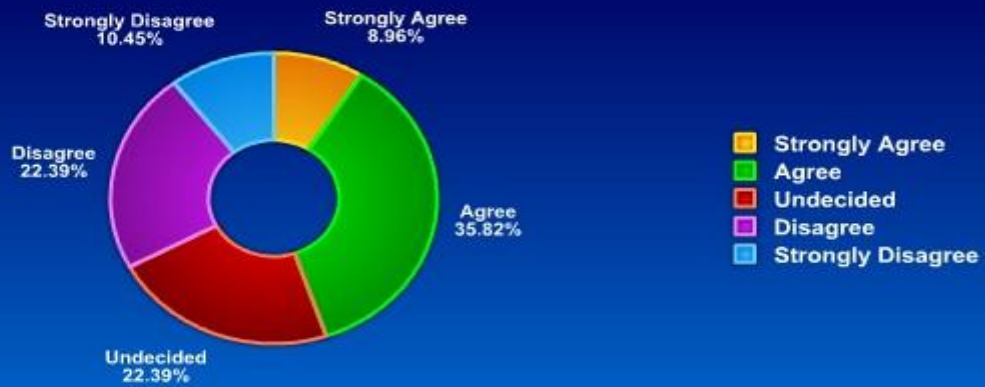
Question 11

(c) Management is always finding ways to recruit and retain special skills.



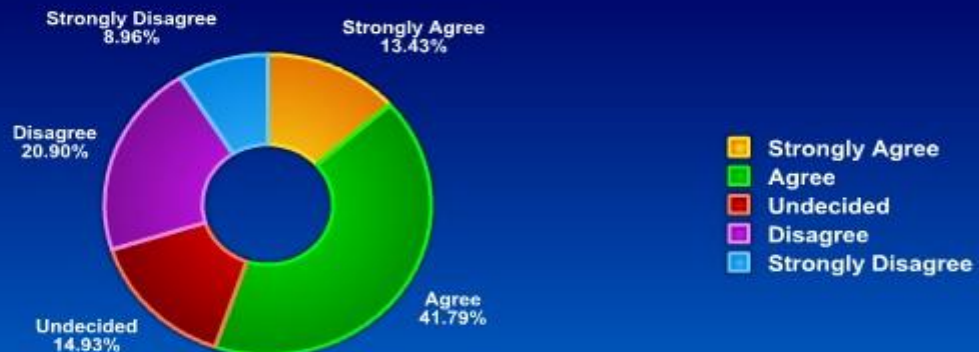
Question 11

(d) Management is always ensuring that talent is developed.



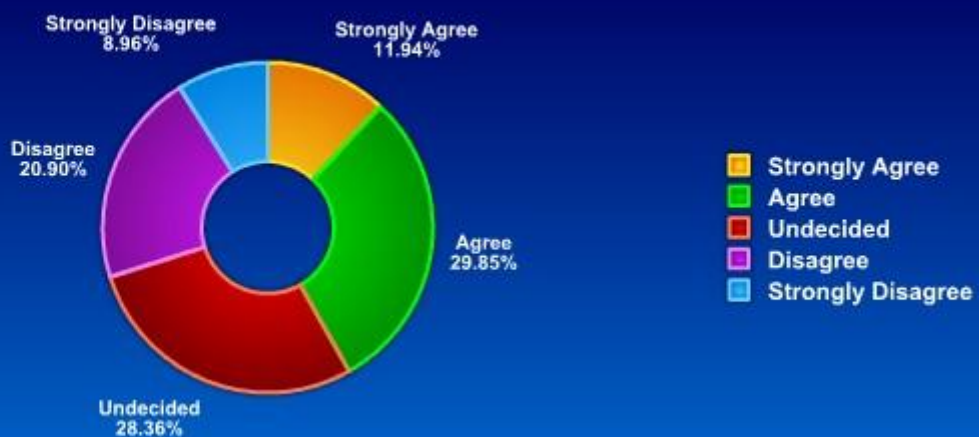
Question 11

(e) I am always placed in situations where I can develop talent.



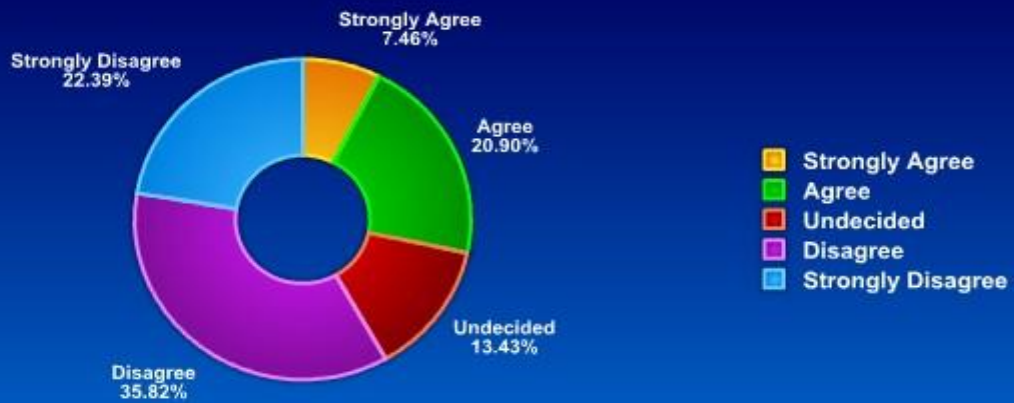
Question 11

(f) If management discovers that a subordinate has a greater talent in one area, the subordinate will be placed in that area.



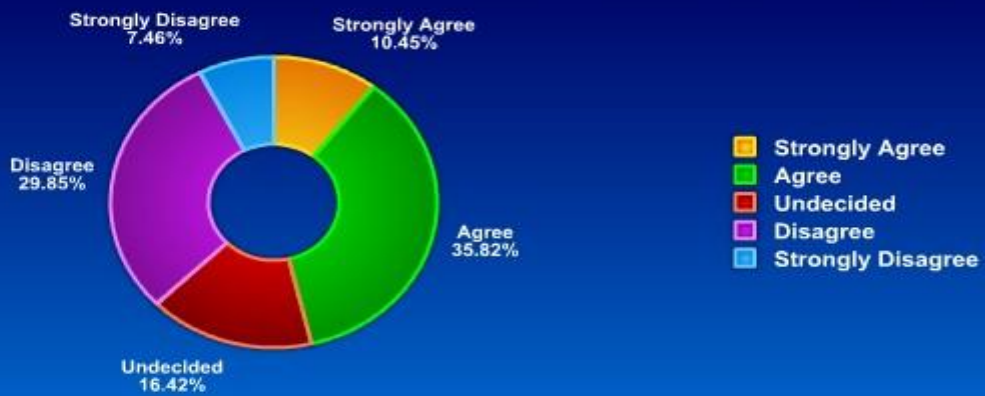
Question 11

(g) My organisation conducts development test to determine whether or not subordinates have the talent for the job or should be transferred to another area of the organisation.



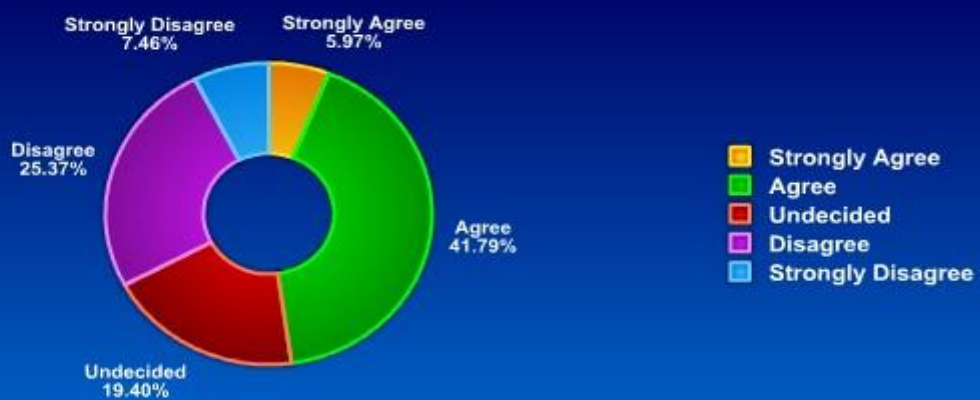
Question 11

(h) Talented subordinates are permitted to work independently and to be creative and innovative.



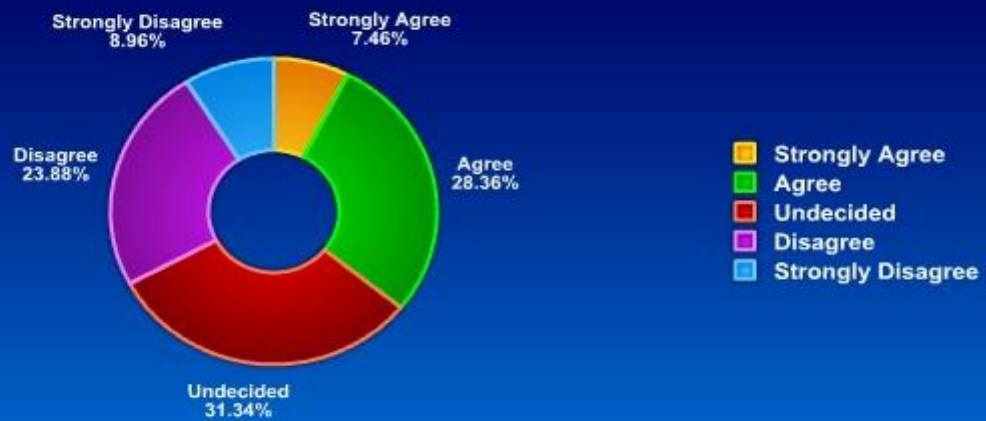
Question 11

(i) Less talented subordinates are encouraged to develop talent.



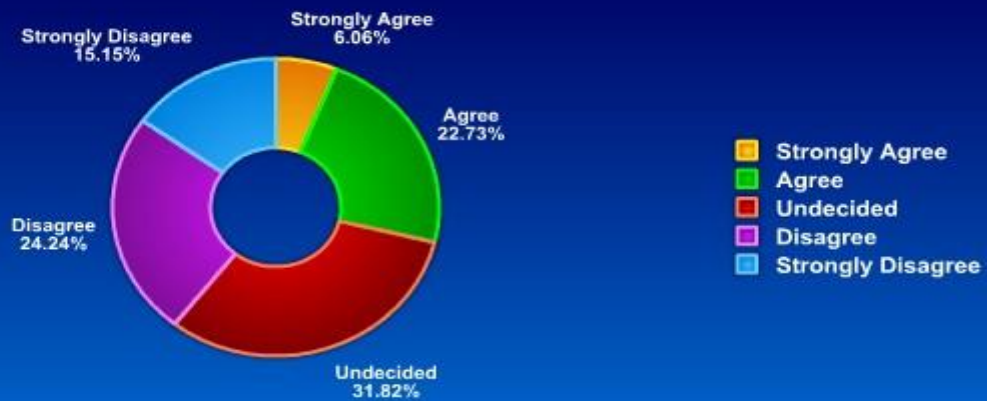
Question 11

(j) Talented workers are encouraged to work with less talented workers.



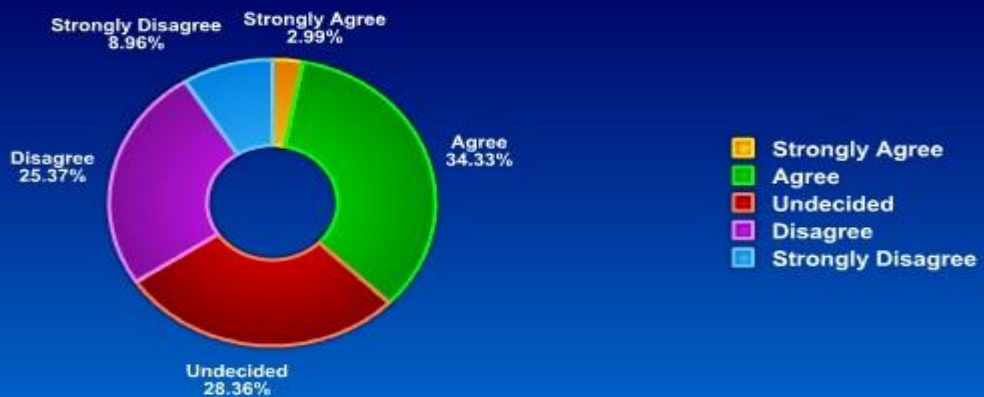
Question 11

(k) When a subordinate gains talent he/she is promoted.



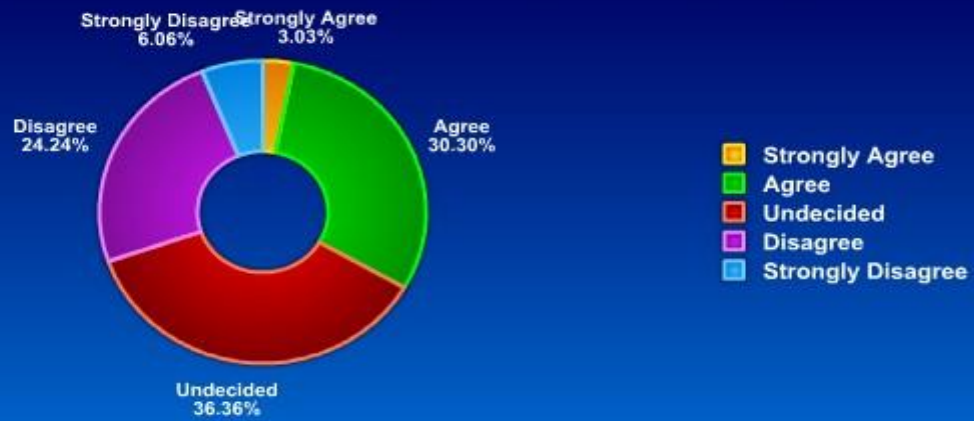
Question 11

(l) When a worker is not working out in a particular area he/she is trained.



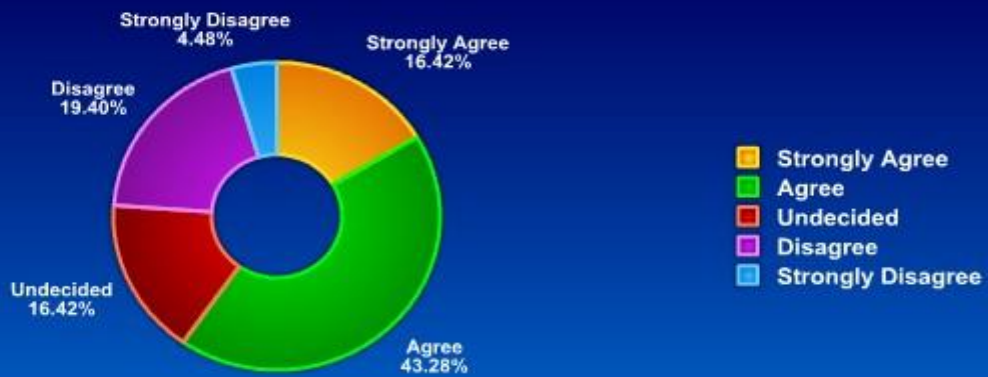
Question 11

(m) When a worker is not working out in a particular area he/she is moved to another area.



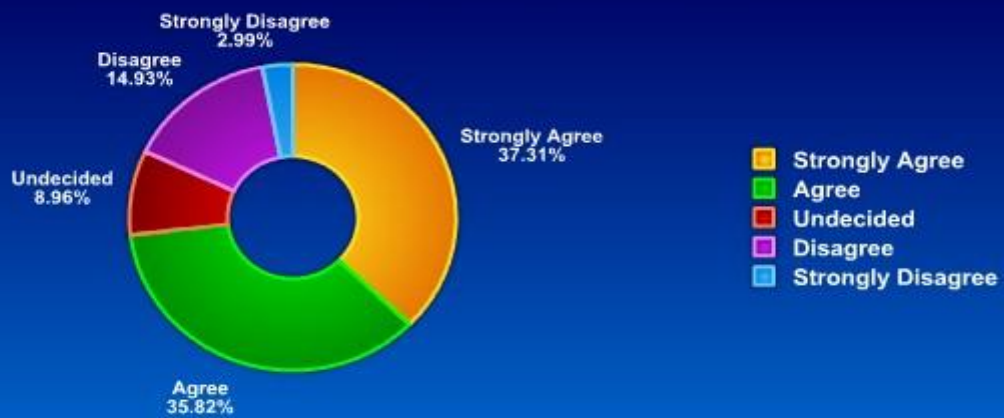
Question 11

(n) I feel confident that my skills will be developed.

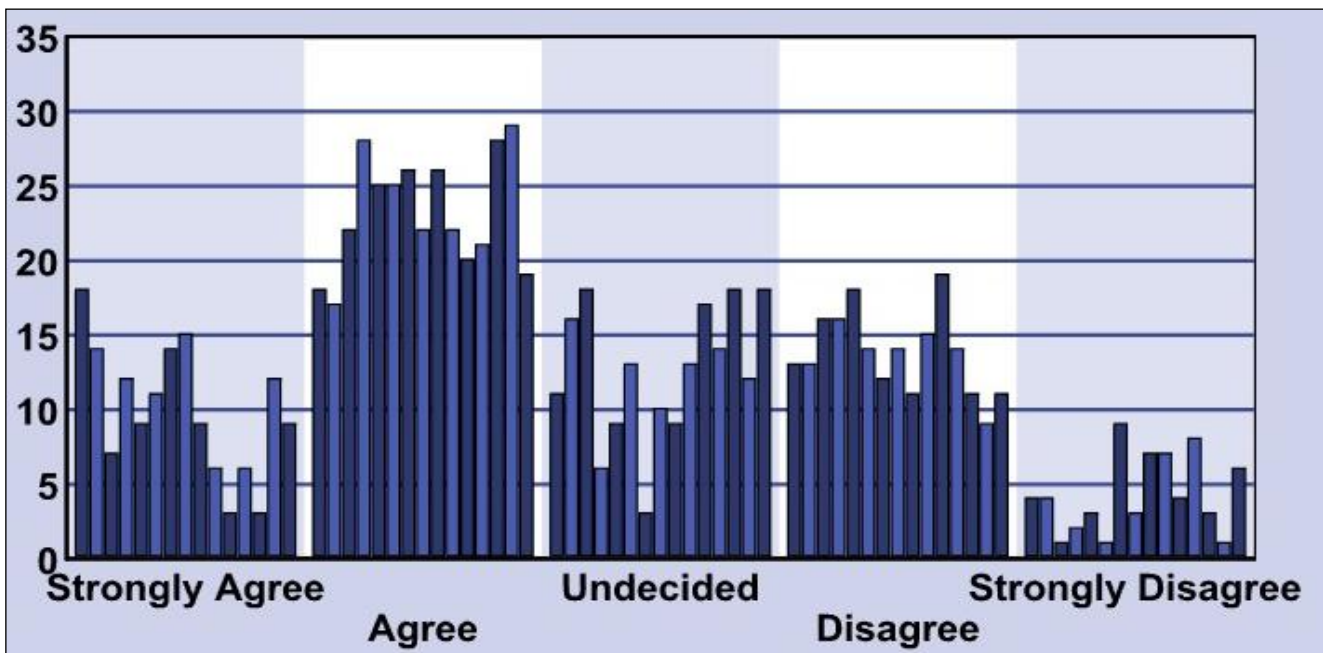


Question 11

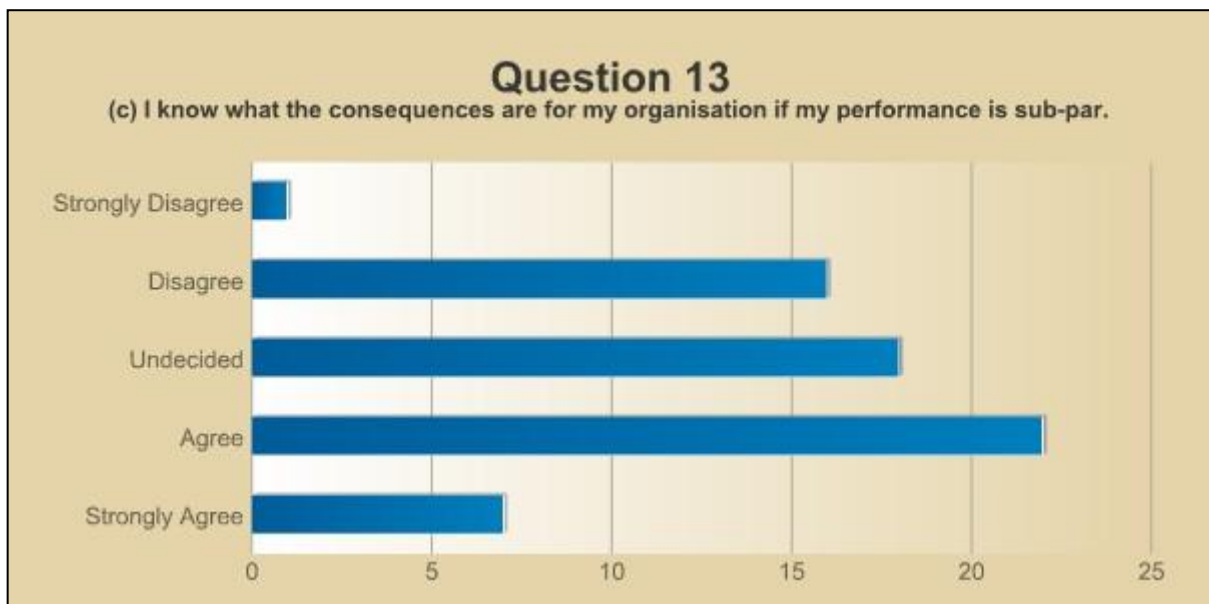
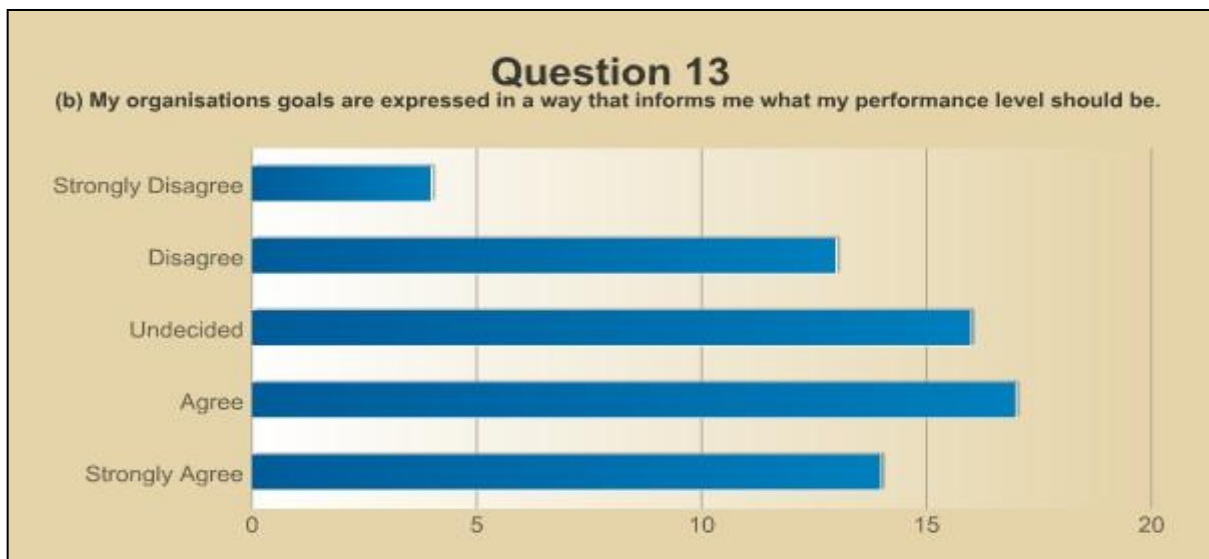
(o) I always have the opportunity to learn from workers who are more skilled than I am

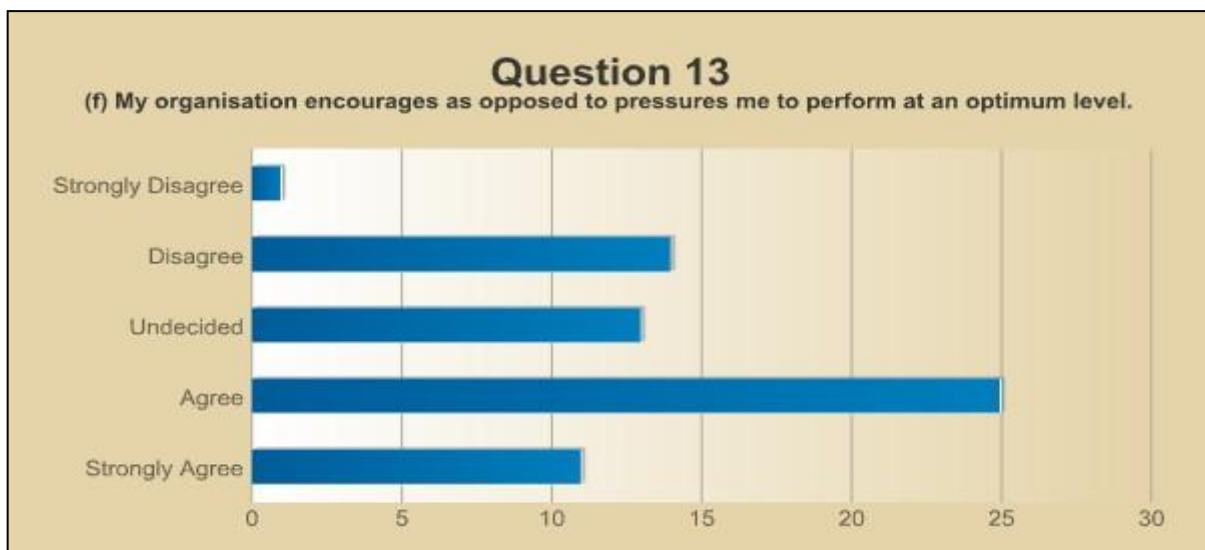
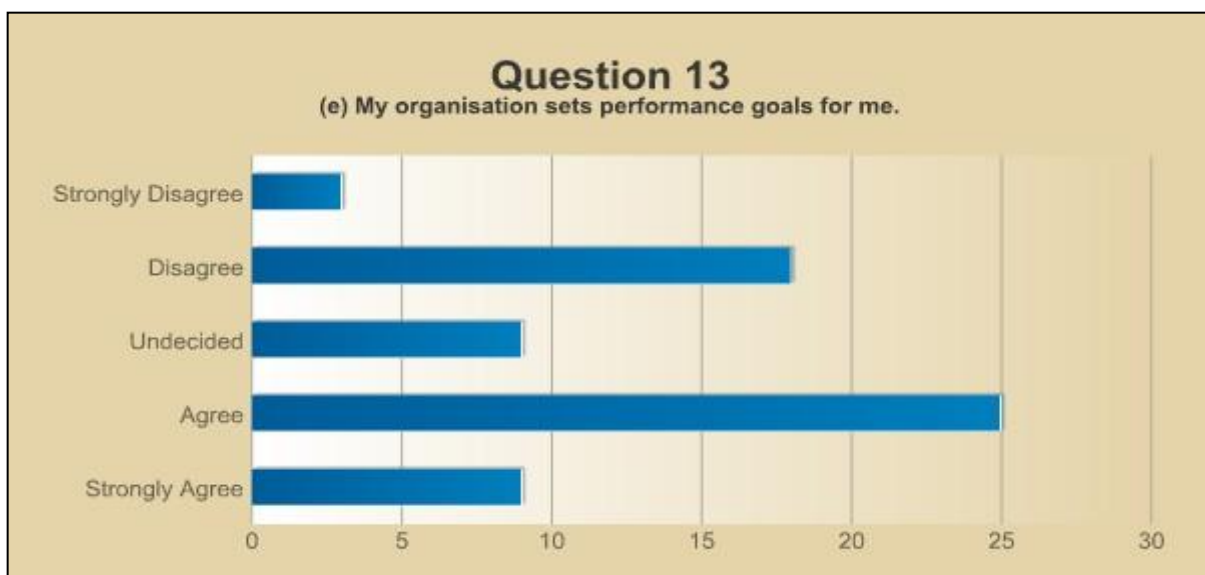
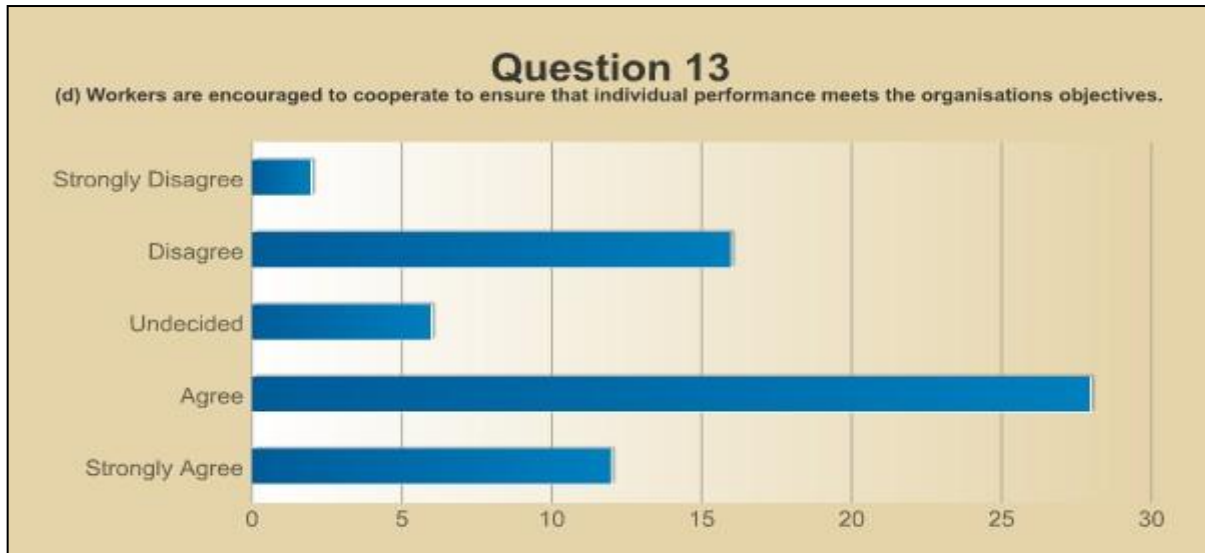


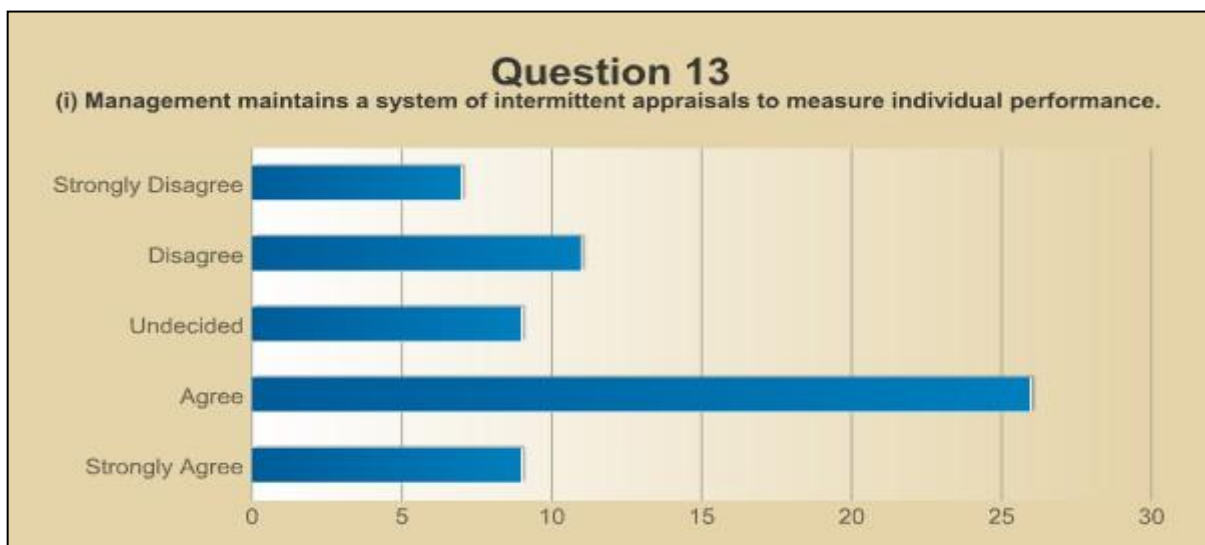
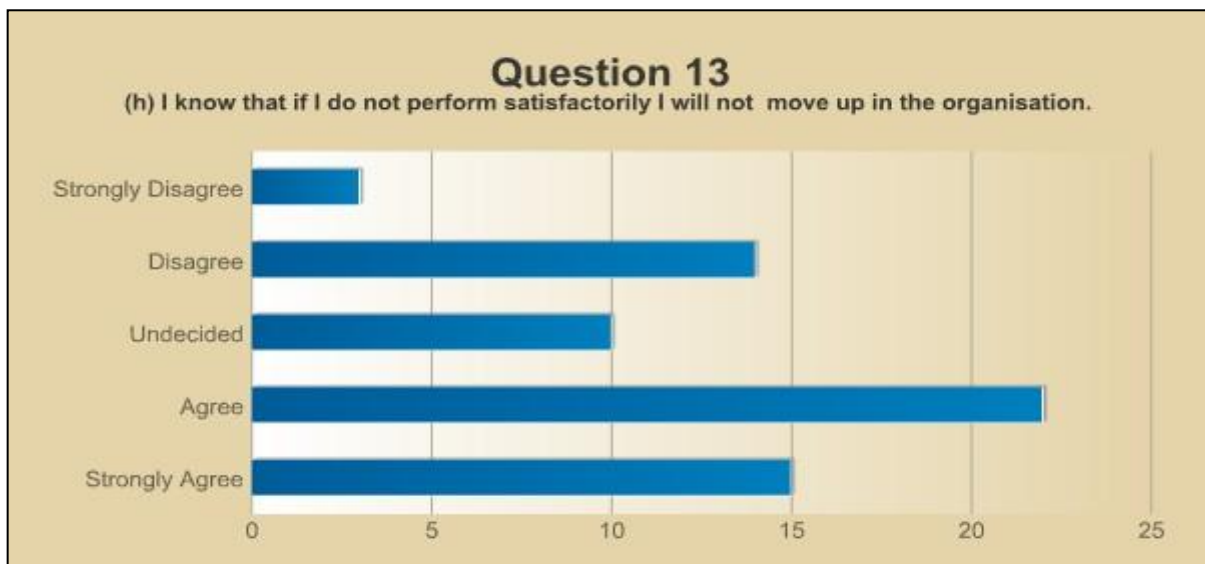
Performance Management overall rating

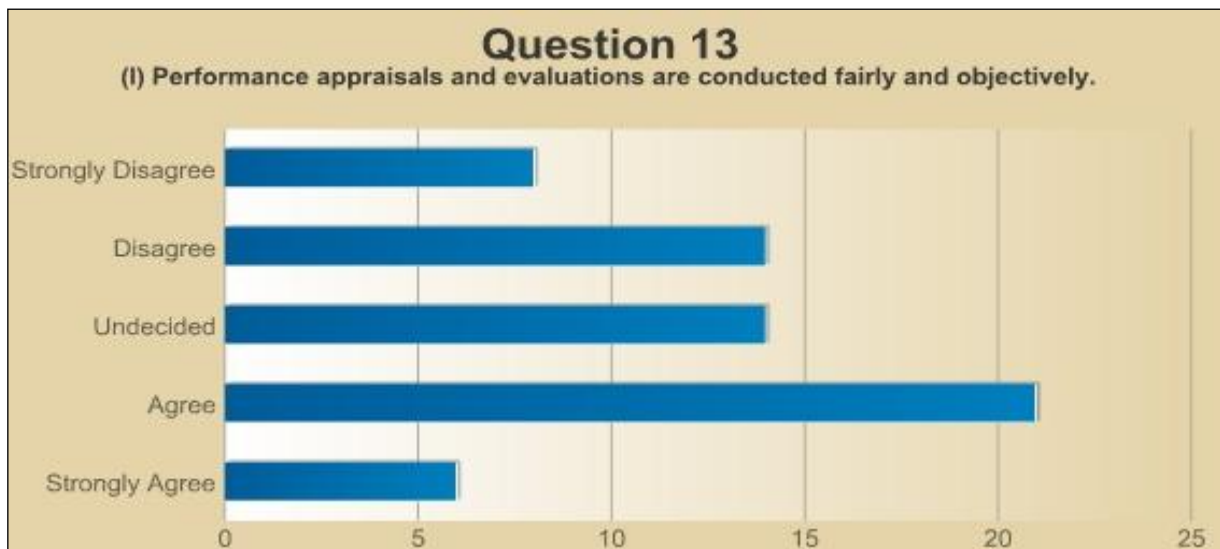
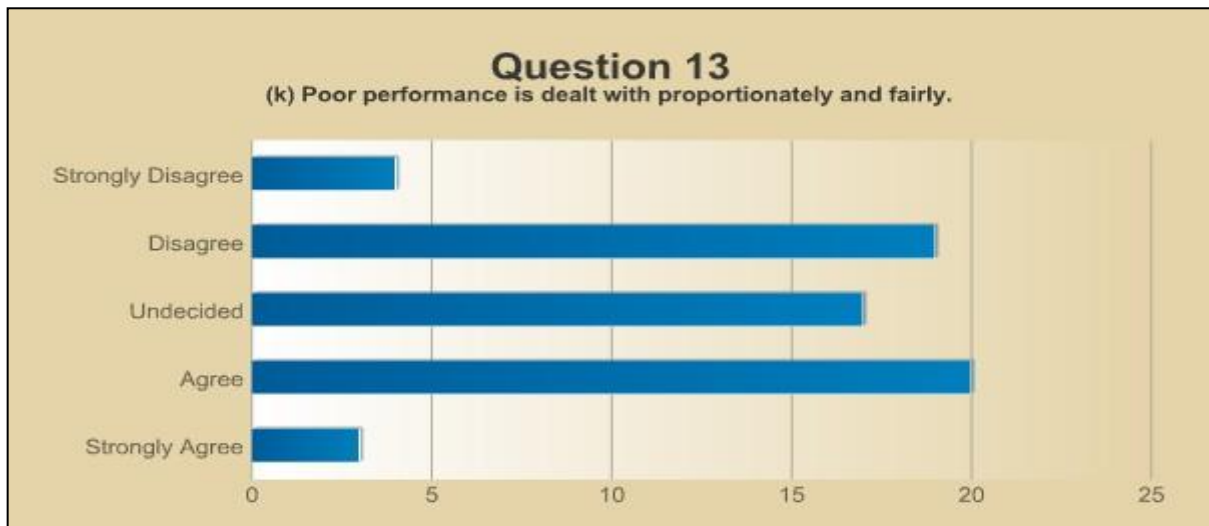


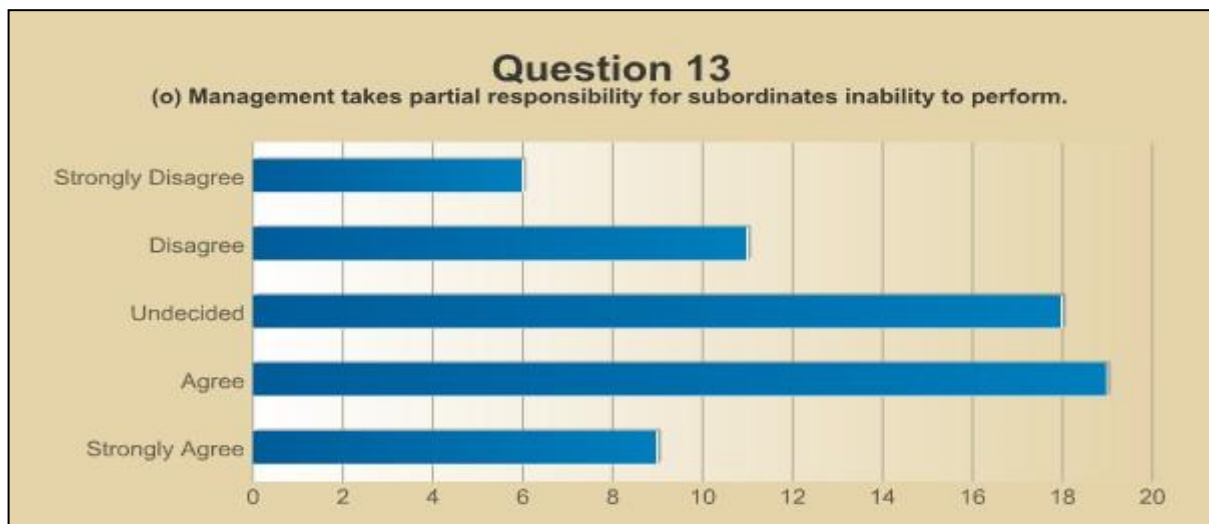
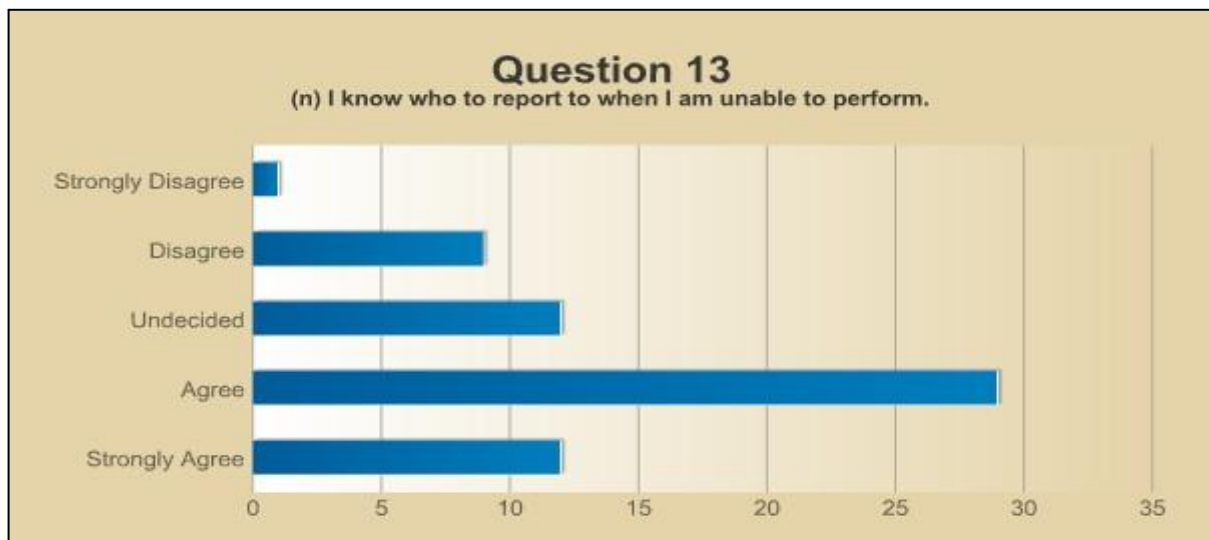
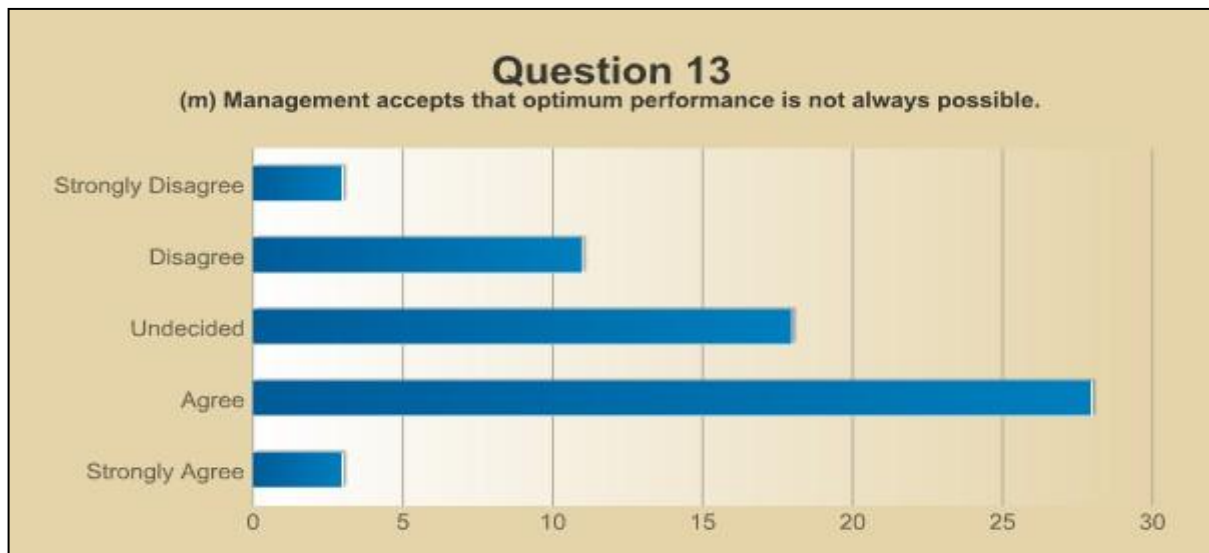
- A) I know what my organisations performance goals are.
- B) My organisations goals are expressed in a way that informs me what my performance level should be.
- C) I know what the consequences are for my organisation if my performance is sub-par.
- D) Workers are encouraged to cooperate to ensure that individual performance meets the organisations objectives.
- E) My organisation sets performance goals for me.
- F) My organisation encourages as opposed to pressures me to perform at an optimum level.
- G) I am confident that good performance will be rewarded.
- H) I know that if I do not perform satisfactorily I will not move up in the organisation.
- I) Management maintains a system of intermittent appraisals to measure individual performance.
- J) Management always suggests ways that I can improve my performance.
- K) Poor performance is dealt with proportionately and fairly.
- L) Performance appraisals and evaluations are conducted fairly and objectively.
- M) Management accepts that optimum performance is not always possible.
- N) I know who to report to when I am unable to perform.
- O) Management takes partial responsibility for subordinates inability to perform.











Appendix 6: SPSS Results

Reliability Test:

Trust Variable:

Reliability Statistics

Cronbach's Alpha	N of Items
.912	8

Item Statistics

	Mean	Std. Deviation	N
Trust1	2.34	.774	135
Trust2	2.36	.869	135
Trust3	2.14	.839	135
Trust4	2.41	.925	135
Trust5	2.48	.800	135
Trust6	2.23	.846	135
Trust7	2.27	.775	135
Trust8	2.53	.827	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Trust1	16.41	21.170	.800	.894
Trust2	16.39	20.867	.736	.898
Trust3	16.61	20.851	.772	.895
Trust4	16.35	20.736	.698	.902
Trust5	16.27	21.663	.694	.902
Trust6	16.53	20.833	.767	.896
Trust7	16.49	21.670	.721	.900
Trust8	16.23	22.581	.535	.915

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.76	27.470	5.241	8

Communication Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.838	8

Item Statistics

	Mean	Std. Deviation	N
Communication	2.44	.869	135
Communication	2.95	.840	135
Communication	2.97	.855	135
Communication	3.01	.918	135
Communication	2.99	.877	135
Communication	2.76	.848	135
Communication	2.62	.809	135
Communication	2.45	.817	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication	19.76	17.738	.466	.832
Communication	19.24	17.261	.564	.819
Communication	19.22	16.697	.641	.809
Communication	19.19	16.316	.639	.809
Communication	19.20	17.042	.565	.819
Communication	19.43	16.590	.665	.806
Communication	19.57	18.322	.423	.836
Communication	19.74	17.298	.579	.817

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.19	21.903	4.680	8

Development Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.906	9

Item Statistics

	Mean	Std. Deviation	N
Development	2.87	.934	135
Development	2.76	.883	135
Development	2.95	.822	135
Development	2.85	.860	135
Development	2.93	.816	135
Development	2.93	.775	135
Development	2.99	.768	135
Development	3.01	.733	135
Development	2.76	.821	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Development	23.19	24.485	.659	.897
Development	23.30	24.497	.707	.893
Development	23.12	24.419	.782	.887
Development	23.21	24.782	.693	.894
Development	23.14	25.137	.690	.894
Development	23.13	26.146	.594	.901
Development	23.07	25.905	.634	.898
Development	23.05	25.826	.683	.895
Development	23.30	25.094	.690	.894

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.07	31.451	5.608	9

Quality of Development Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.811	6

Item Statistics

	Mean	Std. Deviation	N
Quality Development	2.99	.828	135
Quality Development	3.22	.912	135
Quality Development	2.94	.826	135
Quality Development	3.10	.800	135
Quality Development	3.00	.669	135
Quality Development	2.56	.928	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Quality Development	14.81	9.018	.623	.770
Quality Development	14.58	8.529	.647	.764
Quality Development	14.86	8.898	.653	.763
Quality Development	14.70	9.001	.659	.763
Quality Development	14.80	10.176	.510	.795
Quality Development	15.24	9.738	.381	.828

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.80	12.803	3.578	6

Clear Objectives Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.916	2

Item Statistics

	Mean	Std. Deviation	N
Clear Objectives	2.76	.910	135
Clear Objectives	2.82	.854	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Clear Objectives	2.82	.729	.846	.
Clear Objectives	2.76	.828	.846	.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.58	2.873	1.695	2

KPIs Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.849	5

Item Statistics

	Mean	Std. Deviation	N
KPI1	2.87	.710	135
KPI2	2.76	.830	135
KPI3	2.96	.814	135
KPI4	2.69	.758	135
KPI5	2.90	.813	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KPI1	11.31	6.708	.660	.819
KPI2	11.41	5.916	.751	.792
KPI3	11.21	6.364	.636	.824
KPI4	11.49	6.714	.599	.833
KPI5	11.28	6.308	.654	.819

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.18	9.640	3.105	5

Targets Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.621	2

Item Statistics

	Mean	Std. Deviation	N
Target1	2.86	.812	135
Target2	2.87	.674	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Target1	2.87	.454	.458	.
Target2	2.86	.659	.458	.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.73	1.615	1.271	2

Appraisal Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.884	6

Item Statistics

	Mean	Std. Deviation	N
Appraisal	2.77	.772	135
Appraisal	2.82	.969	135
Appraisal	2.76	.866	135
Appraisal	2.86	.857	135
Appraisal	3.01	.707	135
Appraisal	2.98	.824	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Appraisal	14.43	11.322	.774	.853
Appraisal	14.38	10.819	.656	.874
Appraisal	14.44	10.725	.787	.848
Appraisal	14.34	11.167	.705	.862
Appraisal	14.19	12.291	.635	.874
Appraisal	14.22	11.622	.648	.872

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.20	15.937	3.992	6

Global Variable

Transparency

Reliability Statistics

Cronbach's Alpha	N of Items
.917	16

Item Statistics

	Mean	Std. Deviation	N
Trust1	2.34	.774	135
Trust2	2.36	.869	135
Trust3	2.14	.839	135
Trust4	2.41	.925	135
Trust5	2.48	.800	135
Trust6	2.23	.846	135
Trust7	2.27	.775	135
Trust8	2.53	.827	135
Communication	2.44	.869	135
Communication	2.95	.840	135
Communication	2.97	.855	135
Communication	3.01	.918	135
Communication	2.99	.877	135
Communication	2.76	.848	135
Communication	2.62	.809	135
Communication	2.45	.817	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Trust1	38.61	71.315	.708	.909
Trust2	38.59	69.842	.728	.908
Trust3	38.81	71.455	.635	.911
Trust4	38.54	69.355	.712	.909
Trust5	38.47	70.982	.708	.909
Trust6	38.72	70.368	.711	.909
Trust7	38.68	72.398	.620	.912
Trust8	38.42	72.455	.570	.913
Communication	38.51	70.550	.676	.910
Communication	38.00	73.627	.474	.916
Communication	37.98	72.962	.512	.915
Communication	37.94	72.862	.476	.916
Communication	37.96	74.371	.399	.918
Communication	38.19	71.197	.646	.911
Communication	38.33	73.296	.521	.914
Communication	38.50	70.729	.711	.909

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
40.95	81.169	9.009	16

Talent

Reliability Statistics

Cronbach's Alpha	N of Items
.932	15

Item Statistics

	Mean	Std. Deviation	N
Development	2.87	.934	135
Development	2.76	.883	135
Development	2.95	.822	135
Development	2.85	.860	135
Development	2.93	.816	135
Development	2.93	.775	135
Development	2.99	.768	135
Development	3.01	.733	135
Development	2.76	.821	135
Quality Development	2.99	.828	135
Quality Development	3.22	.912	135
Quality Development	2.94	.826	135
Quality Development	3.10	.800	135
Quality Development	3.00	.669	135
Quality Development	2.56	.928	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Development	40.99	68.440	.626	.929
Development	41.10	68.303	.679	.927
Development	40.92	67.255	.819	.923
Development	41.01	68.358	.695	.927
Development	40.94	68.653	.714	.926
Development	40.93	70.406	.614	.929
Development	40.87	69.857	.665	.927
Development	40.85	69.575	.726	.926
Development	41.10	68.497	.722	.926
Quality Development	40.88	68.837	.688	.927
Quality Development	40.64	68.694	.626	.929
Quality Development	40.93	68.606	.708	.926
Quality Development	40.77	69.581	.656	.928
Quality Development	40.87	72.773	.505	.931
Quality Development	41.31	69.216	.577	.930

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
43.87	78.982	8.887	15

Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.947	15

Item Statistics

	Mean	Std. Deviation	N
Clear Objectives	2.76	.910	135
Clear Objectives	2.82	.854	135
Target1	2.86	.812	135
Target2	2.87	.674	135
Appraisal	2.77	.772	135
Appraisal	2.82	.969	135
Appraisal	2.76	.866	135
Appraisal	2.86	.857	135
Appraisal	3.01	.707	135
Appraisal	2.98	.824	135
KPI1	2.87	.710	135
KPI2	2.76	.830	135
KPI3	2.96	.814	135
KPI4	2.69	.758	135
KPI5	2.90	.813	135

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Clear Objectives	39.93	73.525	.744	.943
Clear Objectives	39.87	73.773	.781	.942
Target1	39.83	74.277	.788	.942
Target2	39.81	78.719	.568	.947
Appraisal	39.92	74.404	.823	.941
Appraisal	39.87	74.251	.645	.946
Appraisal	39.93	73.666	.777	.942
Appraisal	39.83	73.889	.770	.942
Appraisal	39.68	77.144	.670	.945
Appraisal	39.71	75.894	.654	.945
KPI1	39.82	75.849	.777	.943
KPI2	39.93	74.562	.747	.943
KPI3	39.73	75.380	.702	.944
KPI4	40.00	76.552	.666	.945
KPI5	39.79	75.584	.688	.944

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
42.69	85.962	9.272	15

