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# **ENHANCING EMIRATISATION IN THE PRIVATE SECTOR**

A dissertation submitted in partial fulfillment of the requirement for the degree of

MSc in Project Management

By

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*To my parents, without your continued support and counsel I could not have completed this journey. Thank you for your assistance, tolerance, and enthusiasm.*

## **DECLARATION**

The work submitted in this thesis is in partial fulfilment of the requirements for the MSc in Project Management and is the result of the candidate's own investigations, except otherwise indicated.

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

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# CHAPTER 1

## INTRODUCTION

### 1.1 INRODUCTION

Emiratisation is a development that seeks to encourage and introduce Emaratis to the private sector. It is an ideal opportunity for UAE nationals to express their talents and abilities. To date Emiratisation is gaining ground through various employment quota targets set by the Ministry of Labour.

According to the Ministry of Labour, the process of Emiratisation has been quite successful in the Government and the banking sector. The target for the insurance sector is 5 percent which is after reduction from 15 and 10 percent as the sector is still in their beginning stages (Lawtax.net, 2007). Private sector has shown an increase of 2 percent and 4 percent in the banking sector (Khaleej Times, 2005).

The decision taken by the Ministry of Labour in the Emiratisation of Public Relations Officers, HR managers and secretaries reflect the seriousness of the Government regarding the process of Emiratisation. In addition to this the penalty levied to organisations lagging behind the target rate of Emiratisation would be constituted for training and developing the National workforce.

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

In April 1999 an agreement giving priority to graduates of the Higher Colleges of Technology (HCT) in recruitment for jobs in both the Government and Private Sectors was signed between HCT and the Ministry of Labour (Employment & Social Security, 2006). However, the Ministry is in favor of immediate development of the economy and human resources and is reluctant to isolate the private sector by forcing a quota for employment of nationals in different fields and sectors.

## **1.2 PROBLEM STATEMENT**

Besides all the efforts done, UAE nationals, especially graduates can not find jobs, whether in the Government or the private sector. The labour market especially the private sector is not able to absorb the number of graduates passing out each year. The private sector especially is requiring certain skills and qualifications to recruit nationals, however if the labour market continued rejecting nationals, nationals' unemployment levels will increase leading to a fall in the Emiratisation process which was initiated by Ministry of Labour and supported by the UAE Government.

## **1.3 AIM OF THE RESEARCH**

This paper aims to address this predicament by recommending an integrated and holistic strategic framework for Human Resource Management and training in UAE and to provide solutions and techniques to enhance Emiratisation process in the Private Sector.

## **1.4 RESEARCH OBJECTIVES**

This dissertation examines and evaluates the Emiratisation project within the country. Its purpose is to assess the success and the situation of the project between the Government and Private Sectors employees, and examine the Private Sector's contribution to the Emiratisation Project and the Nationals development in the UAE. It focuses on the employees' preferences and attitudes towards their current sectors, and their suggestions to make positive and dynamic changes to attract more Nationals to the Private Sectors.

The overall objective is to generate a workable mechanism to encourage more Nationals to join the Private Sector and make the management within the Private Sector hire more Nationals.

The objectives of the dissertation are as follows:

1. To evaluate the process of Emiratisation in the country
2. To analyse the Ministry of Labour's strategy regarding Emiratisation
3. To understand the educational levels

4. To assess the population and the demographical structure of the country
5. To evaluate the recent trends in the country's social development
6. To study the economic development and the status of the labour market in the UAE
7. To address the main problem of local employment and its future in the UAE
8. To assess the Government efforts to enhance Emiratisation
9. To provide suggestions for better Emiratisation process in both sectors

Assessing the Emiratisation concept in the country has to be taken into account by the Government officials. It is significant to measure the success of this project since a lot of parties are involved and affected by this process. The awareness regarding Emiratisation is not enough; a big number of UAE Nationals are not aware about the Emiratisation Law, which in itself should be a matter of concern for the Ministry of Labour.

The strategy of Ministry of Labour will be examined, as it is the main driver for the Emiratisation process in the country. The focus will be on the law and rules and their effectiveness in the process of Emiratisation. The role of the Ministry in maintaining the imposed quota and target rates, and their seriousness in applying penalties from the lagging organizations will be examined as well.

The educational level in the country also plays an important role in shaping the capabilities of UAE Nationals to be able to compete in the workplace. Education is a national priority, especially in the light of technological revolutions and scientific advancement. A well-developed and effective educational system is therefore essential.

The population and demographical structure will be examined as it has the effect on the workforce in the country as the majority of the populations in UAE are Expatriates. The UAE has a high rate of international migration which derives its significance from the fact that a large number of working-age people are leaving their country of origin for more attractive employment opportunities and higher incomes, as well as better health and education services for themselves and their families. With the resulting demographic transition as it occurs, it is expected that the migration of the working age population will increase, leading to an accelerated rate of international migration in the country.



Social and economic developments in the country are major trends that recently received the attention from the Government in the growth of Nationals. They are briefly mentioned in the research as their contribution is adding more value.

The main problem of Emiratisation is addressed, which is the mismatch between education and the labour market needs. In addition to this, the Government efforts to enhance Emiratisation were taken into consideration in the research.

Finally, recommendations will be disclosed for better Emiratisation mechanism in the Private Sector to encourage more UAE nationals to join and work efficiently in the sector.

## **1.5 STRUCTURE OF THE DISSERTATION**

The study is organized as follows. This introduction chapter is followed by a review of the existing literature on the Emiratisation condition.

Based on this literature review, the methodology part- Chapter 3- is developed as the surveys are equipped for data collection. It includes research design, sampling procedure, operationalisation constructs, and the appropriate statistical procedure for testing the hypotheses. The subjects for the surveys are divided into two parts. Part one, the college graduates who are going to be the future workforce. Part two, Government and Private sectors employees who are currently working and knowledgeable about the Emiratisation Project.

Chapter 4 discusses the research findings from the conducted surveys, data analysis, results and findings are presented along with the discussion, in which each research hypothesis is scrutinized.

In Chapter 6, recommendations are discussed and the conclusion is structured in Chapter 7.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Emiratization is a process promoted by the Government to ensure recruitment and employment for national job-seekers. The process includes involving them in training programs that would ensure their skills enhancement to match the Private Sector's requirements. This program was introduced to support economical and employment issues arising from the continuously increasing population (Balancing the UAE's Employment Scenario, 2003).

With the increased number of nationals seeking jobs, some 100,000 nationals in 2005 and more than 15,000 graduates, it is hard to accommodate such a vast number of people in the Government Sector. The Government is, therefore, seeking to encourage nationals to work in the Private Sector and is also forcing the Private companies to employ nationals. Labour quotas of Emiratization in different sectors were introduced by Ministry of Labour to force the Private Sector to recruit nationals for instance a quota of 4 percent per year for the banking sector (Banking and finance, 2003).

The problems that deter the nationals from seeking jobs in the Private Sector is lack of incentives, since the working environment and pay scales are not generous compared to the Government Sector. Also, nationals prefer Government jobs over the Private jobs due to the advantages and conveniences in the Government Sector. Another major issue is that the Private Sector is occupied by skilled and highly qualified expatriates who make it difficult for the nationals to compete with (Datta, 2000).

In the GCC countries, rapid development financed by oil revenues resulted in robust economic growth, infrastructure development and the expansion of public goods provisions. In order to support and sustain this growth in the wake of a shortage of supply of native labour, foreign workers, primarily from the Indian sub-continent, were imported to fulfill this role (Halliday, 1977). Over time many of the GCC countries become dependent on the cheaper and more

qualified expatriate labour. In addition to this, “expatriates generally work longer hours, accept lower wages, and tolerate poorer working conditions and physically demanding jobs which would not necessarily be accepted by the nationals” (McMurray, 1999). “The presence of foreign workers in this region has outgrown the national workforce noticeably, and typically represents a majority. In most of the GCC countries, over 60 percent of the labour force are foreign” (Ruppert, 1998).

To address this disparate composition of the workforce, GCC countries including UAE embarked on training and development programs in order to promote the employment of nationals in the labour market (Khalaf, 1999). UAE had witnessed a significant rise in the number of expatriates living and working in the country. Statistics reflect an increase from 36.5 percent to 75.6 percent since 1968 in the number of expatriates as compared to

UAE nationals, where the population reached 3.3 million, a majority of which are expatriates. With such a huge number of expatriates living in the UAE it is also expected that the majority of the workforce consists of expatriates, again with the minority being nationals. However, the pressure is increasing when a significant number of UAE nationals find difficulty in getting employed. This raises the concern of the UAE Government and economists. As a result, the concept of Emiratisation was introduced into the market among all firms, organizations and departments whether in the Government or the Private sectors (Balancing the UAE’s Employment Scenario, 2003).

Furthermore, policies and mechanisms to stem the inflow of foreign workers and encourage the employment of nationals were introduced. Also, measures to control the growth of foreign workers typically included mandated targets for Emiratisation in the Private Sectors, permit requirements and levy for foreign workers, and attractive incentives and preferential treatment for companies adhering to Emiratisation policies (Ruppert, 1998), (Maloney,1998).

## **2.2 THE STRUCTURE OF THE LITERATURE REVIEW**

The review is divided into five parts. Part one reviews the condition of education in the country, how it is started and how it is now. It provides details description of the current accredited government universities, and the private education. Also, the level of education plays a vital role in the recruitment process which is a significant consideration in the labour market. Part two focuses on reviewing the population and demographical structure in the country and the change in population level reached and its influence on the Emiratisation project. The importance of this part in the literature review is in its contribution towards the number of the nationals existed in the country as they are considered very low compared to the expatriates, affecting the participation of nationals in the labour market. Part three is devoted to reviewing the economic and social development and its affect on the labour conditions in the market. This part has enriched the literature review in terms of providing information about the development in the country socially and economically. In addition to this, general overview of the knowledge vision in the UAE was mentioned. This part was included in the literature review due to the recent changes introduces in the educational system and the economical development in the country and the great attention from the Government to it. Part four acknowledged the employment problem in the country and its future, which is the main purpose of the research and part five included the Government efforts to enhance the Emiratisation project.

## **2.3 THE EMPLOYMENT PROBLEM AND ITS FUTURE IN THE UAE**

Abdulkarim (2001) defined Nationalization as “ *a multi-level process through which dependency on the expatriate labour force is reduced and nationals are prepared to take up jobs performed by expatriates. Such preparation entails enabling nationals to perform their jobs equally as good as if not better than expatriates in the shortest possible period.*”

According to a study conducted by the Media International Center that Emiratisation efforts have not solved the problem of unemployment among UAE nationals. The problem is unwillingness of the Private Sector companies to recruit UAE nationals, who make up only 1 percent of its total work force. Nevertheless, resolutions of quotas by the Ministry of Labour aim to provide jobs for

the nationals, which lead to believe that Emiratisation means replacing expatriates with UAE nationals. It is estimated that 80 percent or more of the 4 million of UAE population are expatriates so that the demographical imbalance is visible in all sectors of the economy (Zaidi, 2005).

Although nationals constitute a small minority of the total labour force they do not find adequate employment opportunities. The problem is both demand and supply sided. It can be described and analyzed from three major dimensions (Abdulkarim, 2001).

- Increasing demand for employment as a result of an increase in both the population size and labour force participation rate
- Unfair competition with the Expatriate labour force in the labour market has led to a preference for and concentration in the Government Sector while the Private Sector is much larger and is growing faster
- The inadequacy of the educational and skill background of the job seekers

The Government has considered the low participation of nationals in the Private Sector as a problem when the Government Sector acknowledged its unwillingness to take more national graduates. The Ministry of Labour took the initiative to try to employ nationals in the Private Sector in the late 1980's and mid 1990's however, the unavailability of a comprehensive policy for employment of nationals can only result in such attempts having little effect (Hassan and Al-Haddad, 1990).

Al-Jumairi (1989) called for a law that makes it crucial for large private companies that have 100 or more employees to maintain a percentage of nationals which is the system of quota that could be monitored by Ministry of Labour. In addition to this, he also came up with the idea of enhancing the working facilities in the Private Sector to encourage more nationals and that by introducing social security, minimum wage systems and other benefits (Al-Jumairi, 1989).

### 2.3.1 Mismatch between Education and Labour Market Needs

Although the UAE has no comprehensive nationalization and national human resource development strategy, massive achievements have been made to date. The progress in education and health development at all levels in the last three decades in the UAE is exceptional in modern human resource (Abdelkarim, 1999). However, due to lack of a long-term vision and direction (i.e. a strategy and a set of goals), the education sector has been unable to become as efficient, effective and relevant as indeed, with the resources available (UAE University, 1994)

Table (VI-1) in (Appendix VI) has illustrated a comparison between national graduates and non-nationals between 2000 and 2003. As a total number, the number of national graduates has increased over the 3 years parallel with the Non-nationals, giving the Non-nationals more chances to dominate the labour market.

Although the expatriates are much more in numbers compared to the national graduates, the quality of knowledge and skills gained are the same between the two as both are directing their focus on pursuing education in private institutions which can be considered excellent in their curriculum, making the knowledge gain the same.

## **2.4 INCREASING DEMAND FOR EMPLOYMENT**

The increase demand for employment in the UAE is a result of the soar in the population. On the other hand naturalization, primarily from Arab region and Indian sub-content was the primary factor behind the high rate of population. A high growth rate in the national population is expected to be maintained for the foreseeable future. This is due to the lack of birth controls laws and the availability of incentive schemes such as child allowances (International Market Research Report, 2004).

Abdulkarim (2001) has explained how and who are functioning the labour market. “The group aged 15-19 years in 1995 (Born in 1976-1980) was composed of 83,649 persons. The higher age group, 20-24 comprised only 57,298 persons. It is from 1995 that the first large, post-transition age group will enter the labour market. Those who entered higher education will start seeking

jobs from the year 2000. From this year on, and if all things remain the same, the number of nationals job seekers is expected to exceed the pre-1995 numbers by 45-50 percent. However all things are not expected to remain the same and are likely to be even more conducive for Nationals to join the labour market” (Abdulkarim, 2001).

Also women rule in the labour market is notable and that due to (UAE University, 1997):

- The traditional preconception about prohibiting women from work has changed as now the percentage of women in the labour market is more than the men
- The performance of women in the labour market is much more excellent. Not only this, women excelled in education and in different fields that made them enter the labour force in higher rates

#### 2.4.1 Government Sector vs. Private Sector

Government Sector employment is considered a very favorable option for UAE nationals. This is because, compared to the Private Sector alternatives, salaries are higher, non-monetary benefits are better and, hours of work are shorter (Feulner, 1989). Many Private Sector establishments operate on 10 hours per days, six days per week, with a split shift day. Generally, the Government Sector operates on a single shift, 8 hours per day, and five days per week system.

Under the UAE Labour Law, work shall be inherent right of UAE nationals. If nationals employees are not available, preference in employment shall be given to Arab workers and then to workers from other nationalities (UAE Labour Law, 2007). In the past, the Government has addressed the issue of job-creation for nationals by increasing Government Sector jobs for nationals (Cameron, 2002) as issues of efficiency come into focus. As such, there is now greater urgency to find alternative ways of addressing nationals' employment and gradual replacement of expatriates with nationals to the extent possible. However, the Emiratisation policy is a medium to long term strategy. In the shorter term, one solution is to encourage greater Private Sector employment of nationals, which presents a problem on two dimensions:

1. Private Sector employers have negative perceptions of nationals as less productive than Non-nationals despite the fact that the ownership of any Private establishment 51 percent is owned by a local citizen (Arab Law Quarterly, 1996 & Angell, 1986), as a result of which they are unwilling to employ them. Nationals are usually waged at higher rates than Non-nationals, which translate into higher costs for firms.
2. Nationals themselves are reluctant to take Private Sector employment for several reasons. Among these are the perception of lower salaries and benefits compared to the Government Sector. Furthermore, largely due to religious demands, nationals require flexibility in hours (Cameron, draft).

## **2.5 GOVERNMENT EFFORTS TO ENHANCE EMIRATISATION**

### 2.5.1 The Emirates National Development Program (ENDP)

ENDP is an initiative by Shaikh Mohammed Bin Rashid designed to increase the number of nationals working in the Private Sector. The main purpose is matching potential employees' skills and the needs of the market. It is believed that this initiative would eliminate any negative issues and bridge gaps regarded as obstacles for nationals taking up job opportunities.

According to Ahmed Al-Tunaiji- Senior Recruitment Executive at ENDP (2007) ENDP was launched in the year 2005, and in the year 2006 they have recruited 1600 candidates in different Private Establishments and from January until July 2007 they have recruited 1850 candidates, which can be considered a commendable stride in Emiratisation. ENDP is focusing on recruiting unemployed nationals in the Private Sector only (Al-Tunaiji, 2007).

### 2.5.2 Tanmia

Tanmia was created by the Government to assist UAE nationals in finding jobs. Its main function is to organize and match the employers with the jobseekers and the skills they have. So, basically employers' list vacant positions and the criteria they require, and Tanmia find the equivalent



skills that would fit their requirements after running through the list of jobseekers submitted (About Tanmia, 2004).

Part of their aim to advance, Tanmia created a website that allows jobseekers to apply online and search for employers of their choice. Not only that, the website also allows employers to search for candidates for vacant positions (A multicultural society, 2003, Tanmia website to enhance employment of UAE Nationals, 2003 & Research, 2003).

### 2.5.3 Ministry of Labour

The efforts of Ministry of Labour is much more noticeable in the current years as the Emiratisation project received great attention from the Government which is pushing it forward.

The Ministry of Labour is contributing to the Emiratisation project through imposing rules and regulations in the Private Sector to recruit more nationals. For instance the quota that should be maintained by each category in the Private Sectors' companies and creating jobs for nationals such as the Public Relations Officer and HR managers. The only success now can be noticed through the quota system, however although it is the only practical rule regarding Emiratisation, a lot of companies were not able to maintain the required rate.

Various regulations and methods were launched to promote nationals in the private sector, these include:

1. The Ministry of Labour is focusing on encouraging industrialization, a plan that started from 2000 and will continue till 2015. Industrialization is supposed to change its requirement from unskilled to skilled labour force. This would encourage the UAE nationals to apply for such industries in the Private Sector (Labour market needs reform, 2003)
2. In an effort to divert more demand to the Private Sector, the Government decided to enforce pension schemes in the Private Sector, which was decided on September 1999.

This system has attracted nationals to the Private Sector, since it was one of the major concerns for nationals

3. A major sector that lacking nationals is the travel and tourism sector. The Government believes that it should not impose any labour quotas for this sector. Instead, it has conducted a study that covered different areas like salary packages, working hours, education and professional training requirements. These areas seemed to be the factors that discourage nationals from applying in this sector, and becoming dominated by professional foreigners in the field (Rahman,2003)
4. The establishment of Career Fairs on a yearly basis is one of the most successful methods to bring together employers from different industries along with national jobseekers into one floor. This gives the opportunity to all different companies to meet potential employees, answer their questions and grow their interests into the company. Moreover, colleges and universities take advantage of this opportunity to find the requirements of most popular skills and attitudes, of which they can include in the existing educational system to prepare their students for the work force (Edgar,2001 & Augustine,2001)
5. In an effort to promote the Private Sector, the Executive Committee of Emirates Management Services Corporation (EMSC) has reviewed two issues that concern encouraging Emiratisation. These two issues are the issuance of new agreements between EMSC and the Private Sector, and the release of 'Special Guidelines' that are set to develop the work place environment (Daghestani, 2003)
6. The Council of Ministers have established a budget of AED 40 million from its annual graduates' funds to support the Emiratisation process and the formation of jobs that suits the nationals' skills and qualifications. This will be supported by training courses that will prepare them to develop their skills for such a challenge. The main objectives for such is to allocate nationals in different jobs, like to replace 90 percent of the administrative jobs, 80 percent of the financial and economic positions and 60 percent of other specializations such as lawyers that are currently occupied by foreigners (Cabinet approves plan for Emiratisation, 2003)

Emiratization can be implemented by recruiting UAE nationals in Private Sector whether they have the required skills or not. Emiratization is considered complicated for the same reasons. It is also believed that well educated nationals with limited experience seek jobs with high salaries, benefits, packages and working environments just because they are nationals. The expectations that UAE nationals maintain have led to the failure of Tanmia in meeting 7,500 applications. However, not all Emiratization attempts were failures, a lot of them proved to be successful after all, such as (Emiratization Press Coverage for May 2003, 2003):

1. The Ministry of Public Works and Housing was able to reach an Emiratization rate of 72 percent of the total number of employees. This percentage consists of male and female engineers
2. The UAE Human resources Development Committee enforced strict quotas on the banking sector for a start, where banks should grow Emiratization by 4 percent per year. Banks across the country had been given sufficient times to revise their strategies in that matter and begin implementing the new regulations. Some banks still were not able to compete with the challenge and continued on giving the same excuses. Other banks, on the other hand managed to reach around 28 to 30 percent as an Emiratization ratio and where then granted with reward like National Bank of Abu Dhabi at the top of the list, followed by HSBC and Citibank, while Emirates Bank International, RAKBANK and were awarded certificates (Eltayeb, 2002). Still the banking industry as a whole is suffering to meet its targets, where it managed to increase the Emiratization rate to 0.4 percent in 2003, when the target was 2 percent. Resignations reached 360 in 2002 compared to 54 in 2001 and touching 215 in the first two quarters of 2003. Reasons explaining these resignations revealed that UAE nationals cannot cope with the demanding environment of the banks with low salaries and few holidays (Research, 2003)
3. ADGAS had set itself an Emiratization strategy right from the start, which proved to be successful in meeting their targets. The strategy is concerned in building a career path for UAE nationals and providing them with the opportunity to develop their positions into

more senior ones. The rate of UAE nationals at ADGAS reached 50 percent of the workforce (Human Resources, 2003)

4. Carrefour, the French supermarket chain under Majed Al-Futtaim Group, employed individuals from the subcontinent or Philippines until August of 2003, when it managed to employ a full morning shift composed of UAE nationals. Expatriates on the other hand were forced to work in the night shift. (Janardhan, 2003)

Results and situations around the country and the different industries reveal different successful and unsuccessful Emiratisation results imposing more pressure on the future. Industries like insurance, healthcare and tourism industries are the next target for Emiratisation with more pressure compelled on the Private Sector.

## **2.6 IMF AND THE QUOTA SYSTEM**

The International Monetary Fund (IMF) consists of 183 member countries and began operating financially on the first of March 1947. The main objective of the organization is enhancing economical growth, low unemployment rate and providing financial aids to countries to adjust their balance of payment accounts (About the IMF, 2003 & Camdessus, 1997).

IMF supports the UAE initiative of Emiratisation to employ the rapid growth of jobseekers in the country however, IMF is against setting labour quotas in the Private Sector. Tanmia argued that labour quotas are essential because the Government Sector is not growing in line with the population growth were it requires vacancies for graduates. Whereas, the Private Sector is growing, developing and there are number of positions to vacant for nationals.

On the other hand, the Ministry of Labour agreed with IMF because the Private Sector is cooperating with the government and ready to employ 18,000 gradates annually. Also, it is not practical to put restrictions on employing expatriates for certain jobs that require their experiences and qualifications in a developing country.

The labour quotas will result in increasing the employment rate of nationals in the short term. But looking ahead, in the long run it will affect the Private Sector negatively because it will increase the administrative costs as nationals' salaries are high in comparison with expatriates' salaries. Also, it will restrict the Private Sector from selecting the qualified employees and they will demand and choose nationals just to attain the stated quota (Trivedi, 2003 & Kawach, 2003).

Enforcing labour quotas in the Private Sector may affect the UAE's status of a free economy. The advantages and disadvantages of the labour quota system are:

Advantages:

1. Imposing labour quota is a measure to reduce the country's unemployment problem among the nationals in the long run
2. Less burden on the Government since local population shall be gradually absorbed in the Private Sector
3. Enhances the efficiency and productivity of the national workforce because the Government Sector is known worldwide for the inefficiencies and lack of flexibility

Disadvantages:

1. Private Sector may view this as a restriction on their freedom in conducting businesses that may prevent new future investments
2. Lack of availability of suitable qualified national labour may result to an obstacle for the Private Sector to follow the quota system and in turn reduce their competencies in the international market
3. This may encourage the Private Sector to perform an unprofessional behavior to avoid the quota system

Despite the advantages and disadvantages of the quota system the government should encourage nationals to reach the accepted level of experience and knowledge that is demanded in the Private Sector. Through conducting professional development programs, nationals will be qualified and competent to work in the Private Sector. Thus, quota system will not be required and the Private Sector will absorb nationals easily (D'Souza, 2003).

## CHAPTER 3

### UAE: SOCIAL AND ECONOMIC DEVELOPMENT

#### 3.1 EDUCATION

According to Mohammed Bin Rashid -Prime Minister and Ruler of Dubai- Strategic Plan (2007-2015) “*The development of the education system has been a major focus for the public and the private sector..... There is a wide range of educational offerings available from the nursery level to higher education. Public education services are provided free of charge to nationals while the private sector offers a wide range of education services catering to the requirements of the various nationalities..*” (Highlights- Dubai Strategic Plan, 2007).

Education is an extremely important element, as having a degree will help to find a job (Hutton, 1959). The experience of UAE regarding the national’s development and the economic growth is considered similar to the developments and growth in the GCC countries like Saudi Arabia, Oman and Kuwait; however UAE is considered different in its experience. The social, political and economic circumstances of UAE during most of the twentieth century, coupled by the lack of modern educational facilities prior to 1970, has resulted in its under development as well as a complete shortage of educated nationals (MERIP Reports, 1975). On the other hand, the UAE shares with most of the GCC countries constraints regarding the availability of an educational system that serves the market and the lack of experienced national workforce. This predicament fills all segments of the development programs in the country including the Private Sector (Bahgat, 1999).

The UAE experienced major challenges during its process of nation building and economic development. A major uncertainty during the process was the training and development of national human resources to enable them to take an active role in supporting and contributing towards the country's rapid development. This was a complex task and indeed a huge challenge given that until 1962, when oil production started in Abu Dhabi, the country had just 20 schools for less than 4,000 students, most of them boys (History: Education, 2007). However this has

been changed and developed dramatically by introducing the government and private education with different educational levels and experiences (Arab Law Quarterly, 2000).

### 3.1.1 History of Education in the Country

In the early 1900's, education in the country was very simple. It started with 3 major schools established by pearl merchants in Dubai, Abu Dhabi and Sharjah. The schools were staffed by foreign teachers who taught reading, writing, and Islamic studies. The economic crises in 1920's and 1930's forced some of these schools to close, but some reopened when the economy improved (Federal Research Division, 2005).

In 1953, one school with a comprehensive curriculum was built by the British in Sharjah. The school attracted 450 boys between the ages 6 and 17 in that year and staffed by teachers from Arab countries. Shortly after, the first modern primary school for girls was established in Sharjah. The British government also built schools in Abu Dhabi, Ras Al-Khaima, and Khour Fakkan and established an agricultural school in Ras Al-Khaima in 1955 and a technical school in Sharjah in 1958. In 1958 Kuwait started to build schools in the UAE, including facilities in Ajman and Umm Al-Quwain. Kuwait also funded teacher trainees from the UAE to go abroad for training (Federal Research Division, 2005).

After Abu Dhabi began earning oil revenues in the early 1960's, it developed and funded its own educational system, while the other emirates continued to rely on outside assistance.

After the founding of the UAE in 1971, there was tremendous expansion of public education facilities. "Section (17) of the constitution states that education is fundamental to the progress of the society and is to be compulsory at the primary level and free at all levels" (Federal Research Division, 2005). By 1972-73, the first full academic year following the formation of the UAE, the government operated an estimated 140 schools (Federal Research Division, 2005).

In 1977 UAE University was opened in Al-Ain with 4 faculties: Arts, Science, Education and Political Science and Business Administration with first year enrollment were 400. In 1988,

Higher Colleges of Technology had opened 4 colleges in Dubai and Al-Ain (two for men and two for women) and by the 1990-91 academic years, enrollment in HCT stood 8,941 students as 65 percent were women. Many UAE nationals go abroad to complete their studies and mainly to other Arab countries and to UK and USA. In the early 1990's, UAE University was being expanded, at an estimated outlay of AED 3- 5 billion, to accommodate up to 16,000 students by the year 2000 (Federal Research Division, 2005).

### 3.1.2 UAE Education in the Present

Since the establishment of the Federation in the UAE, educational opportunities have flourished as the people in the urban had the chances to access formal education in the country, which are considered a tiny minority.

Today, the importance of proper education has been noticed in the UAE. The country started to offer free comprehensive education at all levels, from kindergarten to university to all national male and female students. In addition to this, extensive private education is available in the market, focusing more on the English language as a main educational language in their curriculum. In addition to that, the Government has offered scholarships to students who would like to pursue their education and obtain further studies outside the country at its expenses.

Sheikh Nahyan bin Mubarak Al Nahyan, former Minister of Education (Currently Minister of Higher Education and Scientific Research), has stated what is required to have an appropriate infrastructure and a clear devisable and executable educational strategy is the availability of “*an educational system that is dedicated to community enrichment, to competence and commitment in the workplace and to broad knowledge, wisdom and strength of character for every student*” and that to match the requirements of the labour market with the available studies and majors (Benefiting from an educated approach, 2004).



### 3.1.2.1 Primary and Secondary Education

Universally, education at primary and secondary level is compulsory up to 9<sup>th</sup> Grade. It has 4 stages over 14 years of education: 4–5 year olds attend kindergarten, 6–11 year olds attend primary schools, the preparatory stage caters for children aged between 12–14 years, and 15–17 year olds attend secondary schools (Education & Youth, 2006). Over 40 percent of national students are attending Private Schools, which focus on foreign languages, geared toward expatriate’s community in the country, however, the Ministry of Education and Youth is aiming to reach a level of Emiratisation of 90 percent between its faculty by the year 2020 hence to focus more on Islamic principles and the traditions of the country.

One of the aims stated in Dubai Strategic Plan (2007-2015) is to “*Improve the achievement of school students and ensure all nationals have access to quality education opportunities*” (Highlights- Dubai Strategic Plan, 2007). However, the Ministry of Education is persistently sharpening the educational strategy and make sure it is with compliance with applicable international standards.

The most important development initiated in the educational system in the country is the introduction of Information Technology at all levels, which was successful in achieving its goal by providing computer labs in schools and 1 computer per students in universities and colleges (Education & Youth, 2006). This was backed by Shaikh Mohammed Bin Rashid IT Educational Project which was launched in March 2000 (IT-Portal, 2000).

Law No. 24 of 2005 was issued under the capacity of Shaikh Khalifa Bin Zayed Al-Nahyan, which illustrates the establishment of Abu Dhabi Education Council (ADEC) to be chaired by Shaikh Mohammed Bin Zayed Al-Nahyan (Abu Dhabi Education Council set up, 2005). The council in cooperation with the Ministry of Education will develop and formulate the Educational Plan of the country.

### *3.1.2.2 Higher Education*

The higher education in the UAE is considered modern and diversified, with the availability of different free educational providers for nationals, such as UAE University, Higher Colleges of Technology and Zayed University. In addition to this, number of Private educational providers are also available and most of them with accreditation from the Ministry of Higher Education and Scientific Research.

95 percent of females and 80 percent of males of high school levers applied for admission in the universities and colleges in the country and applied to study abroad (UAE at a Glance, 2007), placing the UAE on the top list of the highest students application participation.

The Center of Excellence for Applied Research and Training (CERT) which is the commercial arm of Higher Colleges of Technology is serving the educational system through number of strategic alliances with multinational business organizations and prestigious international training institutions that provides solutions for the current needs in the regional and international workplace by providing professional development and lifelong learning opportunities for nationals (About CERT, 2005).

### *3.1.2.3 Private Educational Institutions*

The private education in the country is receiving attention from the Ministry of Higher Education and Scientific Research which is responsible for their accreditation. Numbers of reputable private institutions are operating in the country such as, American Universities in Dubai and Sharjah, University of Wollongong, University of Sharjah, Ajman University for Scientific Research, etc.

Knowledge Village (KV), which was established in 2003, in Dubai Free Zone for Technology and Media, houses more than 200 companies and institutes for training and education. More than 6000 students come to the campus every day. KV offers undergraduate, postgraduate, MBA programs in different fields for all nationalities (KV, 2004).

#### *3.1.2.4 Other Specialized Educational Institution*

These institutions provide vocational and technical education for practical training in their chosen careers. These include the Emirates Institute for Banking and Finance, the Abu Dhabi National Oil Company Career Development Center, and The Emirates Aviation College for Aerospace and Academic Studies.

### **3.2 DEMOGRAPHY**

GCC countries are considered high in the population growth rates in the world and that is due to the low mortality rates, high fertility rates and increasing foreign labour in the GCC. The population growth has been high especially between 1970 and 1980.

The Economist has published that “60 percent of the citizens of member nations of the GCC are under 25 years old. With many more of its citizens in school than in the workforce ...” (The Economist, 2002) leading to a result that the changes in the social and economic life style becoming more obvious.

T. Deen (1998) in “Labour-Gulf: Arab states phase-out migrant workers” has stated that the nationals in the Gulf Countries are growing at a rate of about 5 percent. “The high priority towards intergenerational equity amongst nationals has historically dominated public policy” (Deen, 1998).

The demand on the Government Sector is on high levels and that is a trend taken from generation to another. However, this issue became unsustainable economically for nationals because the unemployment rates are rising and the Government Sector is no longer able to hire national graduates (Fasano and Wang, 1995).

Oil is the traditional source of income for the Gulf Countries as it possess over 46 percent of the world oil reserves (Radler, 2000). Efforts towards creating Non-oil source of income were noticed, such as focusing on construction, hospitality, travel and tourism and finance and

banking. Nevertheless, the Non-oil incomes are described of being with high fluctuation in terms of price. On the other hand, the massive increase in the population and realization of the scarcity of resources, central Governments of the GCC, collectively, are now more aware of the implications of understanding and planning for the future demographic structural changes.

In the wake of global recession and falling oil prices, political instability raises concern about the dependence on the region to support global demand in the near future. The key economic challenges facing the GCC countries are how to sustain the relatively high economic growth rate and create employment opportunities for the expanding number of nationals now entering the labour market.

### 3.2.1 Distinctiveness of the Population in the UAE

Comparing the population growth rate in the UAE within the last twenty years to the worldwide average population growth rate, it is considered exceptional. The population has doubled seven times since 1968, when it was counted 180,226 inhabitants at a rate of 11.3 percent per annum. Annual rates of population increase do not normally exceed 3.5 percent (Federal Research Division, 2005).

### 3.2.2 UAE Demography in the Past

According to the Federal Research Division (2005) between 1900 and 1960 there were 80,000 to 95,000 inhabitants in the emirates, mostly in small coastal settlements. The changes in the economic and political conditions have caused substantial moves within the territories.

In 1991 when the UAE had its official population estimation, nationals were about 12 percent only (of a total population 1.9 million). “The number of foreign workers has increase dramatically since 1986, when they constituted 36 percent of the total population. By 1975 foreigners accounted for 70 percent of the population, increasing to 80 percent in 1980 and 88 percent in 1985. Since 1985, the percentage of foreigners has leveled at 88 percent. About 87 percent of the total population consists of ethnic Arabs. The largest non- Arab group consists of

Asians from India and Pakistan, about 9.5 percent of the population. Some 2 percent are Iranians. Other groups, including Africans and Europeans, make up less than 2 percent of the population” (Federal Research Division, 2005).

### 3.2.3 Census Information

Table (3-1) illustrated the population of the UAE was 4,041,000 in 2003, which according to the United Nations placed the UAE as number 131 in population among the 193 nations of the world. In that year approximately 1 percent of the population was over 65 years of age, with another 26 percent of the population under 15 years of age; the level of mortality is 64 for males and 73 for females (Obermeyer, 1992). There were 186 males for every 100 females in the country in 2003 (United Nations, 2007).

Table (3-1)  
**Population by Emirate**

<b>Years</b>	<b>1975</b>	<b>1980</b>	<b>1985</b>	<b>1995</b>	<b>2003</b>
Abu Dhabi	211,812	451,848	566,036	942,463	1,591,000
Dubai	183,187	276,301	370,788	689,420	1,204,000
Sharjah	78,790	159,317	228,317	402,792	636,000
Ajman	16,690	36,100	54,546	121,491	235,000
Umm Al-Quwain	6,908	12,426	19,285	35,361	62,000
Ras Al-Khaimah	43,845	73,918	96,578	143,334	195,000
Fujairah	16,655	32,189	43,753	76,180	118,000
<b>Total</b>	<b>557,887</b>	<b>1,042,099</b>	<b>1,379,303</b>	<b>2,411,041</b>	<b>4,041,000</b>

Source: [www.tedad.ae](http://www.tedad.ae)

The demographical structure of UAE is considered a mixture of different nationalities and races, and they are the majority compared to UAE nationals and most of them from the Indian sub-content with low educational levels (Weiner, 1982). As a result, the workforce will be affected and the process of Emiratisation as well (Feiler, 1991).

Increasing the number of UAE nationals in the country is a project by itself, there are number of mechanisms used to increase the number of nationals for instance, providing nationals with the Marriage Fund to help them to cover marriage expenses, as well as providing free lands and reasonable loans to build their homes and have families, which is considered not enough as the

lifestyle has changed to be much more expensive, leading to low national marriages. Furthermore, number of rules and regulations have been imposed to strict the migrations and to have more control over the demographical structure in the country (Shah, 1995).

### 3.2.4 Labour Trend in the UAE

#### *3.2.4.1 Labour*

Before 1970 and the sharp rise of oil revenues, most of the work was done by local Arabs, some by slaves brought from Africa. Indians and, Iranians were mainly merchants trading business in the Gulf. The influx of the foreign workers population in the UAE between 1970 and 1980 has changed the society face in the country as most of the Expatriates were from Arab countries, India, Pakistan and Iran (Federal Research Division, 2005).

After the massive influx of expatriates in 1980's and the huge changes in the labour force in the country, the Government started to advance the Labour Law to cover more conditions, compensation and benefits. Job Security is considered high in the UAE; however different laws were imposed regarding the issue, for instance, "during a period of economic decline, authorities increased their efforts to investigate on the foreign workers without proper credentials and deports them as illegal aliens. On the other hand, Dubai tried to reverse the outward flow of labour by encouraging immigrant workers to bring their families with them. In addition to this, labour is not permitted to organize, strike, or engage in collective bargaining. Individuals or groups of workers may bring grievance to the Ministry of Labour, which has been known to settle matters with fairness." (Federal Research Division, 2005).

#### *3.2.4.2 UAE Work Force*

Results of the 2005 census in the UAE included both the foreign and local population in the UAE. More than 80 percent of residents were expatriates, and approximately 98 percent of Private Sector workers in the UAE are also expatriates (Census in UAE, 2007). Emiratisation of the UAE workforce remains a national objective, although mandated hiring of nationals has been

limited to only a few sectors, such as banking, which has a 4 percent quota, insurance, which has a 5 percent quota and trade, which has a 2 percent quota for companies employing 50 workers or more as well as quotas in the Federal Government. (Al-Nowais, 2005)

### 3.2.5 Changes in UAE Population

The large oil revenues in the UAE have played a significant role in financing the development and eliminating the capital shortage. As a result the limited national human resources of the UAE have been an important development constraint. There was a little growth in the population in the UAE but has not contributed to the population of UAE nationals despite the changes in the fertility and mortality rates, in the health services and general living standards. In addition to this, the Naturalization also played a role but it is minor.

The major cause of the overall population increase is the increase of the Expatriate's population. Severe shortage of national labour, forced the Government to count on imported labour for development projects and this dependence is continuing.

### 3.2.6 Change of Nationality Structure (Population and Labour Force)

Demography is defined as the statistical studies of human populations (Demography, 2007). In the UAE the first population census was organized by the Trucial States Development Council before the departure of the British in 1968 (Abdelkarim, 2001). Representing a total population of almost 180,000, and expatriates share was 36.5 percent (Table 3-2).

Table (3-2)  
**Change of Population (1968-1995)**

<b>Year</b>	<b>Population</b>	<b>Nationals</b>	<b>%</b>	<b>Non-Nationals</b>	<b>%</b>
1968	180,425	114,607	63.5	65,818	36.5
1975	557,888	201,544	36.1	356,343	63.9
1980	1,042,099	290,544	27.9	751,555	72.1
1985	1,379,303	396,114	28.7	983,189	71.3
1995	2,411,041	587,330	24.4	1,823,711	75.6

Source: Mop-Central Statistical Administration (1997)

After the announcement of the United Arab Emirates in 1970, the country experienced political, economic and social transformation. That was a remarkable change plus the oil income that contributed fully to the development of the UAE, leading to influx in the foreign workers.

From the statistics in Table (3-2) it is noticeable that the population has changed dramatically between 1968 and 1975. The national's population decreased to 36.1 percent and the expatriate's population increased to 63.9 percent. "During the same period (1968-1975), the annual population growth rate was the highest in the whole post-oil period (at 17.5 percent). Non-national population grew over five fold (at an annual rate of growth of 27.3 percent). The high rate of migrant's influx slowed down between 1975 and 1980, but was still as high as 16.1 percent per annum" (Abdelkarim, 2001).

In 1995 the 5<sup>th</sup> census was held giving a period of 10 years. Between 1985 and 1995, the migrant population grew by 6.4 percent annually in comparison with a 4 percent annual growth rate for national population. In 1975 census, the migrant consisted of 84.8 percent of the total labour force (Table 3-3), increased to 90 percent in 1985 and 90.9 percent in 1995 (Abdelkarim, 2001).

Table (3-3)  
**Change of Labor Force by Gender and by Nationality Group (1968, 1985, 1995)**

Category	1975			1985			1995		
	F	M	T	F	M	T	F	M	T
Total Labor Force	9,803	283,985	293,788 <b>100%</b>	65,415	618,410	683,825 <b>100%</b>	155,790	1,180,104	1,335,894 <b>100%</b>
Nationals	1,086	43,545	44,631 <b>15.2%</b>	3,997	64,322	68,319 <b>10%</b>	15,729	105,562	121,291 <b>9.1%</b>
Expatriates	8,717	240,440	249,157 <b>84.8%</b>	61,418	554,088	615,506 <b>90%</b>	140,061	1,074,542	1,214,603 <b>90.9%</b>

Notes: F=Female, M=Male, T=Total

Source: Mop-Central Statistical Administration (1997)

Over the 20 years (1975 and 1995) the labour force was increasing comprising an annual rate growth of nationals of 5.2 percent. Women participation has topped drastically between 1975 (1,000 employees) and 1995 (15,000 employees). This signifies an annual growth rate of 14.3 percent, compared to a rate of only 4.5 percent for the national male labour force. During the



same period, 1975 and 1995, the migrant labour force grew by an annual rate of 8.2 percent (Abdelkarim, 2001).

Table (3-4)  
**Non-National Population and Labor Force by Duration of Stay (1995)**

Category	Population		Labor Force	
	Number	Percentage	Number	Percentage
> A year	167,308	9.2	117,656	9.7
1-4 Years	661,056	36.2	474,962	39.1
5-9 Years	432,292	23.7	260,707	21.7
10-14 Years	257,912	14.1	142,576	11.7
15 & more	303,168	16.6	216,977	17.9
Not stated	1,975	0.1	1,725	0.1
<b>Total</b>	<b>1,823,711</b>	<b>100</b>	<b>1,214,603</b>	<b>100</b>

Source: Mop-Central Statistical Department (1997)

Table (3-4) illustrates the period that the expatriates live in the country and it is considered a long period. 53.7 percent of the migrant population and 51.1 percent of the migrant labour force of 1995 stayed in the UAE for five years or more. Comparable percentages for those who stayed for 10 years or more were 30.7 percent and 29.6 percent respectively.

### 3.2.7 Main Features of UAE Labour Force

The education profile of nationals is better than the Non-nationals labour force, which is clearly illiterate in (Table 3-5). A notable difference was in the percentage of the illiterate category as the Non-nationals represented 23 percent based on 1995 census, which is a large number compared to the nationals (represented 13 percent). In addition to this, the university level is better between nationals (15 percent) compared to Non-nationals (12 percent).

Table (3-5)

**Labor Force Distribution by Educational Status, Gender and Nationality Group  
(1995)**

Category	Nationals			Non-Nationals		
	F	M	T	F	M	T
Illiterate	612	15,227	15,839 (13)	19,809	264,438	284,244 (23)
Literate	222	11,567	11,789 (10)	17,391	159,481	176,782 (15)
Primary School	512	19,650	20,162 (17)	14,723	161,934	176,657 (15)
Preparatory School	1,214	23,214	24,428 (20)	17,921	159,573	177,494 (15)
Secondary School	3,712	21,349	25,061 (21)	30,436	162,890	193,326 (16)
Post secondary & Below University	2,073	2,131	4,204 (3)	12,457	37,840	50,297 (4)
University	7,189	11,303	18,392 (15)	25,450	117,915	140,365 (12)
Post Graduate	193	1,107	1,300 (1)	1,755	9,960	11,715 (1)
Not Stated	2	14	16 (0)	122	3,511	3,633 (0)
<b>Total</b>	<b>15,729</b>	<b>105,562</b>	<b>121,291 (100)</b>	<b>140,061</b>	<b>1,074,542</b>	<b>1,214,603 (100)</b>

Figures do not add to 100 due to rounding

Source: Mop-Central Statistical Administration (1997)

In Most of the cases, the illiterate expatriates are usually working in a very simple kind of job which is considered a lower level compared to the nationals, who doesn't usually accept them.

The skills and knowledge of individuals in the country is reflected in the progress of the society. However from the provided data in Table (3-5) the level of knowledge of the Non-nationals is not serving the progress of the country and it is not adding any additional values of the nationals' knowledge. Overall, the educational level and profiles of Non-nationals is not up to the level to have them massively in the country, and such is considered a worrying fact that should be taken into account when building the migration and labour laws in the UAE.

Table (3-6) provides interesting data regarding the employment status. Looking at the unemployed category-never worked before you can see the prominent difference as a number, which is giving an indicator of the problem. The self employed category is showing a great difference between nationals and Non-nationals.

Table (3-6)  
**Labor Force Distribution by Employment Status and Nationality Group**  
**(1995)**

<b>Category</b>	<b>Nationals</b>	<b>%</b>	<b>Non-Nationals</b>	<b>%</b>
Employer	5,222	4.3	20,471	1.7
Self employed	2,134	1.8	49,462	4.1
Employee	109,763	90.5	1,135,954	93.5
Unpaid workers	56	0.1	410	0
Not stated	77	0.1	334	0
Unemployed never worked before	4,039	3.3	7,972	0.7
<b>Total</b>	<b>121,291</b>	<b>100</b>	<b>1,214,603</b>	<b>100</b>

Figures do not add to 100 due to rounding

Source: Mop-Central Statistical Administration (1997)

The information in Table (3-7) reveals the unbalanced structure of the national labour force in the UAE. 48.3 percent of nationals are occupying jobs in the Federal Government, as it is representing 60 percent of the total national labour force in the country according to 1995 census. “However, the local Government was not providing similar levels of job opportunities for the nationals. While jobs with the local Governments exceeded those available at the federal government by 14.6 percent, nationals occupied only 14.8 percent of the total jobs of the former. (This represented 21.1 percent of the entire national labour force).

Representation of nationals was even less in the mixed and public sector as they represented 12.6 percent of all jobs within them (5.5 percent of all the national labour force). In the government (federal and local) and public sector, 86.7 percent of the national labour force was employed in 1995.” It is important to stop on that point; which means practically that the Private Sector was left almost as a whole to migrant workers, who occupied 98.7 percent of the jobs within it.

On the other hand, if the employers were excluded from the total workforce in this sector, expatriate workers would constitute 99.4 percent of the total paid Private Sector employment

segment, leaving only 0.6 percent for nationals. This is considered a major problem that brought to the Government's attention to find different solutions (Abdelkarim, 2001).

Table (3-7)  
**National, Non-Nationals and Total Labor Force Distribution by Economic Sector (1995)**

<b>Economic Sector</b>	<b>Nationals</b>	<b>%</b>	<b>Non-Nationals</b>	<b>%</b>	<b>Total</b>
Federal Government	72,880	48.31%	77,985	51.69%	150,865
Local Government	25,601	14.81%	147,256	85.19%	172,857
Public Sector	2,467	17.61%	11,544	82.39%	14,011
Mixed Sector	4,196	10.81%	34,609	89.19%	38,805
Private Establishments	9,108	1.31%	686,686	98.69%	695,794
Other Establishments	289	4.54%	6,077	95.46%	6,366
Without Establishments	1,992	1.65%	118,828	98.35%	120,820
Abroad	201	1.02%	19,479	98.98%	19,680
Private (Domestic) Services	424	0.41%	103,942	99.59%	104,366
Not stated	94	29.47%	225	70.53%	319
Unemployed never worked before	4,039	33.63%	7,972	66.37%	12,011
<b>Total</b>	<b>121,291</b>	<b>9.08%</b>	<b>1,214,608</b>	<b>90.92%</b>	<b>1,335,899</b>

Source: Mop-Central Statistical department (1997)

Table (3-8) presents a broad occupational distribution of the national and total labour force. The group "army staff" does not represent one occupational division. According to Abdelkarim (2001) it is listed as one division as no information was available on its occupational structure. It is the only group in which nationals comprised the majority (77.3 percent). This group includes more than half of nationals who worked for the Federal Government. The other three occupational groups comprising proportionately of more nationals than the rest of the labour force in 1995 were legislators and managers (20 percent of the total in this occupation), clerical and related workers (16.6 percent), specialists and professionals (11.5 percent). Total workers (both nationals and Non-nationals) in the three occupational division totaled 236,708. They were almost twice that of the total national labour force. This indicates that even in these preferred occupations there is ample employment opportunity for nationals, which is occupied by expatriates (Abdelkarim, 2001).

Table (3-8)  
**National, Non-Nationals and Total Labor Force Distribution by Broad Occupational Division (1995)**

<b>Occupational Division</b>	<b>Nationals</b>	<b>% of the Total</b>	<b>Non-Nationals</b>	<b>% of the Total</b>	<b>Total Labor Force</b>
Legislators and Managers	12,169	19.98%	48,744	80.02%	60,913
Specialists and Professionals	12,121	11.50%	93,266	88.50%	105,387
Technicians and Assistant Specialists	7,469	9.72%	69,344	90.28%	76,813
Clerical and Related workers	11,680	16.59%	58,728	83.41%	70,408
Service and Sales Workers	18,845	6.71%	262,116	93.29%	280,961
Agricultural and Related Workers	2,249	2.28%	96,561	97.72%	98,810
Craft persons and Related Workers	1,697	0.49%	345,353	99.51%	347,050
Production worker and Machine operators	4,335	2.70%	156,117	97.30%	160,452
Causal Workers	5,413	8.01%	62,202	91.99%	67,615
Army Staff	39,828	77.30%	11,698	22.70%	51,526
Not adequately defined	445	11.29%	3,497	88.71%	3,942
Not stated	1	16.67%	5	83.33%	6
Unemployed never worked before	4,039	33.63%	7,972	66.37%	12,011
<b>Total</b>	<b>121,291</b>	<b>9.08%</b>	<b>1,214,603</b>	<b>90.92%</b>	<b>1,335,894</b>

Source: Mop-Central Statistical Administration (1997)

The occupational divisions that were less preferred by nationals, both in relative and absolute terms were craft persons and related workers, agricultural and related workers, production workers and machine operators. Despite the big number of workers in these three occupations (45.3 percent of the total labour force), only 1.4 percent of them were occupied by nationals. This is far below the average representation of the national labour force in the various occupational divisions. Obviously a number of occupations within these divisions will be considered expatriate's work as nationals avoid such types of work. However, some crafts and certain categories of machine operators and may be a few agricultural occupations can be targeted by Ministry of Labour in order to increase the nationals' presence in these three occupational divisions and create job opportunities for the less educated segments of the national labour force (Abdelkarim, 2001).

According to (Table 3-9), 6.3 percent of the national labour force was unemployed (at the time of the 1995 census). 53 percent had not worked before. Almost half of these (49.8 percent) were young (between 15-24 years) and were either illiterate or did not reach a preparatory level of schooling (48 percent) and those who had completed the secondary level or higher comprised 35.5 percent of the total national unemployed (Abdelkarim, 2001).

Table (3-9)  
**Unemployed Nationals by Level of Education and Age Group-1995**

<b>Age Group</b>	<b>Number</b>	<b>%</b>	<b>Educational Level</b>	<b>Number</b>	<b>%</b>
15-19	1565	20.42%	Illiterate	1187	15.49%
20-24	2252	29.38%	Read & Write +Primary	2488	32.46%
25-34	1527	19.92%	Preparatory	1272	16.60%
35-54	1627	21.23%	Secondary +Above & below	1879	24.52%
55-64	693	9.04%	University	838	10.93%
<b>Total</b>	<b>7664</b>	<b>100.00%</b>	<b>Total</b>	<b>7664</b>	<b>100.00%</b>

Source: Mop-Central Statistical Administration (1997)

### **3.3 SOCIAL DEVELOPMENT**

Social Development is one of the important areas that were focused on strongly in Dubai Strategic Plan (2007-2015) (Highlights- Dubai Strategic Plan, 2007). The essential areas that will help achieving the desired Social Development are through:

#### **3.3.1 Preserve National Identity and Improve Community Cohesion:**

- Revise immigration policy and regulations in order to ensure and maintain demographical balance
- Increase the sense of belonging and awareness of the local culture and other major cultures in Dubai by updating the contest of educational curriculum, and developing the skills of the teaching faculty
- Raise culture awareness through consistent, appealing and professional culture content

- Improve Arabic language proficiency

It is very important to know exactly how to improve the demographical structure of the country. As mentioned above there is a clear indicator that there is a problem with the demographical structure and national's identity. The solution for such a problem is to increase the number of nationals in the country. To have more pure UAE nationals is significant to increase the fertility between the nationals which can be done through encouraging nationals male and females to get married and have children.

Limiting the migrations is another solution to improve the community cohesion as the huge influx of expatriates in the country is increasing in an uncontrollable way. Although they are serving our country but, the number of crimes would increase eventually leading to unstable social life.

### 3.3.2 Increase National's Participation in the Workforce and Society:

- Support nationals to become the preferred employees in strategic sectors through education and skills development
- Equip nationals with the life skills required for living in a rapidly changing environment
- Increase awareness of nationals about their anticipated role in the development and society

Nationals were successful enough to improve themselves in the Government Sector as the majority of employees holding managerial and decision making positions are nationals. Nevertheless, limited numbers of nationals were successful in the Private Sector, for example Mrs. Raja Al-Gurg, who is the owner of a great chain of businesses and managing it successfully. Also, Mr. Foad Sharaf, the General Manager of Emirates Mall under Majed Al-Futtaim Group and Mr. Khalid Al-Tayer from Al-Tayer Group and numbers of names were booming in a very challenging sector.

The skills of nationals have improved in a noticeable way. Nationals become concerned about the latest training courses and they are pursuing further education under their expenses. Their mentalities have changed and they became equipped enough to work in the Private Sector.

### 3.3.3 Improve the Achievement of School Students and Ensure All Nationals Have Access to Quality Education:

- Improve the education sector governance structure
- Increase the accountability and transparency of public schools and promote school leadership and management performance improvement
- Upgrade teachers' qualifications to improve public school performance
- Upgrade the curriculum to meet international standards
- Raise awareness and improve the educational environment to improve attitude towards education
- Create and support inclusive education for special needs in Public and Private Sectors

Education is a major concern for the Government and the Ministers in the country. Providing the best education is a concern and the country has done a lot regarding this as mentioned above.

### 3.3.4 Ensure Equality and Acceptable Working Conditions for Dubai's Workforce and Attract and Retain Required Expertise:

- Coordinate with Federal Authorities to improve and update labour regulations
- Develop and improve enforcement mechanism for labour regulations
- Increase employers and employees awareness of their legal rights and duties
- Provide the right environment to attract and retain required expertise

This awareness is the duty of the concerned Ministries and the management of establishments and companies as they are the only source of information and the providers for the working conditions that expected to be attractive for the employees.



To sum up, the strategy of Dubai can be generalized to include all Emirates in the country. With a proper planning and committed implementation the social life will be much better.

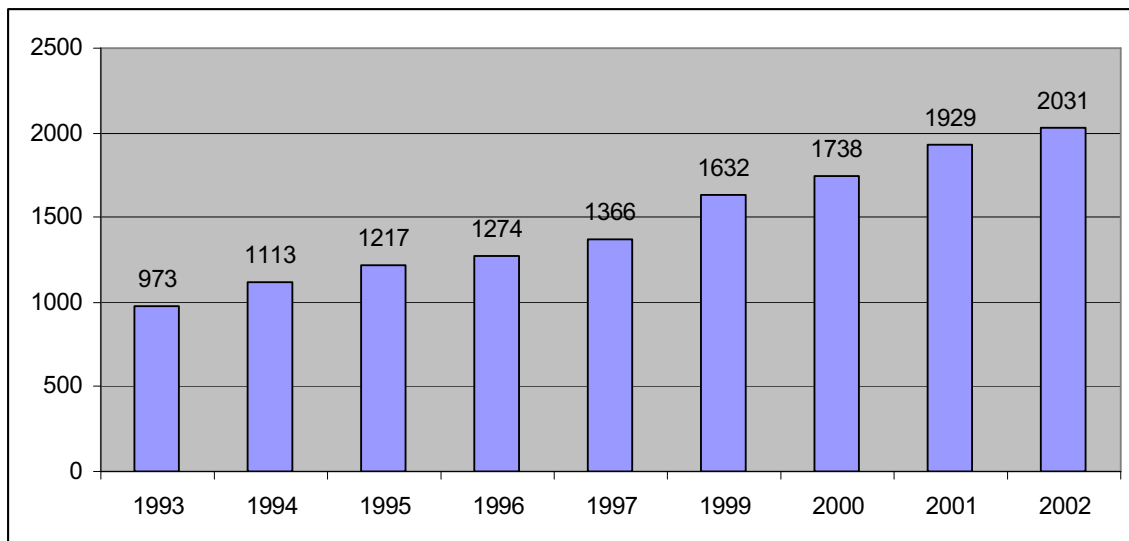
### 3.4 ECONOMIC DEVELOPMENT AND THE LABOUR MARKET IN THE UAE

The last decade has seen radical changes in the labour market worldwide particularly the UAE and GCC. UAE has achieved tremendous growth in all the segments of the economy needing more labour to supplement the growth.

The number of job seekers increases in a parallel line with the increase in UAE population and the graduates from different education institutions. As the economy diversified in non-oil sectors the labour demand rises which leads to job creation for the graduates. Over the last ten years the working proportion in the UAE increased by 7.5 percent annually, so between 1993 and 2002 the working force was more than the double where it increased by 109 percent (UAE-Labour: Working population doubles in last 10 years, 2003).

Figure (3-1)

#### **Growth in Population and Workforce in Millions, UAE 1993-2002**



Source: <http://www.gulfnews.com/Articles/print.asp?ArticleID=97043>

This graph illustrates the growth in working population between 1993 and 2002. As the growth in population is increasing, the number of workers and the expansion of businesses in various sectors is increasing too results in a demand for more labour. (UAE labour force doubles in a decade, 2003)

In the mid of 1970's the UAE was depending on construction and trading as main economical activities that generates income. Those sectors require unskilled and low cost labour imported mainly from Indian subcontinent countries. This caused an increase in the number of unskilled labour in the country also the number of labour arrivals was not controlled. However, the UAE economy is growing into various sectors that are non-oil to follow the diversification strategy of creating additional sources of income other than the original sources. This resulted to the requirement of new competencies to work in the new sectors such as tourism, technology and hospitality. In line with it the UAE Government emphasizes on the crucial factor which is education to prepare and equip UAE nationals to satisfy the market demand (Labour market needs reform, 2003).

Due to the development in UAE economy in various sectors that required skilled labour which resulted in creation of additional educational institutions and training centers. One of the important colleges that provide the market with qualified and skilled graduates that are able to handle the jobs is Higher Colleges of Technology. Furthermore, Tanmia has established the Employment and Skills Development Center (ESDC), which had an agreement with UAE University to create a link between the job seekers and the employers. Also, the Continuing Education Center of the UAE University trains the jobseekers that are listed in Tanmia with the latest technology and skills needed in the market at a reasonable price (Salam, 2003)

Rapid growth in the Private Sector businesses compared to the Government Sector and the demand for more Emiratisation has created a huge demand for labour force and encouraged the Private Sector to recruit and train nationals. (D'Souza, 2003)

The large number of low cost labour, has affected negatively UAE plans to establish a knowledge based- economy (Cohen, 2000; Sirageldin, 2001), resulted to the new announcement

of UAE government that foreign workers have to have a high school certificate as a minimum degree to be able to work in the country (Seethalakshmi, 2004).

This rule resulted to a decline of 40 percent in the number of unskilled labour (Salama, 2003 & Employment and social security, 2003). Moreover, UAE government is eager to reduce the unemployment rate through banning the process of importing unskilled labour that consists of two thirds of the present population. This can be resulted in creating more job opportunities for nationals and reduce unemployment rates. The UAE Government is emphasizing on the multi-skilled labour in order to enhance the productivity and efficiency that is achieved through the training and educational institutions and the government regulations of importing educated and qualified labour (Overview of the labour market in the MENA region, 2003 & D'Souza, 2003).

One of the major factors that influence the decrease in the demand of unskilled labour is the substantial growth in the service sector in different segments such as banking, insurance and information technology. In addition to this, the automation process in the manufacturing segment of the economy resulted to a drop in the number of labour needed in the assembly line production (D'Souza, 2003).

The number of educated and qualified women increased as they are highly demanded in the labour market. This can be clearly observed from the decline in the rate of women's illiteracy from 77.6 percent in 1980 to 11.3 percent in 1995. Additionally, women were mainly working in the education and health sectors due to tradition, culture and short working hours. However, with the change in the society's culture and modified rules in the private and banking sectors, such as the establishment of the pension scheme in 1999 and providing two days weekend, women roles in the Private Sector became noticeable (Women and information technology in UAE, 2003 & Employment and social security, 2003).

The development of the oil industry in the UAE has accelerated the economic growth between 1999 and 2000, as the GDP was over 200,000 million Dirhams in the year 2000 compared to 190,000 million Dirhams in 1999. The Government services contribution of the mentioned growth was 9.7 percent and 8.5 percent in the manufacturing sector (Guang, 2000). The diversification of the economy has been a top priority for development policy concerns in the

UAE, despite the fact that oil contribution in the GDP is still the highest (30 percent in 2001). On the other hand, the contribution of the non-oil sector in the total country's GDP increased from 64.5 percent in 1993 to 70.6 percent in 2001. "Specifically, manufacturing, which includes gas liquefaction, foodstuff, aluminum, and building materials, acquired 16.9 percent of the GDP" (Guang, 2000).

The Government services' sector has a total contribution to about 10.9 percent. Meanwhile the trading and repairing service sector contributed with 9.7 percent. In addition to these the real estate, construction and transportation and communication sectors have also an important share in the country's GDP (MOP, 2001).

In 1995 the labour force was 1.3 million as expatriates made up approximately 90.9 percent, and 98.7 percent of the Private Sector (Abdelkarim, 2001). Among sectoral employment, trade and repairing service sector was the largest employer and employed 19.7 percent of the total workforce, followed by the construction and manufacturing sectors (MOP, 2001).

Labour allocation doesn't exist in the UAE for expatriate workers, because the sponsorship system makes it hard to change their job, only the highly qualified workers and those who hold certain occupational categories that are allowed to transfer their sponsorship with the approval of their sponsors. The law does not grant workers the right to organize, to engage in collective bargaining or to strike because simply it doesn't exist in the UAE. Foreign workers risk deportation if they attempt to organize unions or to strike. Therefore, workers' employment is solely protected by the Labour Law. It is worth mentioning that there have been a growing number of labour disputes and complaints in recent years, which are primarily concerned with non-payment of salaries (MOLSA, various years).

#### 3.4.1 The Vision of a Knowledge-Economy

UAE and Dubai in special has set its sights on joining the ranks of the world's leading knowledge economies with a comprehensive strategy to enhance knowledge-driven development (Arab Law Quarterly, 2000). In a determined try to extend its economic success to the

knowledge sector, the country seeks to transform itself into a knowledge-based society and economy by the year 2010. To achieve this objective it has set itself many strategic targets. By 2010, it aims to generate 25 percent of its GDP from knowledge-based industries. The country seeks to raise the role of Foreign Direct Investment (FDI) in the country's economy to 4 percent of the GDP which will play a role in creating job opportunities in the country (Dubai 2010 Vision, 2007).

To embrace and exploit the potential of the knowledge economy Dubai's economic development is being directed towards three growth horizons. "The first horizon involves strengthening its existing expertise in trading and logistics. The second horizon entails the application of established competencies to develop knowledge-based fields like technology-enabled services in financial, media and telecommunication and IT sectors. The third growth horizon involves developing new competencies in high-value sectors that can make a big impact on knowledge economy development. These include Research and Development and education as well as emerging sectors like pharmaceuticals, biotech, nanotech and wireless" (Dubai 2010 Vision, 2007).

## **CHAPTER 4**

### **METHODOLOGY**

#### **4.1 INTRODUCTION**

In this chapter, a description of the theoretical framework employed in this study is identified and qualitative and quantitative research methods applied. The basic research questions and research hypothesis is advanced regards the Emiratisation concept. A description of the data collection instruments is included, and statistical tests applied are described. The chapter covers the sample size of the subjects, the discussion of the pilot tests and other ethical issues related to the questionnaire.

#### **4.2 OVERVIEW**

The approach utilized in this study is a cross sectional experimental design with multiple replications, supplemented by qualitative analysis. Questionnaires were administered to gather the data for the quantitative analysis and to have an overview of the current status of the Emiratisation Project in both Government and Private Sectors.

#### **4.3 STATISTICAL TOOLS & RESEARCH METHODOLOGIES**

The study surveyed a number of private sectors (Al-Tayer Group, Abu Dhabi Company for Onshore Oil Operations (ADCO), HSBC Bank and Halcrow Group) and Government Departments (Department of Civil Aviation, Dubai Police, Dubai Municipality and Dubai Electricity and Water Authority) to carry out the study. The survey was given out to employees working in both sectors to know their opinion about their current sector. In addition to this, the study surveyed graduates from Higher Colleges of Technology- Dubai Women's College and Dubai Men's College about their preference between the Private and the Government Sectors.

Two questionnaires were used to collect the data for this research, a questionnaire for graduates and for employees. Factor Analysis Technique was also used to determine the commonalities

between various graduates' and employees' perspectives regarding Emiratisation. This tool was useful for statistically analyzing the responses from the survey, breaking them down into percentages and extracting the proper overall results for use in the analysis of the results.

Graduate's questionnaire consisted of 12 questions cover different issue related to their preferred sector after graduation. Employee's questionnaire consisted of 26 questions. The questionnaire contains items on employees and the level of Emiratisation. As the subject theory underlying and comparing Emiratisation process in both Government and Private Sectors is relatively new, there isn't much literature which has been written on the subject. Therefore, most of the information, references and articles were obtained from contemporary journals and publications dealing with the subject. As a research tool, the internet proved invaluable in gaining as wide a range of information as possible. While the use of other reading materials available through libraries, journals, newspapers etc, was used, the internet proved invaluable as a research tool.

The data collected were both primary and secondary, using questionnaire surveys and theoretical research from academic resources. The secondary data were generated from the literature published in relevant learned academic and professional journals, books and from various online sources that are reputable and knowledgeable. The primary data were collected using a qualitative approach with a sample group and questionnaire survey.

#### **4.4 RESEARCH DESIGN**

Researchers need to assess their specific research design before they start their research (Roth, 1999). However, it is argued that researchers often fail to give adequate attention to research design issues, possibly because of their inability to identify design as their first, or as their most important step in developing research proposal (Hakim, 1987). Hakim defines research design as: *“the point at which questions raised in theoretical or policy debates are converted into operational research projects and research programmes which will provide answers to these questions”*.

Oppenheim (1992) defines research design as: *“The basic plan or strategy of the research, and the logic behind it, which will make it possible and valid to draw more general conclusions from it. Thus, the research design should tell us how our sample will be drawn, what sub-groups it must contain, what comparisons need to be measured (when and at what intervals), and how these measures will be related to external events, for example to social, medical or other interventions. Research design is concerned with making our problem researchable by setting up our study in a way that will produce specific answers to specific questions.”*

Hakim’s definition implies that there are two types of research design; theoretical research and policy research. Theoretical research relates mainly to the causal processes and explanation, and that the variables or the factors considered are often abstract or purely theoretical constructs for which operational definitions and indicators of varying degrees of perception and validity are developed. Policy research, on the other hand, relates to knowledge of action, and the long-term aim is in line with the famous statement that it is more important to change the world than to understand it. The intended audience of the theoretical research are the academics, who are assumed to speak the same specialist terminology, whereas the audience of the policy research is all relevant groups of policy-makers, decision-makers, public pressure groups, managers or organizations, client groups, etc. (Hakim, 1987).

The discussion above clearly demonstrates that the appropriate to the needs of the proposed study is policy research, because the aim is to answer questions relating to change policy, and the audience includes policy-makers (Ministry of Labour), decision-takers (organizations), pressure groups (possibly represented by Employees), which enabled testing the stated hypotheses.

#### **4.5 RESEARCH INSTRUMENT**

The questionnaire approach was employed to test the hypotheses due to the fact that questionnaires are often described as superior to other data gathering tools, because they are likely to capture the personal reflection of the respondents, according to Borg and Gall (1989). In addition, Borg and Gall (1989) argue that questionnaires frequently allow much greater depth of enquiry than the other methods of research data generation, however it is significant to avoid



bias in questionnaire in order to get the correct results that will serve the research (Clark, 1922). Questionnaires have many different forms; typically they take place in a face-to-face situation with one researcher and one respondent (Robson, 2000). This technique was employed while undertaking the proposed study.

Three broad styles of conducting questionnaires worth considering include: informal questionnaires, semi-structured questionnaires and structured questionnaires. Formats of questionnaires vary, from the highly structured type where questions are presented and asked in a fixed form and sequence, to the open or non-directed questionnaire (Whipp, 1998). Questionnaires can take three forms, unstructured, structured and semi-structured in type, usually while given within a survey of a sample group. Naoum (1999) maintains that some research may require one form of questionnaire, whilst others may require a combination of the three forms.

Unstructured questionnaire is a form of questionnaire that uses ‘open-ended’ or ‘open’ questions and the questionnaire is often pitched at a very general level so that the researcher can see in what direction the respondents take things in their response (Naoum, 1999). The open questionnaire is particularly useful if the subject matter is sensitive and especially when the respondents do not want their identities to be revealed, the objective is to provide the greatest opportunity for the views and values of the respondents to become known (Whipp, 1998).

Semi-structured questionnaire is more formal than the unstructured questionnaire in that there are a number of specific topics around which to build the questionnaire. Semi-structured questionnaires are also referred to as ‘focused questionnaires’ (Naoum, 1999). Semi-structured questionnaires are those in which the researcher has specific questions to ask all respondents, but also allows respondents to raise issues and questions as the questionnaire progresses.

Cohen and Manion (1994) maintain that there are several advantages with using relatively open-ended questions in a questionnaire, and argue that these questions are: “flexible; they allow the researcher to probe so that she may go into more depth if she chooses, or clear up any misunderstandings; they enable the researcher to test the limits of the respondent’s knowledge; they encourage co-operation and help establish rapport; and they allow the researcher to make a

truer assessment of what the respondents really believes. Open-ended situations can also result in unexpected or unanticipated answers which may suggest hitherto unthought-of of relationships or hypothesis”.

Semi-structured questionnaires, or focused questionnaires, as Merton and Kendal (1946) named it, have four distinguishing characteristics:

1. It takes place with respondents known to have been involved in a particular experience.
2. It refers to situations that have been analyzed prior to the questionnaire.
3. It precedes on the basis of a questionnaire guide specifying topics related to the research hypotheses.
4. It is focused on the respondents’ experience regarding the situations under study.

The semi-structured style was adopted in this study, in which a “*researcher has worked out in advance the main areas he wishes to cover, but is free to vary the exact wording of questions as well as their ordering. So, if a respondent starts to cover a new area in response to a question, then the researcher keeps the flow going by asking relevant questions on his list of topics. Any missing topics are returned to by the end of the questionnaire*” (Robson, 2000). Robson (2000) also indicates that, in practice, many questionnaires in small-scale evaluations tend to be semi-structured, an issue that fits well with the nature of the proposed study.

#### **4.6 COLLECTION OF DATA**

One of the central stages of research activities is collection of data. Due to the fact that much of the efficiency of the complete research program depends on reliable and valid data gathered by researchers, activities during this stage of research, that is, collection of data should be carefully planned and implemented (Chisnall, 1997). Data are of two generic types: *primary data*, that is, data to be collected for the first time by either one or a combination of observation, experimentation, and questionnaires. For the purposes of this research project, given time and resource limitations, only survey questionnaires were used. *Secondary data* is existing information that may be useful for the purposes of specific surveys, and are available either internally or externally (Chisnall, 1997).

There are two types of secondary data: internal or external. As regards to internal secondary data, Chisnall (1997) maintains that the answers to many problems lie within the file of an organization or in published material, adding that many companies do not make full enough use of the information that it regularly collected. The research maintained internal secondary data and information published by the organizations involved in this study relating to their performance and related issues that are useful as a background of these banks.

External sources of data include statistics and reports issued by Governments, trade associations, and other reputable organizations (Chisnall, 1997). Useful information is also frequently circulated by research companies and advertising agencies, and trade directories also provide further information. Electronic access to data has revolutionized secondary marketing research for over two decades. According to Chisnall (1997), on-line services and CD-ROM have provided practically instant access to sophisticated information from across the world.

#### **4.7 SAMPLE SIZE**

To determine the sample size for the study, past research was examined. Several studies have been conducted to investigate the opinion of the nationals about their preferences in both Government and Private Sectors. In most of the studies, the effect size of the intended impact could not be derived because of either insignificant effect or insufficient information.

This dissertation aimed to investigate the national's avoidance to the Private Sector, populated graduates who are going to be part of the workforce, and employees in the Government and Private Sectors and their opinion about their sectors. Thus, the sample size (i.e., N = 50 female and N=50 male graduates) determined the view and a mini-picture of how the allocation of the workforce would be. In addition to this, a sample size of (N=100 government and N=50 private employees) determined their general view about their sectors.

Thus, a sample size around 50 was decided to be surveyed in the Government Sector but it was felt insufficient for that, to ensure testing power and to recruiting goal for this dissertation, the

number increased to 100 and it stayed the same (50) for the Private Sector companies due to the restrictions in carrying out surveys.

#### **4.8 QUESTIONNAIRE**

Two parallel questionnaires were developed for the employees and for the students, to test the stated hypotheses. For the employee's subject, there were three sections in the questionnaire, Section I, Section II and Section III. In Section I, subjects were asked to provide independently information about their age, gender and Nationalities. Then in Section II, subjects again independently self-reported on current sector, working experience, reasons to be in their current sectors and suggest any changes to improve their current sectors in terms of Emiratisation (see Appendix I and III).

As for the student's subject, there were two sections, Section I and Section II. In Section I, subjects were asked to provide the same information like the employee's subjects in Section I. In Section II the subjects were asked to provide information about their career prospective, like their preferred sectors and the reason behind their selection.

After taking the permission from the employers of the subjects (Employees) and College Research Committee Audit (Graduates), the survey was distributed physically, to avoid misunderstanding of any question. Subjects were asked to finish the study (it takes about 20 minutes (Staff questionnaire) and 12 minutes (student's questionnaire) to finish the study) at their place, as they were left to bring back the questionnaire filled. In this way, it was hoped that subjects would feel less outside influence (e.g., monitoring from experimenters) and behave as they usually do in their nature, thus improving the study's external validity.

In addition to this, off the record interviews were conducted in order to enrich the subjects' inputs to the research.

#### **4.9 PILOT TEST**

Using the field experimental interaction procedure to study Emiratisation within the work force is novel in the literature. To assure its validity, a pilot test was conducted. The purpose of the pilot study was threefold. First, it was expected to help define the appropriate products. As described above, two surveys prepared were derived based on the past research and personal interviews. It was necessary to confirm that they were attractive to the potential subjects. Second, the pilot study would help confine the proper wording of questions, as section III in employees survey were changed little to give it more clarification. It was important to delete those unclear questions so as to eliminate questionnaire ambiguity and subject fatigue. Finally, except for some studies conducted by Tanmia and Ministry of Labour (a discussion of concerns of their study could be found in the literature review); no other research has investigated the way to Enhance Emiratisation. It would be very helpful to pilot test this effect. Such information was also instrumental in determining the sample size for the final study.

#### **4.10 DISSERTATION HYPOTHESES**

The effects of the collection of Emiratisation process intervention on 2 key intermediate outcomes are tested through the following hypotheses, which are based on the theoretical framework given in Chapter 3.

H1. UAE Nationals are reluctant to join the Private Sector

H2. UAE Nationals are willing to change from the Government Sector to the Private Sector

H3. UAE National graduates are not willing to join the Private Sector

For hypotheses 1 and 2, assessments were performed in 8 organizations (4 Government: Department of Civil Aviation, Dubai Police, Dubai Electricity and Water Authority and Dubai Municipality, 4 Private: Al-Tayer Group, Abu Dhabi Company for Onshore Oil Operations (ADCO), HSBC Bank and Halcrow Group). For hypothesis 3, tests were carried out in 2 Government Colleges (Dubai Women's College and Dubai Men's College).

#### **4.11 ETHICAL ISSUES**

There are certain ethical issues that should be observed and taken into account while conducting research. For example, some individuals might be reluctant to participate in a study. This reluctance might echo their sensitivity to express views, attitudes and ideas relating to the topic investigated. It is therefore imperative that researchers should act to protect the identity of individuals involved in the study who should not be put at risk, both directly or indirectly (Miles and Huberman, 1994). The informed consent of the study sample is absolutely essential to the integrity of a research project. This consent indicates the notion that only individuals informed by the researcher have freedom of choice in participation (Miles and Huberman, 1994). This consent is also a requirement in quantitative research.

A number of authors (Finch, 1984; Miles and Huberman, 1994; Mason, 1996; Bruce, 1994; Ferrell, 1988) indicated that the ideal relationship between researchers and their study sample is openness, honesty, trust and confidence. Interviewees in less developed countries, such as the Emirates, prefer to be anonymous, for one reason or another, and stipulate that they are ready to be interviewed on the condition that their names are not made public but only referred to them by their position within the organization as employee. Interviewers should respect these wishes and when writing up their reports, academic papers or papers should not mention interviewees' names or where they work, such as referring to them as indicated above, or give them pseudonyms to protect their identity.

#### **4.12 CONCLUSION**

This chapter describes the methodology applied to test the research hypotheses. Based on comparisons of two data collection methods, the experimental interaction procedure was considered as best for the current study. Both Government and Private Sectors employees and new graduates were included as subjects in order to improve response reliability and validity. Parallel questionnaires were developed and sample size was determined based on the effect size obtained from previous research. A pilot study was conducted in order to obtain useful information for the final study.

## **CHAPTER 5**

### **RESEARCH FINDINGS, DISCUSSION & ANALYSIS**

#### **5.1 INTRODUCTION**

The preceding chapter delineates the results of data analysis and research hypotheses testing. It begins with an examination of the pilot test conducted prior the actual distributions of the surveys among the subjects, followed by the results and the analysis.

#### **5.2 RESEARCH LIMITATIONS**

Time was a critical factor in this research especially for the survey distributed amongst the graduates. It had to be checked by the College Research Committer Audit, identifying any risks that could be caused by the survey, which took three weeks to receive confirmation.

The initial timing to distribute the surveys in the colleges was beginning of March 07; however all graduates were in work placements until end of April 07.

The survey distributed among the employees also faced some impenetrability, as the survey consisted three sections, which was considered long by the respondents. The third section about Emiratisation Process was partially ignored by the subjects, which is a critical part of the survey.

Some of the subjects in the Government Sector could not answer the survey because it was written in English, which limited the response. In addition to this, there was a difficulty in distributing surveys within the Private Companies. Based on their rules and regulations there are some restrictions on surveying their employees. Table (5-11) indicates how many surveys were distributed and responses received.

Table (5-11)

**Survey Distribution in the Private Sector**

<b>Companies</b>	<b># of surveys distributed</b>	<b># of surveys received</b>
Alliance Insurance	10	0
Al-Futtaim Group	10	0
Mashreq Bank	10	0
ETA Ascon	10	0
Docab	10	0
Al Jaber Energy Services LLC	10	0
Al-Tayer Group	10	3
Abu Dhabi Company for Onshore Oil Operations (ADCO)	10	10
Halcrow Group	10	3
HSBC Bank	30	26
<b>Total</b>	<b>110</b>	<b>42</b>

**5.3 RESULTS OF THE PILOT TEST**

As aforementioned, a convenient sample of 10 employees participated in the pilot test. Much useful information was obtained from the pilot test toward the final study.

**5.3.1 Sample Profile of Pilot Test**

The pilot test was conducted in the Government Sector (Department of Civil Aviation), due to the availability of the subjects and the easiness to reach them. The 10 participants were selected randomly and from different nationalities, which reflected the characteristics of the subjects in a sample of Government Sector, but are skewed upward compared to the overall population in the Government and Private Sectors in the country. Thus, care must be taken in interpreting the pilot test results.

**5.3.2 Findings of the Pilot Test**

1. Number of the subjects in the population as it was noticed from the pilot test that employee's interest to fill out surveys is very low. To increase contribution, the number



of subjects was increased from 50 to 100 subjects from the Government Sector and the college graduates, and remained 50 for the Private Sector companies due to their restrictions regarding surveys.

2. In addition to this, the division of questions in the survey created confusion, as it was divided into 3 sections, Personal Information Section, Career Profile Section which was divided into questions for Government and the Private Sectors' employees, and Emiratisation Process Section, which was placed after the section for Private Sectors' employees. This made most of the subjects in the Government Sector think it was part of the Private Sectors' questions and thus was ignored.

Consequently, it was decided that in the final study to change the sequence of the questions in the survey, to increase the number of subjects and a proactive follow up to get the maximum inputs from the subjects.

### 5.3.3 Summary of Pilot Study

The pilot test has provided very useful information toward the final study. First, increasing the number of the subjects in the population to avoid inadequate information provided. Second, clarifying the sections in the survey to avoid confusion between the questions related to each category of the subjects. Third, a practical follow up approached with the subjects. The results of the pilot test indicated that not all subjects are interested in filling surveys and most prefer short questions with multiple choices.

It was decided that there will be no monitoring from the experimenter and the subjects would fill the surveys on their own with less influence, which would improve the study's external validity. Due to this decision and the restrictions in the Private Companies regarding surveys distribution, a lot of companies approached did not contribute to the survey. Although, there was a proactive follow up through emails and phone calls to get them filled, the results were negative. As a result of this, the number of companies and subjects increased and intensive follow up with key people in the companies was maintained to get the maximum contribution from the subjects.

## **5.4 RESULTS OF THE FINAL STUDY**

### 5.4.1 General Profile of the Graduates

The research survey consisted of 12 questions (see Appendix I) given to 76 third year male and female graduates from Dubai Men's College and Dubai Women's College. The survey showed various similarities in replies, with most of the subjects interested in working in the Private Sector after graduation since they believed it is an excellent chance to enhance their skills and apply theory into real life work.

The respondents were questioned on various aspects of Emiratisation and their opinions about enhancing the process of Emiratisation. For each question in the graduates' survey, there is an explanation for its existence in the survey.

The subjects represented a total number of 76, 65.79 percent were female (50 respondents) and 34.21 percent males (26 respondents). This is induced from the question regarding gender. The nationality of the subjects, (third question), is UAE nationals, as Dubai Men's College and Dubai Women's College are only for nationals.

### 5.4.2 Results of 50 Female Graduates

The nature of the questions in the survey is narrative, so the analysis of them consisted of explanation of the subjects' responses. The Factor Analysis of the statistical results (see Appendix II) showed in question (1: Age Group) was asked to know the age group of the new joiners in the labour market. It showed that majority of the female respondents was in the age group of 20 to 29 (92 percent), while the remaining 8 percent were 19 years old and below. The age group has a large effect on responses for other questions like Question 6, Question 7 and Question 9, and this can be investigated through correlation between data of Question 1 and the responses in Question 6 and Question 7.

Question 4 was asked to know if the fresh graduates would join the work force after graduation that would result in their contribution to the Emiratization project whether in the Government or the Private Sector. It was noticed that 98 percent of the respondents are interested in working after graduation, while 2 percent showed no interest.

Question 5 was asked to know the industry in which nationals would be interested. 18 percent are interested in the Oil & Gas sector, while 52 percent are interested in the Banking and Finance sector, representing the highest rate of all. 16 percent are interested in the Telecommunication Technology sector, and 8 percent in Media, Radio and TV sector. Only 4 percent are interested in the Health and Science and 2 percent in Police and Security sector. Travel and Tourism sector has won 16 percent and 24 percent for Hospitality. HR sector also has a share in the preferred sectors to be joined by graduates as it represented 14 percent and 2 percent for Internal Design and Accounting.

Question 6 for the sector interested to work in, it was noticed that 38 percent of the respondents were interested to join the Government Sector after graduation. However, 60 percent of the respondents were interested in the Private Sector and 2 percent has no problem with any sector. This is the main question in this research. It was asked to this group of subjects because they are going to be the new batch of employees in the market and it is important to know the sector they are interested in.

Question 7 to explain the sector selection gives the reasons for the graduate's selection of the preferred sector. Further explained in the Discussion and Analysis Section.

Question 8 is divided into 2 parts, the first one is for the Government Sector; second for the Private Sector and based on their totals the percentages were calculated.

Question 8 regarding the reasons for avoiding the Private Sector, 37 percent of the respondents attributed their rationale to unattractive salaries. 79 percent did not prefer the Private Sector due to the long working hours, 10 percent for the mentality of the Private Sector managers towards UAE nationals. 37 percent would avoid the Private Sector for heavy workload and 32 percent for

low employee's security. This question was included in the survey because it would indicate the exact reasons for young nationals to avoid the Private Sector and from that point, recommendations and mechanisms can be built up.

On the other hand, the 30 respondents who preferred the Private Sector have their concerns about the Sector although they have selected it as their chosen sector. 27 percent were concerned about unattractive packages, and 67 percent the long working hours. 30 percent of the subjects were concerned about the mentality of the Private Sector managers and 27 percent selected the heavy workload. Low employment security accounted for 20 percent and Other-Discrimination 3 percent.

However, in question 9 regarding growth and learning opportunities, 84 percent of the respondents voted for the Private Sector and 10 percent agreed that there is growth in the Government Sector. 6 percent gave the vote for both sectors equally. This question was asked to have a balance between the answers in question 7 and 8 as the respondents will explain further and put more reasons for their sector preference.

The analysis of question 10 regarding multiculturalism, 98 percent of the respondents agreed on its importance, while 2 percent did not agree. The reasons for agreeing on multiculturalism are explained in the Discussion and Analysis section. This question was surveyed to indicate the reasons behind sharing workplace with expatriates who can compete with nationals in different levels whether positively as stated by the respondents or negatively.

In question 11 regarding the changes to be introduced in the sector to attract more nationals, suggestions to encourage nationals to join the Private Sector were obtained.

On the other hand, question 12 regarding the changes in the Government Sector to enhance employee's productivity saw suggestions like more supervision and effective strategies to increase and enhance productivity (See the Discussion and Analysis section). This question was asked to have an indication of the nationals' demands to be more productive and motivated in the workplace.

### 5.4.3 Discussion and Analysis

Through the survey conducted it was realized that the majority of the students are much more interested in Private Establishments, as they believe that the private sector will give them the golden opportunity to learn more, and to practice theories studied into real life work. The majority of the selected subjects had work oriented mentalities and the contribution of women in the work force is an important aspect in the success of the economy.

Different industries received different preference percentages from the graduates but the highest were in favor of the Banking and Finance Sector. This indicates that the Banking and Finance Sector is successful enough to attract nationals to join it. Through the research and off the record interviews conducted among the employees in the banks and other graduates, the following conclusions were extracted:

1. Banks are more interested in developing UAE nationals in terms of providing proper training and enhancing their knowledge to contribute to the daily operations efficiently and effectively
2. The packages are attractive as most of the banks offer high packages for the nationals as is the privileges and facilities are offered, for instance very good health insurance coverage, tickets encashment, banking facilities, etc.
3. Working in a bank is itself a prestige
4. The traditional thinking about the long working hours not being preferred has changed (most banks work for more than 8 hours per day with few holidays)
5. Nationals preference to work in a multicultural environment to learn from the different experiences around them

The second preferable sector is the Hospitality sector, representing 24 percent of the vote. This sector is having a good attention from the Ministries and the Government as the focus now of the country is on Tourism and Hospitality. The mind set of nationals have changed in that what was not important and not convenient has become an opportunity to grow and acquire good knowledge.

The most important question in the survey, which is all about this study, is the preferences of the sector for the female graduates who are going to join the workplace. The result actually was unexpected as 60 percent preferred the Private Sector. Contribution of women has become much more effective in the labour market adding to the success of the economy. They have stated the following reasons for their preference of the Private Sector:

1. The Private Sector is more challenging
2. Better career growth progression
3. Valuable experience
4. It is in demand
5. High packages with professional training
6. Appreciation of employees' skills and knowledge

The graduates who preferred the Government Sector over the Private Sector stated their main reason for preference the working hours (79 percent). This is an indication that to attract more nationals to the Private Sector, there has to be some changes made in the working hours, although the majority did not have much concern about the long working hours.

The Ministry of Labour is making every effort to impose rules and regulations to force the Private Sector to employ nationals but we have to look at the other stakeholder – employees who do not want to be part of a no life sector as they call it. The reasons are:

1. Difficulty in managing social life they due to long working hours
2. Long working hours is tiring, reducing focus on work
3. Continuous pressure

Majority of the female graduates believe that there is more growth in the Private Sector (84 percent). Only 10 percent did not agree. Though there is growth in the Government Sector it is not realized as the Private Sector. For instance, Department of Civil Aviation has changed its structure to enhance performance, have clear ownerships and responsibilities, and to give employees more opportunities to grow.

Multiculturalism is an extremely important element for female graduates as 98 percent agreed that it is essential to work in a multicultural environment, as seen in the Private Sector. It provides the opportunity to learn from different backgrounds and cultures, enabling employees to enrich their personalities and exchange experience.

The survey assessed the female graduates' opinions and suggestions to attract more nationals to the Private Sector and they are as follows:

1. Change in working hours
2. Better salary packages
3. Emphasis on Emiratisation
4. Equal and fair treatment of nationals and expatriates in terms of rights and work responsibilities
5. Secure working environment
6. Promote the Private Sector
7. Provide more awareness to the Private Sector's management about the skills and capabilities of Nationals

The subjects presented the following suggestions about the changes that can be introduced in the Government Sector to augment productivity:

1. Develop nationals skills to compete with the Private Sector
2. Provide intensive trainings
3. More motivation and supervision
4. More attention to new and productive ideas
5. Focus on challenging goals
6. Avoid discriminations
7. Recruit experienced and qualified Nationals
8. Evade routine work
9. Enhance rewarding systems
10. Flexibility for the employee to rotate in departments
11. Effective bonus system

Most of the female subjects' suggestions were actually introduced in the Government Departments. However, changes are being made for improving employees skills and knowledge.

#### 5.4.4 Summary

It was realized that the female graduates are actively interested in working in the Private Sector which is an excellent indicator of the change in the mentalities. As long as they serve the country and their aim of being a mark in their workplace the sector is not a matter of concern.

#### 5.4.5 Results of 26 Male Graduates

The same survey was carried out in Dubai Men's College for male graduates. The Factor Analysis of the statistical results (see Appendix II) for the first question 1 (Age Group) was to determine the age of the future employees. The age group 19 and under represented 19.23 percent. Nevertheless, the subjects surveyed were primarily between 20 and 29, representing 76.92 percent. 3.85 percent represented the age group between 30 and 39. As mentioned earlier the age group has an effect on responses for other questions which are Question 6, Question 7 and Question 9.

To the fourth question, 92.31 percent of the respondents would like to work after graduation, while 7.69 percent did not want to work in the available sectors; they prefer to manage their own businesses adding to Private Sector establishments.

To the Industries interested in, 38.46 percent were interested to work with the Oil & Gas sector, whereas 30.77 percent were interested in the Banking and Finance sector. 50 percent were interested in the Telecommunication Technology sector, which represents the highest demand. 19.23 percent were interested in the Media, Radio and TV and the Road and Transport sectors. Only 3.85 percent was interested in the Health and Science and 7.69 percent were interested in the Police and Security sector. 19.23 percent were for Travel and Tourism sector. Other sectors mentioned by the subjects were Politics and Economics which represented 3.85 percent and 19.23 percent preferred their own business.



In answer to question 6, 30.77 percent of the respondents were interested to join the Government Sector after graduation. However, the majority 65.38 percent of the respondents were interested in the Private Sector. 3.85 percent were for both sectors.

Question 7 explains the reasons for the graduate's selection of the preferred sector. (See the Discussion and Analysis Section)

To question 8 regarding the reasons for avoiding the Private Sector, 100 percent avoided the Private Sector due to the long working hours, and 0 percent responded to unattractive salaries. 11.11 percent attributed to the mentality of the Private Sector managers towards UAE nationals while 33.33 percent for the heavy workload and low employment security.

The 17 respondents who preferred the Private Sector mentioned their concerns regarding the sector. 11.76 percent had concerns about unattractive packages, and 58.82 percent to the long working hours. 35.29 percent for the mentality of the Private Sector managers about UAE nationals and for the heavy workload. Low employment security countered 29.41 percent.

Nevertheless, in question 9 regarding growth and learning opportunities, 73.08 percent agreed with the Private Sector and 15.38 percent of the subjects with the Government Sector. 11.54 percent believed that the growth is available in both sectors equally.

The examination of question 10 regarding multiculturalism 57.69 percent of the respondents agreed its significance. On the other hand 42.31 percent were not in favor of multiculturalism.

In response to question 11 regarding changes to the Private Sector to attract more nationals, a number of suggestions were obtained which are included in the Discussion and Analysis section.

The changes in the Government Sector to enhance employees' productivity are mentioned in the Discussion and Analysis section.

#### 5.4.6 Discussion and Analysis

There are not many differences between the responses of male and female graduates. Here again majority of the students are keen to join the Private Sector, for the professional and learning experience. The majority of the selected subjects had work oriented mentalities due to the nature of the male being the source of income for his family and to feel independent.

High number of graduates preferred the Telecommunication & Technology Sector. The major reasons being:

1. Male graduates are more interested in technical work than office work
2. Telecommunication is a growing sector, which will give the employees good opportunity to grow with it
3. Telecommunication was monopolized by Etisalat until recently when Du entered the market, opening doors for competition and creation of more jobs consequently
4. Package in the Telecommunication sector is higher than other sectors

Oil and Gas Industry holds the second position in graduates' preferences, with 38.46 percent. The sector is known for its attractive packages and is the major source of income for the country.

The results were again unexpected regarding the preferred sector with 65.38 percent of the male graduates preferring the Private Sector. This is more than half the results of female graduates.

The reasons stated for their preference are as follows:

1. Better salary packages
2. Rapid career development
3. Excellent Professional Experience
4. Higher opportunities to find jobs
5. More flexibility to work in a job that you can excel in
6. More challenging
7. Management will look at the capabilities, education and experience while recruiting.

Long working hours was again the major concern regarding the Private Sector (100 percent) same as the female results. This is an indication that to attract more nationals in the Private Sector, there has to be some amount of flexibility in the working hours.

73.08 percent agreed on growth opportunities in the Private Sector, 15.38 agreed on the contradictory and 11.54 percent stated that it depends. Government departments are giving their employees the chance to obtain further education and support them financially and grant them with all facilities. The reasons attributed to growth in the Private Sector are as follows:

1. New ways of conducting business and more exposure
2. Varied experiences
3. Multiculturalism
4. Open market trade
5. Advanced trainings programs

Multiculturalism is an element that represented 57.69 percent as important in the workplace and 42.31 percent against it. Multiculturalism is described by the graduates as chance to exchange experience and enhance their skills and knowledge by dealing with employees from different cultures.

Suggestions to improve the Private Sector include:

1. Less working hours
2. Higher pay structure
3. Increase benefits in the Private Sector such as retirement benefits
4. Enhance job security
5. Give more chances to locals to be promoted and occupy managerial positions

Suggestions to improve the working environment in the Government Departments included the following:

1. Change the salary structure to be based on employee's performance
2. Change the work nature to be more active
3. Provide more advanced trainings, locally and internationally

4. Reevaluate the work to reduce idleness
5. More opportunities to express opinions and introduce suggestions
6. Apply Quality Assurance Standards
7. More benefits for locals regardless of the working grades

#### 5.4.7 Summary

The change in the mentalities and job requirements of male Nationals is in favor of the Emiratisation project. Their ideas could be taken into account by the Government officials to enhance Emiratisation. The opinions and the concerns of the new comers in the labour market will help the Ministry of Labour to figure out how to go ahead further with the Emiratisation project.

#### 5.4.8 General Profile for the Government Sector Employees

The survey (see Appendix III) tested the results of 95 subjects – employees in the government sector- 51.58 percent males and 48.42 percent female. From the 95 subjects, 65.26 percent are UAE nationals and 34.74 percent are expatriates. Based on this the results are illustrated to comprehend the general opinion about each group.

The subjects were from 4 Government Departments (Department of Civil Aviation, Dubai Municipality, Dubai Electricity and Water Authority and Dubai Police) selected at random, to have enough contribution to the survey.

The result of the survey was alienated into expatriates results and UAE nationals' results to be able to identify the different point of views regarding the Emiratisation Project. In addition to this, for each question in the employees survey there is an explanation for its existing in the survey which is applied for expatriates and nationals analysis.

#### 5.4.9 Results of 33 Expatriates working in the Government Sector

In the Personal Information section of the survey, 12.12 percent were in the age group 20-29 which was represented in the Factor Analysis of the statistical results (see Appendix IV). Majority were in the age group of 30- 39 which is 45.45 percent. 27.27 percent reflect to age group of 40-49 and 50 and above represented 15.15 percent. 81.81 percent of the respondents were males and 18.18 percent females. These were queried to identify the age group of expatriates working in the Government Departments, and to know the demographical structure of the country and the labour market.

57.57 percent of the subjects were Arabs and 42.42 percent Non-Arabs. This was surveyed to know the nationalities concentrated in the labour market; however it is not an accurate figure due to the limited number of subjects surveyed.

The Career Profile section was tending to reflect the current situation of the employees in the sector.

The years of experiences are divided into 3 categories. 15.15 percent had 1- 4 years experience, while 21.21 percent had 5-9 years. However, 63.63 percent had above 10 years of experience. This reveals the years that these employees were serving the country, which offers little or more chances for nationals to take over their jobs.

Question (7) was included in the survey to give a picture about the subjects' movements between establishments to another. 81.81 percent had previous experience in other organizations and 18.18 percent did not work before.

The eighth question discussed the positive aspects of the sector. This was to have an idea about the main reason to join the Government Sector than the Private Sector. 12.12 percent saw salary packages as the positive aspect of the Government sector while the majority, 63.63 percent, agreed it was the timing. 30.30 percent went for job security and 39.39 percent for the work knowledge gained. 42.42 percent thought that the working environment was the positive aspect

while 18.18 percent were for the management support and training. 12.12 percent said that the Government Sector is their field of interest.

3.03 percent of the subjects were “very satisfied” with the Government Sector while 87.87 percent of the subjects were “satisfied”. However, 6.06 percent of the subjects were “dissatisfied” and 3.03 percent were “very dissatisfied”. This question was included in the survey to know the level of satisfaction among the subjects in the Government Sector.

Question 10 explored the reason for being less than satisfied which was the low packages- more details in the Discussion and Analysis Section.

33 subjects found timing the main reason to join the Government Sector - more details in the Discussion and Analysis Section. This question is important linking their preference of the sector and their level of satisfaction.

75.75 percent agreed that there was an opportunity to grow in the Government Sector and gain experience. This question was asked to establish the general opinion of the subjects regarding the professionalism and training in the Government Sector. Nevertheless, 24.24 percent (8 respondents) were opposed to the idea. The reasons are explained further in the Discussion and Analysis Section.

All subjects agreed multiculturalism was important.

Inputs and suggestions for changes in the Government Sector to enhance employee’s productivity are explained further in the Discussion and Analysis Section.

48.48 percent would like to obtain further certificates and be engaged in postgraduates’ studies, while 51.51 percent are not interested to complete their studies. This question was to identify the level of self development among employees in the Government sector.

The 16th question was very interesting to be included in the survey, as it tested the current view of the employees in the Government Sector about the Private Sector and their willingness to join it. The results were impressive as 48.48 percent were interested to join the Private Sector and their reason was due to the proper professional working environment and 51.51 percent did not want to change to Private Sector.

The survey then directs the subjects to move to the third section which is Emiratisation Process. The section started with a brief explanation about Emiratisation. 42.42 percent were aware about the Emiratisation Laws. On the contrary, 57.57 percent were not. This question was significant to be asked in the survey because it established the level of awareness about Emiratisation among employees.

The number of the subjects decreased due to question (22) so the analysis will be only for the 14 respondents who were aware of the Emiratisation laws.

85.71 percent consented on the benefit of the Emiratisation Law. In contrast 14.29 percent stated that the Emiratisation Law is not beneficial. Their reasons are discussed further in the Discussion and Analysis Section.

In response to question 25, 92.86 percent agreed on the fairness of the Emiratisation Laws, while the rest thought it was unfair. This question was included in the survey to assess the employees' view of Emiratisation project.

The subjects were also asked to give their opinions and introduce suggestions to enhance Emiratisation.

#### 5.4.10 Discussion and Analysis

Majority of the subjects were placed in the age group 30-39 and 40-49. This indicates that most of the expatriates in the Government Sector are experienced and have sound knowledge in their area of service. Nevertheless, they can occupy senior and managerial posts in the organizations thereby lowering the chances for nationals to take over these positions.

58 percent of the subjects were Arab expatriates and 42 percent Non-Arab expatriates. This signifies that the Government sector is an attractive workplace. 64 percent of the subjects had work experience of more than 10 years. 81 percent of the selected subjects had previous work experiences whether locally or in their home country.

The survey asked the subjects to express the positive aspects about the Government and most of them agreed on the timing. The subjects also agreed on the working environment as second positive aspect in the Government Sector. It is agreed that the working environment in the Government Sector has changed due to the high focus from Dubai Government and the new strategy of His Highness Shaikh Mohammed Bin Rashid regarding improving all the services provided through the Government and turning it to a productive workplace. The subjects also agreed on the work knowledge gained as another positive aspect in the Government Sector.

Equal rates were given to management support and training, 18 percent.

The level of satisfaction which was identified through question (9) in the survey has indicated different responses but the majority was satisfied (88 percent). However, two responses were dissatisfied and one very dissatisfied and their reasons are:

1. Salary package is below the market
2. Minimal appreciation
3. No compensation and unfair appraisals

The features attracting the subjects to the Government Sector are as follows:

1. Better career opportunities
2. Perfect timing
3. Job Stability
4. The large scale of operations providing the opportunity to learn and grow
5. Excellent working environment
6. Good training
7. Good management support
8. Good packages for expatriates



A big portion of the expatriates consented that there was a very good opportunity to gain experience in the government sector due to the following reasons:

1. Excellent training locally or internationally
2. Exposure to strategic projects
3. Management support in enhancing employees knowledge

The respondents agreed that multiculturalism is essential in the workplace due to the following:

1. Opportunity to exchange ideas
2. Interact with people from different backgrounds
3. Diversified exposure
4. Develop new cultures through dealing with different nationalities
5. Enhance communication
6. Shapes people's attitudes
7. Global solutions for different obstacles
8. Variety of opinion eventually will result in a better atmosphere for better decision making
9. Create a positive competition to achieve targets

Suggestions brought up by the subjects as practical changes to be introduced in the Government Departments include:

1. Identifying responsibilities clearly
2. Motivating employees by providing better packages
3. Enhancing employees standard of living
4. Review employees inputs, outputs and modify processes and strategies accordingly
5. Setting specific and measurable targets
6. More trainings and better management systems
7. Less politics and focus more on accomplished work
8. Equal status for all nationalities
9. More appreciation and compensation
10. More empowerment, authority and flexibility
11. Conduct more benchmarking to stay up to date

The subjects agreed on the benefits of the Emiratisation law stating their reasons as follows:

1. It opens the door for national graduates to work in different sectors
2. Gives nationals the opportunities to be leaders in their workplace
3. Provides positive and moral supports for employees
4. Emiratisation should be started from individuals who wish to make dramatic changes

The respondents opposed the fairness of the Emiratisation project due to the unavailability of varied jobs. Currently, the Emiratisation law covers limited areas of PRO and HR managers. The law should cover broader areas and more jobs.

The opinion of the subjects who were with the fairness of the Emiratisation law is as follows:

1. It is the right of the Nationals to get decent jobs in their own country, and laws should support them
2. The law is a way to improve citizens work knowledge and develop new ideas
3. The Emiratisation law is a logical approach to provide jobs for locals
4. With the Emiratisation law, the right job for the right people will be in place
5. Set terms, conditions and targets for Nationals to prove within a certain period of time that they have learned something and achieved the targets
6. With the Emiratisation laws, the social relations that can allow people to get a job without real production will be eliminated
7. The law helps UAE nationals to be much more independent and limiting the reliance on expatriates

Different suggestions were stated by the subjects to enhance Emiratisation:

1. Educate and train nationals from school level, the essence of hard work and the value of money to take up any position offered that will allow you to show your worth
2. Encourage people about diversified jobs
3. Reward appropriately
4. More encouragement
5. Enhance educational system
6. Provide more and advance trainings

7. Give the locals all the chances to express their knowledge, capabilities and experiences
8. Provide them with good incentives

#### 5.4.11 Results of 62 UAE Nationals working in the Government Sector

The Factor Analysis of the statistical results for the nationals group working in the Government is clearly stated in Appendix IV. 67.84 percent are between 20 to 29 years old. 30.63 percent of the subjects were positioned in the age group between 30 to 39, 1.61 percent in the age group of 40 to 49, and 0 percent in the 50 and above category.

35.48 percent of the respondents were males and 64.52 percent females.

The Career Profile Section represents the current industry. It is representing the Government Departments that the survey was carried out, which were Department of Civil Aviation, Dubai Electricity and Water Authority, Dubai Municipality and Dubai Police General Head Quarters.

Most nationals experience was not more than 9 years. 41.94 percent had 1 to 4 years and 51.61 percent had 5 to 9 years experience. And 6.45 percent had above 10 years of experience.

45.16 percent worked previously in other organizations and 54.84 percent did not have work experience.

17.74 percent agreed that the packages were the positive aspects of the Government sector. The timing had the agreement of most of the subjects as 46.77 percent has selected it as the most positive aspect of the Government Sector. 27.42 percent of the subjects agreed on job security and work knowledge gained, that it was a positive aspect in the Government Sector. 41.94 percent have the same opinion that working environment was the positive aspect while 19.35 percent considered management support was important and 24.19 percent was given for training as a positive aspect.

19.35 percent of the subjects were “very satisfied” with the Government Sector and 67.74 percent of the subjects were “satisfied”. Nevertheless, 9.68 percent of the subjects were “dissatisfied” and 3.23 percent were “very dissatisfied”. Low packages were the main reason for being less than satisfied.

The main feature that attracted nationals to be part of the Government Sector was the suitable timing.

88.71 percent agreed that there was an opportunity to grow in the Government Sector. Yet, 11.29 percent did not agree.

69.35 percent agreed on the significance of multiculturalism and 30.65 percent did not agree on multiculturalism as being important.

54.84 percent would like to complete their studies and obtain further knowledge. Nevertheless, 45.16 percent were not interested to complete their studies.

64.52 percent were interested to join the Private Sector companies if it provided more chances to grow and to handle managerial positions and 35.48 percent did not want to move to Private Sector.

In the Emiratisation process section of the survey, it was noticed that 41.94 percent were aware about the Emiratisation Laws. On the other hand, 58.06 percent were not aware about the Emiratisation Laws, which is a point of concern.

Due to the above question, responses decreased for question 26. 93.31 percent agreed on the benefit of Emiratisation Law. However, 7.69 percent did not.

In response to question 25, 84.62 percent were in favor of the Emiratisation Law as being fair and 15.38 percent did not agree.

National subjects' suggestions and recommendations regarding Emiratisation enhancements were answered in question 26.

#### 5.4.12 Discussion and Analysis

The majority of the national subjects surveyed were aged between 20 to 29, 67.74 percent. This indicates that most of the employees in the Government Departments were young dynamic UAE nationals, who are willing to serve and learn more. In addition to this, UAE Government is giving more chances for young nationals to prove their capabilities. However, most of the subjects were occupying junior and senior posts. It was noticed in the surveyed Government Departments, the percentage of nationals compared to expatriates is different from one department to another and this is due to the nature of work and the vision of their respective directors.

64 percent females and 35 percent males participated in the survey. The contribution of UAE national women have increased dramatically over the last two decades, and their percentage in the workforce is higher than the male employees.

41 percent have working experience between 1 to 4 years, 51 percent from 5 to 9 years and 6 percent are working for more than 10 years. This is an indication that the experience of nationals is not rich enough compared to the expatriates; however most of the nationals are interested in their development and moving with the surge of advancements.

45 percent of the subjects have worked before and more than half (54 percent) did not have working experience. The number of nationals changing their workplace is high. It is, however, healthy to rotate the knowledge and experiences within the organizations in the country.

The timing and the working environment are the main two positive aspects about being in a Government Department, which reflected the results of the expatriate's survey.

Management support represented 19 percent and training represented 24 percent. Currently there is a noticeable change in management support and training in Government Departments.

Regarding the level of satisfaction, majority of the subjects were satisfied (67 percent). 8 were “dissatisfied” and “very dissatisfied” and their reasons are:

1. Lack of good training
2. Lack of management support
3. Lack of proper organization of work
4. Bad working environment
5. Field of work does not match with the knowledge and education
6. Less gain knowledge
7. No team work
8. Little experience is gained
9. A lot of business distraction
10. No defined career path
11. Too much work and little appreciation

The features that attracted the subjects to the Government Sector are as follows:

1. Excellent working hours and timing
2. Excellent packages for UAE Nationals
3. The common language used is Arabic which makes communication much easier
4. Very supportive working environment
5. A high level of local support
6. The availability of the Retirement Plan
7. Very high level of job security
8. Number of holidays are much more compared to the Private Sector
9. Another way to support the country
10. A lot of challenges can be found in the Government Departments which is a way to show the capabilities
11. Excellent training provided
12. Knowledge gain is high
13. Availability of career development

14. A very stable environment compared to the Private Sector
15. An opportunity for the fresh graduates to be employed, as this chance is not common in the Private Sector who seeks experiences and high level of knowledge in the candidate.

Nationals believe that growth and experiences are there in the Government Departments and they are due to:

1. Excellent training locally or internationally
2. The Government Sector is not facing a lot of emphasis from Dubai Government to ensure excellence in performance
3. Advanced technologies and training, providing more opportunities to gain experiences
4. The general view of the Government Departments is that they enjoy a friendly environment
5. Takes up developing issues leading to more experience and knowledge gain
6. Exposed to different progressing and upcoming projects
7. Management support
8. Supporting employees to complete their studies in the country or abroad

Nationals who have agreed on the importance of multiculturalism in the Government Departments have stated their reasons as follows:

1. To learn from and exchange different experiences
2. Gain knowledge on the other culture
3. To help to sort out problems faced in the workplace
4. An easy way to learn and gain knowledge
5. Bring challenges in the workplace with the availability of different nationalities
6. Helps in having different views about responsibilities and different ways to explore them
7. Enhance communication skills
8. More pioneered ideas can be driven
9. The quality of work will be much better

Nevertheless, 30 percent of the subjects did not agree on the importance of multiculturalism and the reasons are as follows:

1. Expatriates always try to let down Nationals even if they are excellent
2. Creates misunderstanding that waste time
3. The development and growth of the organization will not depend on the number of nationalities you have in the workplace, it depends on the production of work
4. In a multiculturalism environment there is no transparency
5. Expatriates always feel insecure and they tend to be against Nationals due to the Emiratisation Laws

The Nationals' suggestions to be introduced in the Government Sector are as follows:

1. Accept employees suggestions and ideas
2. Break the routine and find innovative kind of processes and procedures
3. Focus on award and punishment in the work
4. Employee motivation
5. Increase Nationals promotions
6. Empower Nationals
7. HR job evaluation committee should include Nationals
8. Professional training
9. Improve packages
10. Improve the facilities provided for female staff like increasing the maternity leave
11. Focus on KPI's and achieving them
12. Introduce and improve the bonus system
13. Change old methods of centralized procedures and focus on delegation of work
14. Reduce the reporting line and make the chain of command more flat
15. Enhance the communication style
16. Stricter management rules
17. Introduce guidelines to raise professionalism
18. Streamline administrative procedures, recognition, authority and fairness
19. Self esteem support
20. Improve working environment



It is noticed that more than the half of the subjects did not know about the Emiratisation Laws. Therefore, the Ministry of Labour needs to conduct awareness campaigns about the Emiratisation Project. This is not seen currently.

The subjects who agreed that on the benefits of the Emiratisation Law had the following reasoning:

1. The existence of such laws will enhance Emiratisation
2. Reduce the unemployment rate
3. A way to protect Nationals rights
4. Encourages Nationals to work and show their capabilities
5. Increase number of Nationals in all sectors
6. Provide Nationals satisfaction
7. Improve Nationals loyalty and commitment

On the other hand, the subjects who did not agree on the benefits of the Emiratisation Law had the following reasons:

1. The law is focusing on low grade employees like high school leavers, not giving enough chances to the educated employees
2. Law is in favor of simple positions (PRO) and no promises to be improved
3. The law is concentrating on experiences

Different suggestions were stated by the subjects to enhance Emiratisation:

1. More follow up from Ministry of Labour
2. Assist performance
3. Encourage managers and supervisors to encourage Nationals
4. More training
5. Provide Expatriates with a fixed contract, renewable upon agreement or cancelled to move Nationals to occupy their positions
6. Fixed salary packages for Expatriates
7. Introduce the pension scheme in the Private Sector
8. Improve employees knowledge and provide facilities to complete their education

9. Provide awareness and training from school about work environment in the Government and the Private Sectors
10. The role of the Ministry is to keep searching for unemployed people in the country, which can be done through media and enhance their satisfaction

#### 5.4.13 Summary

The results of the subjects in the Government Sector were unexpected especially for their willingness to change to Private Sector and nationals' lack of awareness regarding the Emiratisation Law. Their suggestions and recommendations are useful to build a practical mechanism to enhance Emiratisation in the Private Sector.

#### 5.4.14 General Profile for the Private Sector Employees

The survey (see Appendix III) tested the responses of 42 employees working in Private Companies. 38.10 percent are male respondents and 61.90 percent are female respondents. UAE nationals represented 57.14 percent and 42.86 percent were expatriates. The results of their response were separated as previously done into UAE nationals and expatriates results.

Due to the high restrictions in the Private Sector regarding carrying out surveys among their employees, it was difficult to approach the Private companies (See Table 4-11) and they did not show willingness to help. However, the results of the tested subjects were from 4 Private Companies (Al-Tayer Group, Abu Dhabi Company for Onshore Oil Operations (ADCO), HSBC Bank and Halcrow Group) who proved their support for the study. Most of the questions included in the survey were explained previously however, few questions which are related to the Private Sector's employees will be explained further.

#### 5.4.15 Results of 18 Expatriates working in the Private Sector

The first question (1: Age Group) resulted in great differences compared to the results of the expatriates working in the Government. The age group 20 to 29 represented 55.55 percent and it

was the majority. 22.22 percent were in the age group 30 to 39 and 11.11 percent in the age group 40 to 49 and 50+.

The importance of the question 2 regarding Gender is related to the demographical structure of the country. 44.44 percent males and 55.55 percent females.

Expatriates included Arabs, 61.11 percent and Non-Arabs, 38.89 percent.

The Current Industry reflected the Private Companies that the survey was carried out, which were Al-Tayer Group, Abu Dhabi Company for Onshore Oil Operations (ADCO), HSBC Bank and Halcrow Group.

The subjects selected are all from Private companies.

The expatriates in the Private Sector have different years of experience. The majority has less than 5 years of experience, 44.44 percent have between 1 to 4 years, 22.22 percent have between 5 to 9 years and 33.33 percent have more than 10 years of experience.

83.33 percent had previous work experience and 16.67 percent had not worked before.

The analysis of question 8 regarding the positive aspects in the Private sector, 27.78 percent selected the packages as the positive aspect. Timing received 33.33 percent of favoritism in the Private Sector. The lowest rate was for job security which received 11.11 percent. The work knowledge gained received the highest votes from the subjects as the positive aspect in the Private Sector, representing 55.55 percent. The second best results were in favor of working environment which had 50 percent vote. Management support and training received 22.22 percent.

The subject's satisfaction was assessed through question 9 which concluded that majority of the subjects were satisfied with their current job. 38.89 percent were "very satisfied" and 50 percent were "satisfied". The dissatisfaction level was very low, with 5.56 percent being "dissatisfied" and "very dissatisfied".

The explanations for being less than satisfied are detailed in the Discussion and Analysis Section.

The survey directs the subjects of the Private Companies to answer to question 17.

The features attracting the respondents to the Private Sector were mainly appreciation and work recognition. This question was asked to know the reasons for job seekers to work in a Private Establishment even as they had a chance with the Government Sector.

33.33 percent were interested to complete their postgraduate studies and 66.66 percent were not planning to pursue further studies in response to question 18. Their reasons are explained further in Discussion and Analysis Section.

The 19<sup>th</sup> question was asked to assess the acceptance of multiculturalism in the workplace. Despite the fact that this question was for the expatriate subjects, some did not agree on the importance of multiculturalism. 83.33 percent agreed and 16.67 percent did not. Their reasons are stated in the Discussion and Analysis Section.

The analysis for question 20 showed that 16.67 percent of the subjects were interested to move to the Government with timing as the attractive feature. On the other hand, 83.33 percent did not want to change their sector. Further explained in the Discussion and Analysis Section.

In response to question 21, the subjects have provided suggestions to be introduced in the sector to make it more attractive and they are stated in the Discussion and Analysis Section.

The third section regarding Emiratisation Process, limited the survey. 61.11 percent were aware about the Emiratisation Laws and 38.89 percent were not. The result is accepted because the subjects are expatriates and Emiratisation is targeting UAE nationals.

The number of the subjects decreased due to question (22) so the analysis will be only for the remaining 11 respondents.

On the about the Law of Ministry of Labour regards Emiratisation in question 23, 81.82 percent stated that the law is beneficial. In contrast, 18.18 percent said the Law has no benefits. Their reasons are mentioned in question 24 and discussed further in the Discussion and Analysis Section.

54.54 percent agreed on the fairness of the Emiratisation Laws and 45.45 percent thought it unfair.

Finally, the subjects have presented their opinions and suggestions to enhance Emiratisation in response to the last question.

#### 5.4.16 Discussion and Analysis

The majority of expatriates working in the Private Companies were young as most of them were between 20 to 29 years old, indicating that most of them are with lesser experiences compared to the results of expatriates in the Government Departments. However, though they were young, most of them occupy senior and managerial posts.

The subjects were all expatriates; 61.11 percent represented Arab expatriates and 38.89 percent Non-Arab expatriates. This signifies that the Private Sector is an attractive workplace.

Majority of the subjects are experienced less than 5 years which was the opposite of the results of expatriates in the Government Sector. This is an indication that both nationalities are equal in terms of knowledge and experience. However, nationals are keen on pursuing higher education and enhance their capabilities which could make them eligible to compete successfully in the Private Companies.

83.33 percent of the selected subjects had worked before.

The survey asked the subjects to express positive aspects about the Private Sector and most of them agreed on the work knowledge gained. The second positive aspect was the working environment.

Equal rates were given to the management support and the training as both of them represented 22.22 percent. It is known that management support and training in the Private Sector is the most professional aspects that job seekers look out for in Private Establishments.

The level of satisfaction is varied; however, the survey indicates that the majority are satisfied (50 percent). Two were “dissatisfied” and one “very dissatisfied” and their reasons are:

1. No achievement recognition
2. Low salaries
3. Lack of career development

Features that the subjects found attractive in the Private Sector are as follows:

1. Stability in the work place
2. Involvement of international aspects
3. Faster and more efficient decision making
4. Change is much easier compared to the Government
5. Bette packages and career enhancement
6. Professional experiences
7. Decisions are made as per procedures
8. High performance reward which is reflected in the salary
9. More opportunities for professional trainings
10. Cross functional exposure
11. More competition and more chances to gain knowledge and experience
12. Varity of jobs available
13. More chance to grow

More than half of the subjects were not interested to pursue further studies as most of the nationals and expatriates do in the Government Departments. However, the nature of work in the Private Sector limits employees to pursue post graduate studies due to the long working hours.

The selected subjects have agreed that multiculturalism was essential in the workplace and their reasons are as follows:

1. Less opportunities for expatriates to work in the Government Sector as the Government Departments focus more on UAE nationals. However, multiculturalism is found heavily in Private Companies giving expatriates higher chances to take up jobs
2. The multiculturalism is rich in terms of human resources and it brings together a pool of international experiences
3. A multicultural workplace promotes international trade
4. UAE is a small and vulnerable country unless it embraces a wider community
5. A way to enhance interpersonal skills

The subjects were asked if they prefer to stay in their current sector or not which was answered by question 20 and 83.33 percent did not want to change their sector. Their reasoning is:

1. Works move slowly in the Government Departments
2. Decisions take a lot of time to be finalized
3. The personal progress is almost too difficult to be achieved
4. Limited scope of reward and it is not reflected in the salary

Suggestions to improve the Private Companies include:

1. Reduce working hours
2. Increase the annual vacation
3. Increase packages and benefits
4. Provide more trainings

More than half of the subjects were aware of Emiratisation law as 61.11 percent knew about the law and the efforts of Ministry of Labour to enhance Emiratisation.

The subjects agreed on the benefits of the Emiratisation law:

1. Because it protects Nationals' rights
2. Helps Nationals to gain experiences in different fields

Subjects' reasons about being against the fairness of the Emiratisation law are as follows:

1. UAE Nationals are not convinced of the need to work whether in Government or Private
2. The Emiratisation Law is focusing only on Nationals, neglecting the Expatriates and their welfare in the country
3. The law is focusing on Nationalities not Experiences which the country needs
4. It impedes overall UAE progress
5. An old approach and obsolete world-wide
6. It's unfair because its only enforcement of positions to locals and they do not have experiences

Different suggestions were stated by the subjects to enhance Emiratisation:

1. More awareness and clarifications about the law
2. Follow the western world model as it provides opportunities to job seekers based on qualifications, performance and attitude
3. Ensure UAE Nationals' competencies first
4. Develop skills through intensive trainings and education
5. Provide work for educated nationals only

#### 5.4.17 Results of 24 UAE Nationals working in the Private Sector

The first question regarding Age Group had the same result of nationals working in the Government. Between 20 to 29, nationals represented 87.50 percent and it was the majority. 8.33 percent were in the age group 30 to 39. 4.17 percent were in the age group 40 to 49. There is a big difference in the age group, which can be considered natural as the type of work in Private Companies is much hectic and tiring which needs a lot of effort. It is therefore more youth oriented.



Question 2 regarding Gender is related to the demographical structure of the country. 33.33 percent were males and 66.66 percent females. All subjects in this section are UAE nationals.

The Current Industry is reflecting the nature of the Private Companies nationals are employed in. These are Al-Tayer Group, Abu Dhabi Company for Onshore Oil Operations (ADCO), HSBC Bank and Halcrow Group.

The subjects selected are all from Private companies answering question.

The nationals in the Private Sector have different years experience. The majority are between 1 to 4 years with 50 percent. 37.50 percent between 5 to 9 years and 12.50 percent have more than 10 years of experience.

62.50 percent had worked before and 37.50 percent did not have previous experience in other organizations. This is an indicator that Nationals are now very interested in joining Private Companies reflecting the successful progress of Emiratisation law and the dramatic change in Nationals' mentalities.

29.17 percent has selected the packages as the positive aspect of the Private Sector. Timing received 37.50 percent of favoritism in the Private Sector, which indicates the change in Nationals priorities regarding timing as the reason to avoid Private Sector. The lowest rate was for job security which received 33.33 percent. Work knowledge gained has received high votes from the subjects as the positive aspect in the Private Sector, representing 50 percent. However, working environment received the highest vote with 66.66 percent. Management support received 45.83 percent and training 37.50 percent.

The subject's satisfaction was assessed through question 9. Most of the subjects are satisfied with their current jobs. 37.50 percent were "very satisfied". 54.17 percent were "satisfied". The dissatisfaction level is very low, with 8.33 percent being "dissatisfied" and the 0.00 percent result for "very dissatisfied".

The explanation for being less than satisfied is detailed in the Discussion and Analysis Section.

The survey directs the subjects of the Private Companies to question (17) to be answered by them regarding the features that attracted the respondents to the Private Sector. The main rationale was the career development plan.

37.50 percent are interested to complete their postgraduate studies and 62.50 percent are not planning to pursue further studies. Their explanations are explained further in Discussion and Analysis Section.

The 19th question regarding multiculturalism was asked to assess its acceptance in the workplace. 75 percent agreed and 25 percent did not agree. Their reasons are stated in the Discussion and Analysis Section.

25 percent were interested to move to the Government with timing as their reason. On the other hand, 75 percent did not want to change their sector. Further explained in the Discussion and Analysis Section.

Suggestions to be introduced in the sector to make it more attractive are stated in the Discussion and Analysis Section.

The third section which is Emiratisation Process, the last part of the survey, has limited the number of respondents. 58.33 percent were aware about the Emiratisation Laws and 41.67 percent were not aware.

Further analysis will be only for the remaining 14 respondents.

92.86 percent stated that the Emiratisation law is beneficial. In contrast, 7.14 percent stated that the Law is not beneficial. The explanations are further discussed in the Discussion and Analysis Section.

It was noticed that 71.43 percent agreed on the fairness of the Emiratisation Laws and 28.57 percent did not.

The last question for suggestions to enhance Emiratisation provided the subjects the prospect to offer their opinions and suggestions.

#### 5.4.18 Discussion and Analysis

The majority of the Nationals working in the Private Companies are in the age group of 20 and 29 reflecting the same results as the Government Sector employees. However, more Nationals in the Private Companies occupy senior and managerial positions compared to Nationals in the Government sector.

The subjects were all UAE Nationals and they were more than the Expatriates which is a positive sign of the success of the Emiratisation project.

Majority of the subjects have experience less than 5 years which is the same as the results of Nationals in the Government Sector. Nationals are more education oriented in order to enhance their capabilities with which they can compete successfully in the Private Companies.

62.50 percent have worked before and most of them in the Government sector.

Majority of the respondents agreed on the working environment as the main positive aspect in the Private Sector. Work knowledge gained was the second positive aspect.

Timing and job security received the lowest rates of all. Timing is long in the Private Companies which is the main reason for most Nationals to avoid it. Low job security is another aspect for Nationals with the Private Sector.

Majority was “satisfied”, 54.17 percent. However, two responses were “dissatisfied”; the reason being is low packages and pay scale.

Features attracting subjects to the Private Sector are as follows:

1. Fast improving and challenging environment
2. Availability of career development plan
3. Professional working environment
4. Availability of advanced training to enhance employees skills and knowledge
5. Professional experience
6. Fast growth
7. Unlimited knowledge
8. High salary packages
9. Availability of more options for better career future
10. Professionalism
11. Achievements and efforts are well received and appreciated
12. More rooms for self development

More than half the subjects are not interested to pursue further studies as most of the Nationals and Expatriates do in the Government Departments. Again the nature of work in the Private Sector limits employees regarding post graduate studies due to the long working hours. The subjects interested to pursue further studies aimed to hold higher positions and enhance their knowledge.

The selected subjects agreed that multiculturalism is essential in the workplace and their reasons are as follows:

1. Learn from different backgrounds
2. Helps in diversifying tasks to avoid discrimination
3. Opportunity to exchange knowledge
4. Enhance experience
5. Improve skills

The subjects were asked if they prefer to stay in their current sector or not which was answered by question 20. 75 percent did not want to change their sector. Their rationale was professional working environment that is prominent in the Private companies.

Suggestions to make changes in the Private Companies include:

1. Increase salary packages
2. Reduce working hours
3. Encourage Nationals in the work done by them
4. Give Nationals more responsibilities and opportunities to excel
5. Introduce scholarship programs to pursue further studies
6. Improve all types of leave
7. Develop a clear career path

More than half the subjects, 58.33 percent are aware of the Emiratisation law and agreed on the following benefits:

1. It reduces the unemployment rates and opportunity to recruit more Nationals
2. To give Nationals the right to get a decent job
3. Improve Emiratisation in Private Companies which previously did not want to recruit Nationals
4. It is needed in a country like the UAE as the Nationals make up minority
5. Provide more protection for Nationals' rights

Subjects thought the Emiratisation law as not fair for the reason that the law supports Nationals but in low position which is not fair for educated Nationals who are seeking jobs matching with their educations.

Different suggestions were stated by the subjects to enhance Emiratisation:

1. Increase the salary packages
2. More awareness and encouragement to join the Private Sector
3. Use knowledge and introduce development plans
4. Equal treatment of Nationals and Expatriates
5. A closer follow up in all aspects
6. Encourage Nationals to pursue further education

#### 5.4.19 Summary

The results of the surveyed subjects were very interesting in terms of their loyalty for the Private Sector. Employees in the Private Sector are more knowledgeable and experienced from being part of the Private Companies. The only concern is the timing.

### **5.5 RESULTS OF RESEARCH HYPOTHESE**

For hypothesis (1) UAE Nationals are reluctant to join the Private Sector, the survey results proved the opposite. UAE nationals are now more interested in career growth and knowledge which can be achieved by working in the Private Sector.

Hypothesis (2) UAE nationals are willing to change from the Government Sector to the Private Sector as most of the nationals and expatriates wanted to change from the Government Sector to join the Private Companies if they had the chance.

In the student questionnaire, hypothesis (3) of UAE nationals' graduates not willing to join the Private Sector after graduation was proved the opposite. More than 60 percent of the graduates are more than willing to work in the Private Sector. This group of subjects is very important due to the reason that they will be joining the labour market soon.

## **CHAPTER 6**

### **RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

This chapter provides practical and simple recommendation to enhance Emiratisation in the Private Sector.

#### **6.2 PREVIOUS RECOMMENDATIONS**

Abdulkarim (2001) has provided number of suggestions to enhance the Emiratisation process in the country and that through increasing the number of nationals which can be done in two ways:

1. Increasing the Absolute Number of Nationals

The number of Nationals can be increased by increasing the fertility rates among pure UAE Nationals. In a very simple process, the fertility rates can be increased by encouraging Nationals to get married. The lifestyle that we live recently which is considered expensive has prohibited male Nationals to marry female Nationals. As a result more decisions are taken to marry Expatriates which is less expensive. Consequently, there is an increase in the rate of spinsterhood among female Nationals leading again to marry Non-Nationals. In both cases, there is loss of UAE National identity and increase in the imbalance in the demographical structure.

UAE is a high income country and incomes have been diversified from a total dependence on oil to more focus on non-oil income which has been growing dramatically. So the recent rules and regulations from the Marriage Fund regarding the applicant's salary and age and the aim to cut the administrative costs are not helping in maintaining high number of Nationals in the country. To solve the issue, it is significant to ease these stringent rules and regulation in the Marriage Fund and increase the grant of the fund. In addition to this, providing Nationals with lands and enough amount of loan to build their homes is another way to encourage Nationals to get married.

By providing the facilities for a better and decent social life for Nationals, marriage will be seen in a lighter mode.

2. Raising the productivity of Nationals which would reduce the number of expatriates

Skills development of nationals is hence the key element in increasing the employment of Nationals and reduces dependency on expatriates. Re-organization of work in a number of areas can also lead to productivity enhancement. This can be achieved by the identified objectives for a short-term strategy (2001-2005) (Abdulkarim, 2001):

1. Maintain staff reduction of 10 to 15 percent by reorganizing structures, simplify works and computerize procedures
2. Increase employees output by 10 to 15 percent through providing better training and more incentives
3. Change the traditional method of evaluating employees' performance with a new technique of defining, measuring and evaluating individual and organizational performance

The implementation of such strategies requires major organizational restructuring and productivity and training capacity enhancement.

In addition to this, Ministry of Labour is imposing certain job quotas in the Private Sector which proved to be successful as applied in countries like Saudi Arabia. The following alternative approaches can be suggested:

1. Aligning the Private Sector pay scale and working environments in accordance with the semi government standards to encourage Nationals to join Private Sector. The Private Sector should be provided with certain incentives to recruit Nationals.
2. Upgrading the skills of Nationals to create competent and highly qualified professionals who can take up the challenges and responsibilities in the Private Sector. This can be achieved through external or internal training programs and



establishing a clear career path. This would create loyalty and self-motivation in Nationals.

3. Encouraging Nationals to invest and actively participate in the industrialization process of the country.

### **6.3 PRACTICAL RECOMMENDATIONS TO ENHANCE EMIRATISATION**

The fundamental solution to National unemployment would be to create new jobs in a sustainable manner by strengthening growth potential. It is also essential to train workforce that meets industry requirements by strengthening industry-academic cooperation, establishing a system guaranteeing smooth transition from school or college to work, and improve labour market infrastructures, considered as long-term plans.

However, it takes a long time before the long-term plans can produce tangible results. Therefore, short-term recommendations are suggested and should be implemented at the same time for Nationals so as to not lose their capability and motivation to work. The short-term recommendations to minimize factors hindering Nationals employment are being carried out, such as actively providing jobs in the Government Sector while supporting job creation in the Private Sector, offering various opportunities for Nationals to have work experience, and strengthening vocational training.

The recommendations are divided into short-term and long-term plans that can be an effective way to enhance the project of Emiratisation.

#### **6.3.1 Short-Term Recommendations**

##### *6.3.1.1 Establish Nationals Work Experience Program:*

The program can be one of the major Nationals employment measures intended to provide more work experiences to Nationals to enhance their understanding of jobs and careers. The Nationals Work Experience Program could consist of Work Experience Support System and Employment

Support System. Under the Work Experience Support System, college students or graduates can be employed as internship workers in Government or Private Establishments, so as to gain hands-on job experience, as well as receive help in making job choices in the future. Furthermore, College credit can be awarded for internship in order to facilitate the implementation of the Program. Under the Support System, companies employing Nationals as interns can receive wage subsidy for 3 months, and companies, which hire those interns as regular workers can receive wage subsidy for another 3 months. In this way, companies are being encouraged to hire more Nationals.

#### *6.3.1.2 Tailored Professional Training & Nationals Employment Package Project:*

To further develop vocational ability of Nationals, ‘Tailored Vocational Training’ can be introduced, concentrated on knowledge based IT industries and advanced management which can be offered to unemployed college graduates, while training focused on technical work. Secretarial job can be offered to unemployed high school graduates. However, it is noticed that Nationals are reluctant to join the Private Small and Medium Enterprises. Therefore as a solution to labour shortages in SMEs and Nationals unemployment, Nationals Employment Package Project can be introduced and implemented. The Project aims to strengthen the linkage between customized vocational training and employment services for SMEs on an industry-specific basis.

#### *6.3.1.3 Provide short-term Jobs:*

One-Stop Service System is currently being established to provide job referral, job counseling, and job guidance services through Tanmia and ENDP. Furthermore, short-term jobs can be provided to Nationals by making them participate in searching for vacancies. This allows unemployed Nationals to find suitable jobs and discover varied job offers at the same time.

## 6.3.2 Medium-to-Long Term Recommendations

### *6.3.2.1 Reducing Working Hours:*

Introduce a system of reducing working hours to not exceed 8 hours a day in all Private companies. It is expected that the reduced working hours can improve employment of Nationals in the Private Sector as it is considered the main concern for Nationals with the Private Establishments. In addition, in order to facilitate reduction of working hours, the Ministry of Labour or the Government can award companies that adopt less working hours from earlier than the required enforcement date and hire additional workers at the same time.

### *6.3.2.2 Early Job Counseling:*

Introduce job counseling targeting Nationals at schools and colleges. Job Aptitude Tests and Interest Test can be administered to Nationals starting from elementary school to colleges and universities students, and various job counseling programs targeting Nationals can be developed and distributed through Tanmia and ENDP. ENDP which is targeting unemployed Nationals can create programs like job tour for their candidates in Private Sector companies, online job search programs and various jobs information can be sent to Nationals via e-mail.

Detailed medium-to-long term projections on labour supply and demand by occupation should be made, and the results should be reflected in curriculum, class size, job selection, vocational training, so as to prevent imbalances between labour supply and demand. Also, building a system that can integrate and standardize dispersed labour market data has to be taken into account by Ministry of Labour, Tanima and ENDP, in order to support human resources development in a comprehensive manner.

### *6.3.2.3 Setting up an Emiratisation Administrative Committee (EAC):*

The Ministry of Labour is putting so many efforts to help Nationals find proper work. Besides the Ministry's efforts, there are parallel efforts from Tanmia and ENDP. However, these rules

and efforts have to be followed up to ensure its effectiveness and to know if these Private Establishments are implementing them. The sole responsibility for EAC is to enhance Emiratisation in all sectors. EAC has to have a National representative who is specialized in HR for each establishment in the country whether Private or Government to do the following:

1. Study the Emiratisation process in the establishment
2. Assess the method taken by the establishment's HR to recruit Nationals
3. Review the pay scale of Nationals and increase it to make it more attractive
4. Evaluate the different trainings attended by Nationals and enhance its quality to boost their skills and shape their knowledge
5. The Marketing Department of the establishments can use a proper marketing scheme for Nationals to market the establishment and thus use the same as an opportunity for Nationals to join the Private sector

#### *6.3.2.4 Academic Enhancements:*

Enhancing the capacity of higher institutions like the UAE University and Institute of Administrative Development to provide longer-duration training –post graduate diploma and professional degrees- in Government sector management.

Some specializations tend to be more important than others. These specializations require training in specific fields, like engineering, health, management and other related scientific and technical fields.

The country's drive to lessen dependency on foreign labour will lead to the use of more technology; to substitute labour-intensive technologies by capital and skill intensive ones. If National human resources are not prepared for these new technologies and methods, the country will only replace dependency on imported unskilled labour by dependency on imported skilled labour and technology.

The country requires a revolution in school curricula. A strong science orientation should be built up from the early stages of schooling. Resources should be directed toward this on the required scale and an incentive system, from schools to the labour market, should be put in place.

With a strong, science-oriented general education system, higher education and training institutions can expand their student intake for science and technical related specializations. In addition to more computer, language and vocational training, reform of the content of higher education is also required.

The UAE skill development system requires more institutions that can train middle- level skills, above secondary and below university, which can prepare Nationals to take up assistant specialist and technical positions. New private sector institutions could train government sponsored students for the many specialized management jobs that exist, thus creating healthy competition with the Government sector institutions.

#### **6.4 CONCLUSION**

In order to reduce the unemployment rates among Nationals and encourage them to join the Private Sector, the Ministry of Labour has to take the concerns of Nationals regarding the Private Sector. Introduction of penalties like payroll tax on expatriate payrolls and setting a legal minimum wage system with the view of reducing the salary differential between nationals and expatriates is expected to increase Nationals employment within the Private Sector. This can work in the short term but for the long run it would be difficult for these companies to mitigate the tax. Much practical mechanisms should be considered to help out the Emiratisation Project.

## **CHAPTER 7**

### **CONCLUSIONS**

#### **7.1 INTRODUCTION**

This chapter illustrates the overview of the dissertation, reviews the results of this study; limitations and suggestions and recommendation for future research.

#### **7.2 OVERVIEW OF THE DISSERTATION**

The dissertation reviewed Emiratisation, a leading current subject in the labour market in the UAE. The focus of this dissertation is to assess the current status of the Emiratisation Project and revisit the opinion of employees in both sectors, Government and Private.

The dissertation tested 3 main hypotheses through the surveys distributed amongst the different subjects:

H1. UAE Nationals are reluctant to join the Private Sector

H2. UAE Nationals are willing to change from the Government Sector to the Private Sector

H3. UAE National graduates are not willing to join the Private Sector after graduation

The methodology used to test the hypotheses is done through surveys in Government departments, private companies and colleges.

#### **7.3 RESULTS OF THE STUDY**

Hypothesis No (1) reflecting the main purpose of this study, that UAE Nationals are reluctant to join the Private Sector has proved the opposite. Nationals are more interested and eager to be part of the Private Sector as proven through the surveys distributed among employees in the Government and the Private Sectors.

In addition to this, final year graduates in Higher Colleges of Technology (Dubai Women's College and Dubai Men's College) also reflected their interest in the Private Sector with professional working environment, advanced training and good salary packages for Nationals as being the major positive aspects.

The mentality of Nationals has changed dramatically reflecting more dedication to learn and move with the surge of advancement and latest strategies in workplace. Furthermore, education has become a must for majority of the young Nationals since it will give them the leading edge to excel in their workplaces.

Emiratization as a project in my opinion is still in its early stages, and it has not achieved all of its targets of attracting more Nationals to join the Private Sector. However, the efforts taken by Ministry of Labour regarding Enhancing Emiratization in the Private Sector should be appreciated. For instance, the efforts to create jobs for Nationals like the PRO and HR managers have proven to be successful and Nationals have increased in these jobs.

What is most important from the Ministry of Labour is a proper follow up of the rules and regulations and they should not focus only on punishing the companies that did not meet the stated quota. Instead, the Ministry can help these Private companies to attract more Nationals and avoid the penalties imposed.

#### **7.4 SUGGESTIONS FOR FUTURE RESEARCH**

In this study I have tried to include a wide range of sub-topics. Consequently, it has been difficult to do justice to each of them. Each sub-topic can become the main focus in a future dissertation, for example, a lot has been written on Education in the UAE. It will be interesting to use different studying approaches to study the current status of Education in the country and the level and quality of output that graduates can serve the market with.

## **7.5 CONCLUSION**

The Government plays a very important role in helping enhancing the project of Emiratisation. The Government should be fully aware of the consequences of the limitations of the Emiratisation project and the effect of low employment of Nationals in the labour market. The Government actions towards solving this issue are also crucial as their stake is powerful and can make a huge difference in favor of Nationals and the project of Emiratisation. This will consequently reduce the general depression that Nationals feel regarding low employment opportunities and not many rights in their own country.



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**APPENDIX I**  
**GRADUATE'S SURVEY**

## ENHANCING EMIRATISATION IN THE PRIVATE SECTOR

*“If the private sector’s role is not positive, it should be.....We encourage businessmen who are still unenthusiastic about recruiting nationals to become enthusiastic, because we have ways of making them enthusiastic!”* Mohammed Bin Rashid Al-Maktoum.

### Notes

- The survey in hand is only for academic purposes, in fulfillment of the requirement for the degree of Master in Project Management by Suha Al-Alili
- All information, opinions, and statements will be used only to serve the findings and the requirements to complete and submit a passable dissertation.

### Tick the appropriate choice

#### Section I: Personal Information

##### 1. Age group

<input type="checkbox"/>	19 and under
<input type="checkbox"/>	20 -29
<input type="checkbox"/>	30 -39
<input type="checkbox"/>	40+

##### 2. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

##### 3. Nationality

<input type="checkbox"/>	UAE National
<input type="checkbox"/>	Expatriate – specify:.....

##### 4. Are you interested in working after graduation?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

**Section II: Career Prospective**

5. Industries you are interested in

<input type="checkbox"/>	Oil & Gas
<input type="checkbox"/>	Banking & Finance
<input type="checkbox"/>	Telecommunication Technology
<input type="checkbox"/>	Road & Transportation
<input type="checkbox"/>	Media, Radio & TV
<input type="checkbox"/>	Health & Science
<input type="checkbox"/>	Police & Security
<input type="checkbox"/>	Travel & Tourism
<input type="checkbox"/>	Hospitality
<input type="checkbox"/>	Other – specify:.....

6. In which sector are you more interested to work in?

<input type="checkbox"/>	Government
<input type="checkbox"/>	Private

7. Why do you think the sector you selected is the best?

.....  
.....

8. What do you think the main causes for avoiding the private sector?

<input type="checkbox"/>	Unattractive salary packages
<input type="checkbox"/>	Long working hours
<input type="checkbox"/>	Mentality of Private sectors managers towards UAE nationals
<input type="checkbox"/>	Heavy workload
<input type="checkbox"/>	Low employment security
<input type="checkbox"/>	Other – specify:.....

9. Where do you think there are more growth and opportunities to learn, the Government or the Private sector? And why?

.....  
.....

10. Do you think multiculturalism is important in a matter of learning in the work field? And why?

.....  
.....

11. If you are interested in the Private Sector, what do you think could be the changes to be introduced in the sector to attract more nationals?

.....  
.....

12. What do you think could be the changes in the Government Sector to enhance employee's productivity?

.....  
.....



**APPENDIX II**  
**GRADUATES FACTOR ANALYSES**

**Female Results for Question (1)**

Table (I-1)

Choice	Frequency	Percentage
19 and under	4	8.00%
20-29	46	92.00%
30-39	0	0.00%
40 +	0	0.00%

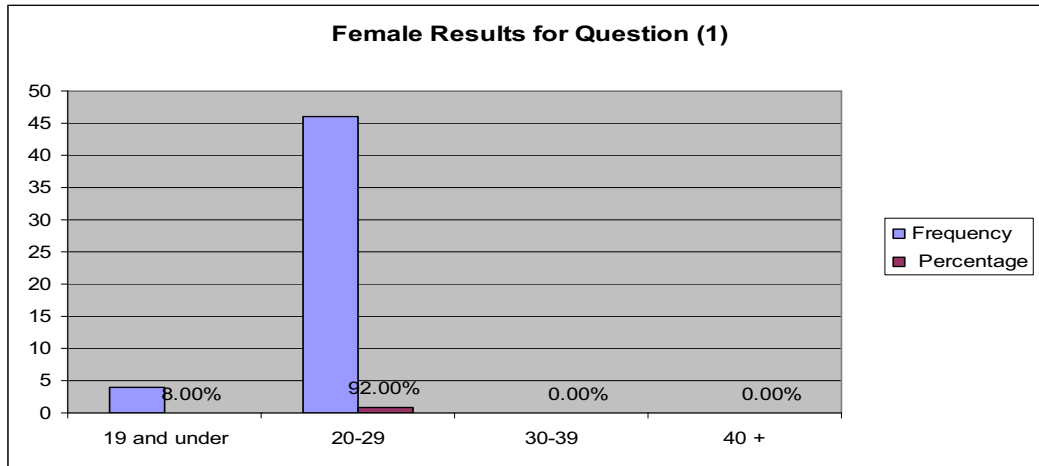


Figure (I-1)

**Male Results for Question (1)**

Table (I-2)

Choice	Frequency	Percentage
19 and under	5	19.23%
20-29	20	76.92%
30-39	1	3.85%
40 +	0	0.00%

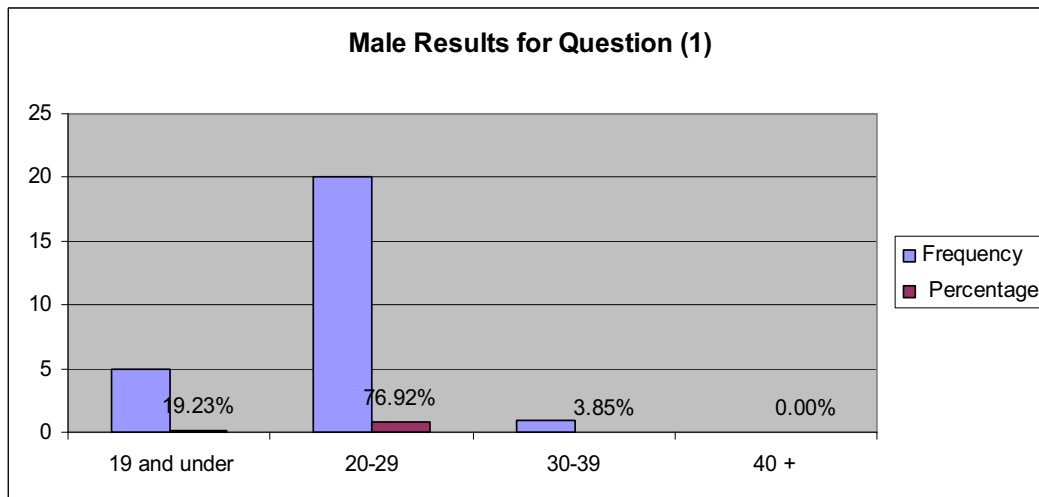


Figure (I-2)

**Males and Females Results for Question (2)**

Table (I-3)

	Female	Male
Frequency	50	26
Percentage	65.79%	34.21%

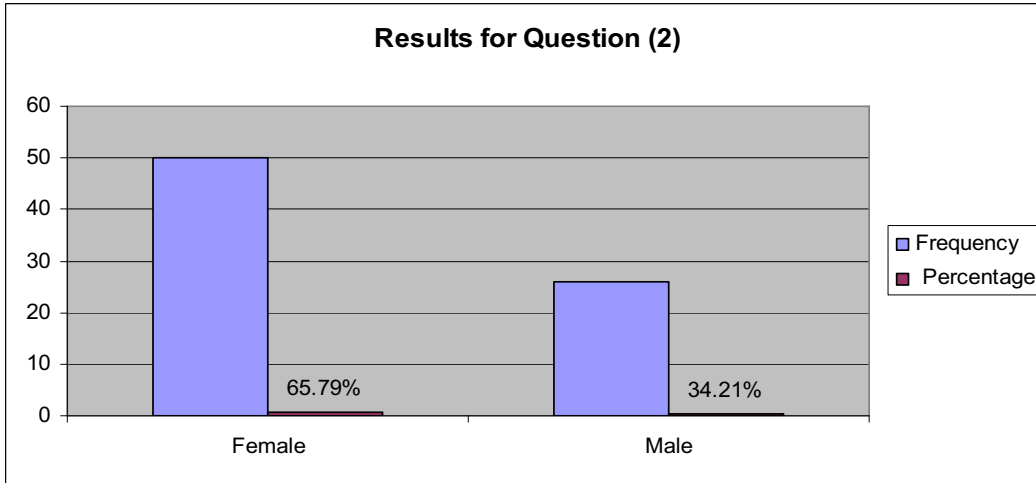


Figure (I-3)

**Female Results for Question (4)**

Table (I-4)

	Yes	No
Frequency	1	49
Percentage	2.00%	98.00%

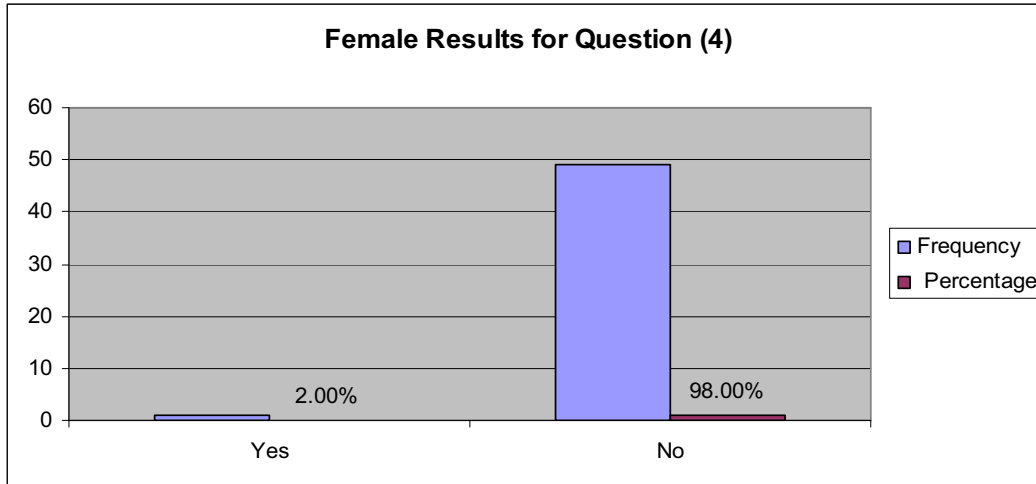


Figure (I-4)

**Male Results for Question (4)**

Table (I-5)

	Yes	No
Frequency	24	2
Percentage	92.31%	7.69%

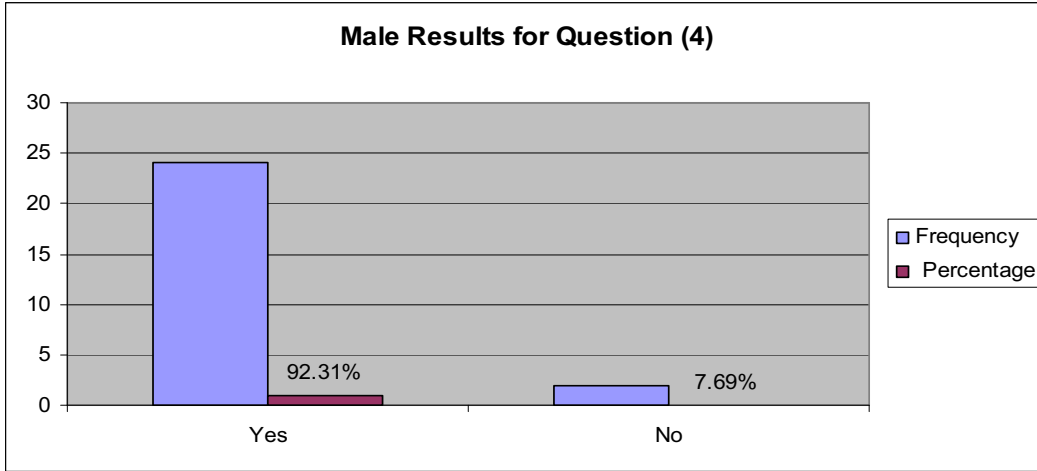


Figure (I-5)

**Female Results for Question (5)**

Table (I-6)

Choice	Frequency	Percentage
Oil & Gas	9	18.00%
Banking & Finance	26	52.00%
Telecommunication Technology	8	16.00%
Road & Transportation	0	0.00%
Media, Radio & TV	4	8.00%
Health & Science	2	4.00%
Police & Security	1	2.00%
Travel & Tourism	8	16.00%
Hospitality	12	24.00%
* Interior Design	1	2.00%
* HR	7	14.00%
* Accounting	1	2.00%

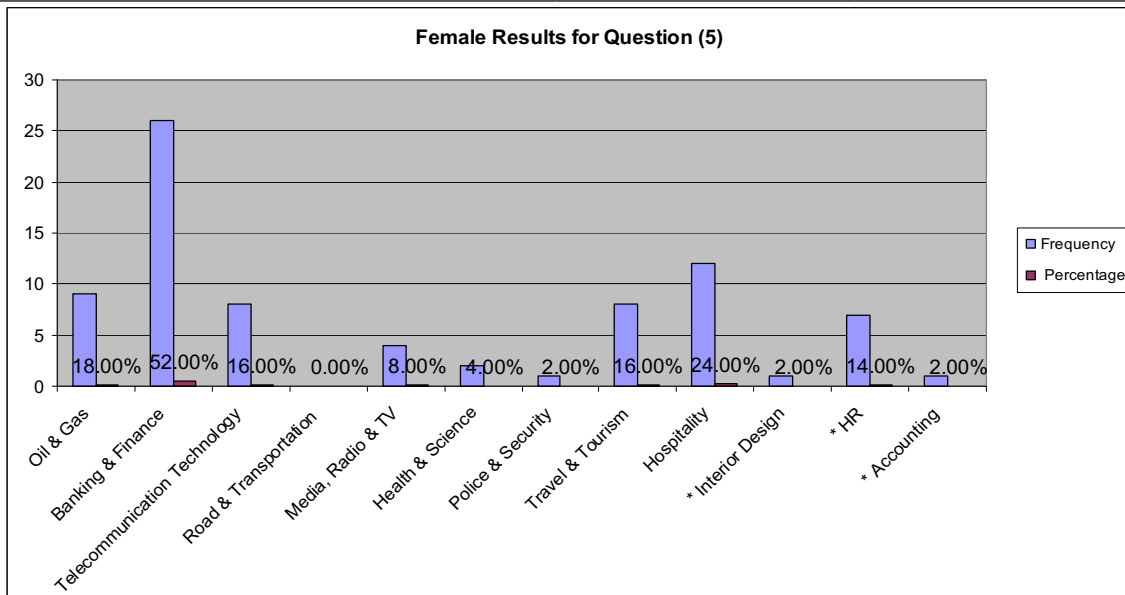


Figure (I-6)

**Male Results for Question (5)**

Table (I-7)

Choice	Frequency	Percentage
Oil & Gas	10	38.46%
Banking & Finance	8	30.77%
Telecommunication Technology	13	50.00%
Road & Transportation	5	19.23%
Media, Radio & TV	5	19.23%
Health & Science	1	3.85%
Police & Security	2	7.69%
Travel & Tourism	5	19.23%
Hospitality	0	0.00%
* Private Business	5	19.23%
* Politics and Economics	1	3.85%

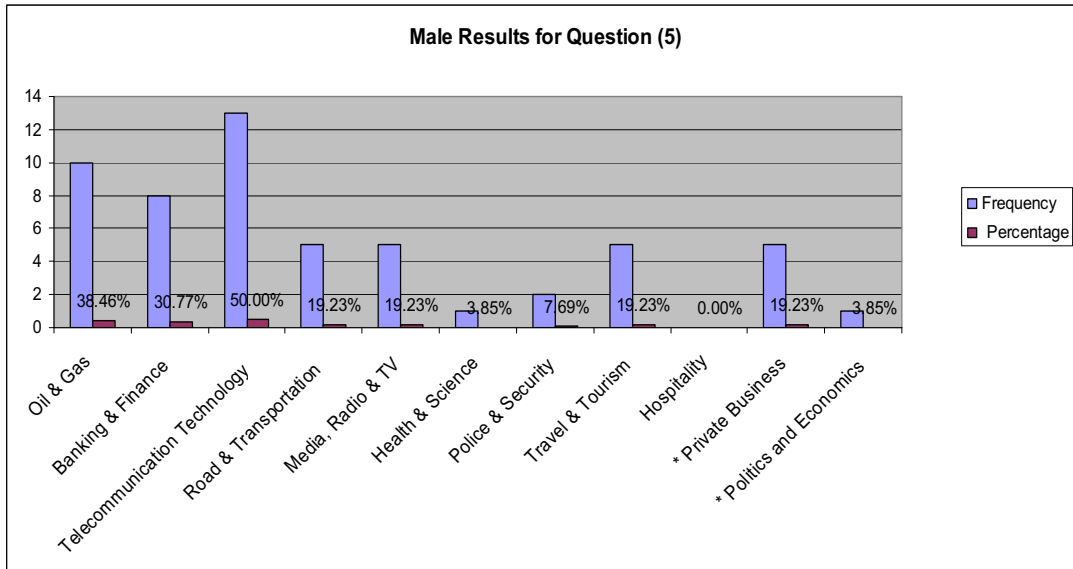


Figure (I-7)

**Female Results for Question (6)**

Table (I-8)

Choice	Frequency	Percentage
Government	19	38.00%
Private	30	60.00%
Both	1	2.00%

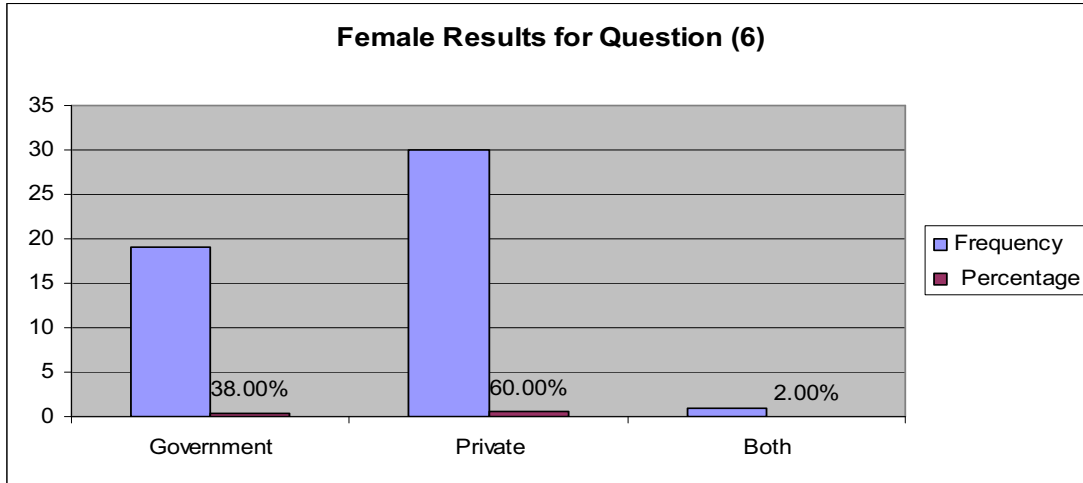


Figure (I-8)

**Male Results for Question (6)**

Table (I-9)

Choice	Frequency	Percentage
Government	8	30.77%
Private	17	65.38%
Both	1	3.85%

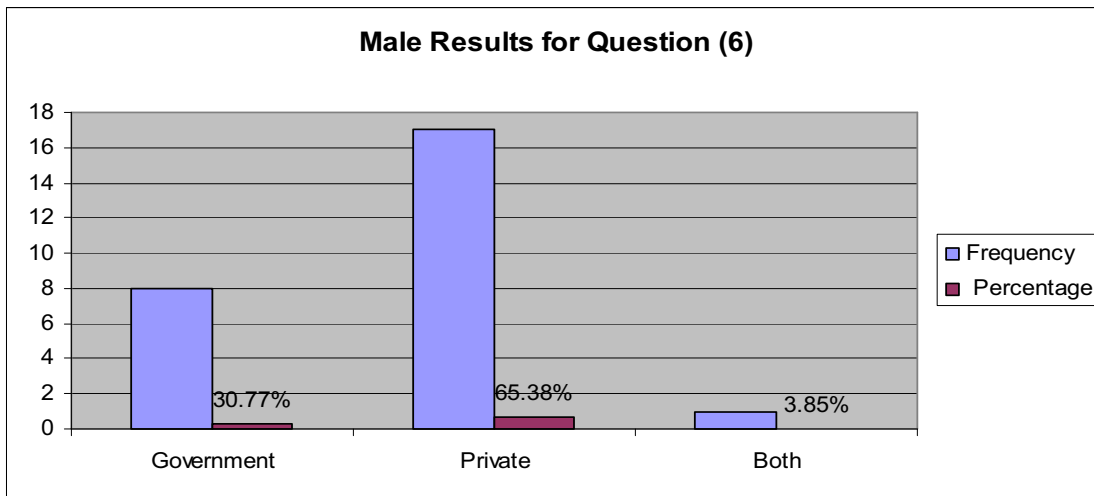


Figure (I-9)

**Female Results for Question (8)**

19 respondents who selected the Government Sector

Table (I-10)

Choice	Frequency	Percentage
Unattractive salary packages	7	37%
Long working hours	15	79%
Mentality of Private sectors mangers towards UAE nationals	2	11%
Heavy workload	7	37%
Low employment security	6	32%
Other – specify:.....	0	0%

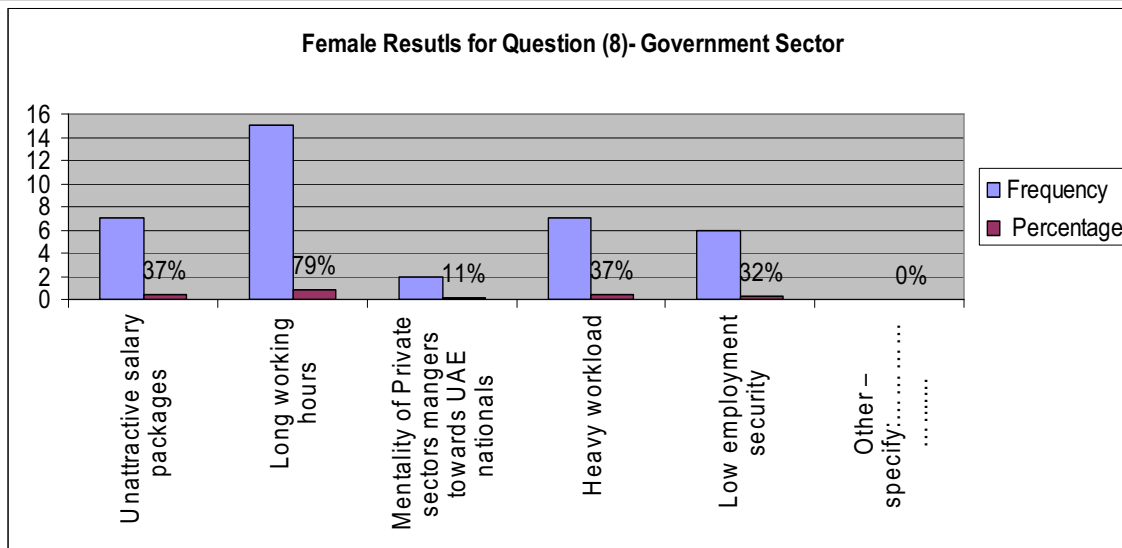


Figure (I-10)



30 respondents who selected the Private Sector

Table (I-11)

Choice	Frequency	Percentage
Unattractive salary packages	8	27%
Long working hours	20	67%
Mentality of Private sectors mangers towards UAE nationals	9	30%
Heavy workload	8	27%
Low employment security	6	20%
Other – specify: Discrimination	1	3%

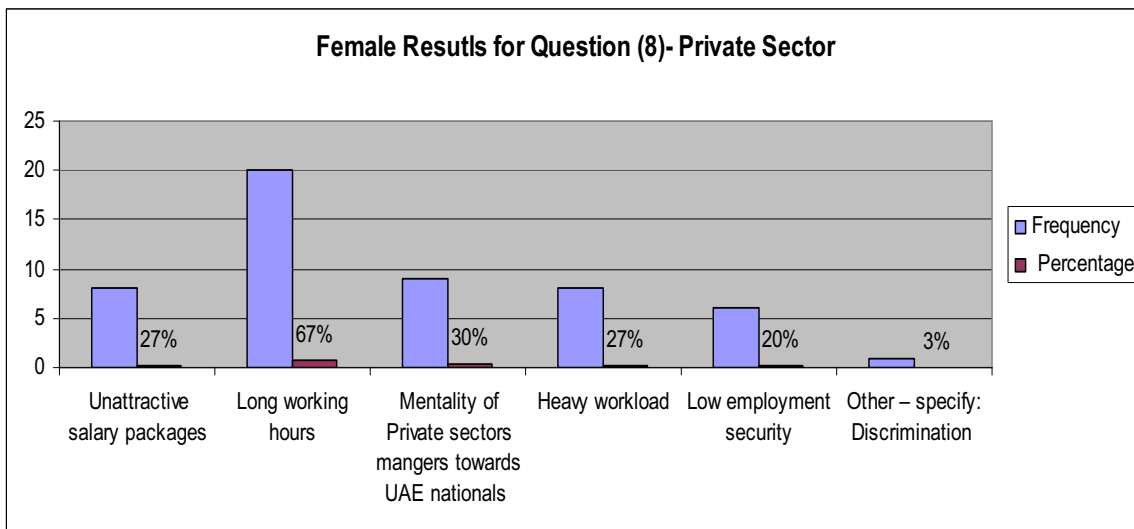


Figure (I-11)

**Male Results for Question (8)**

9 respondents who selected the Government Sector

Table (I-12)

Choice	Frequency	Percentage
Unattractive salary packages	0	0%
Long working hours	9	100%
Mentality of Private sectors managers towards UAE nationals	1	11%
Heavy workload	3	33%
Low employment security	3	33%
Other – specify:.....	0	0%

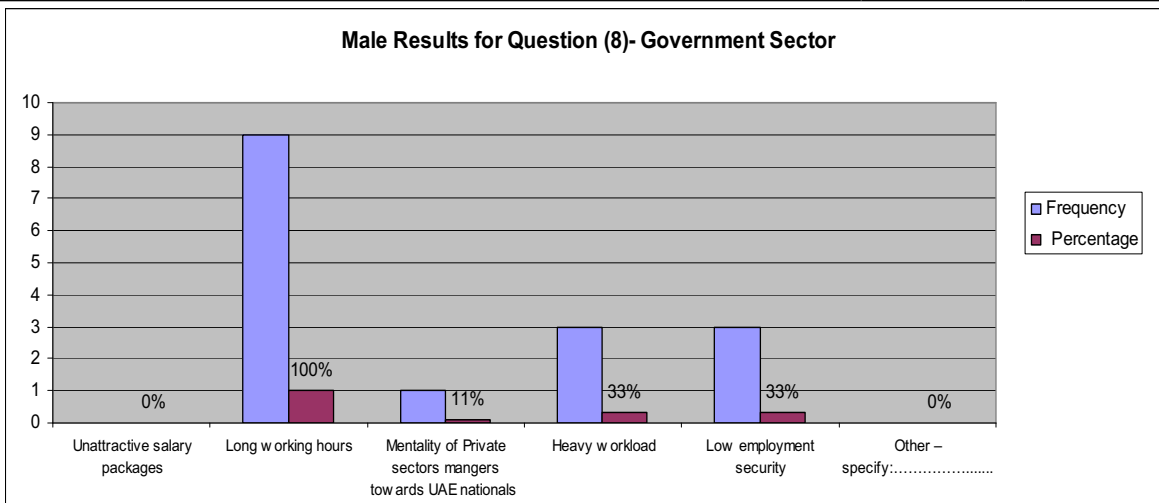


Figure (I-12)

17 respondents who selected the Private Sector

Table (I-13)

Choice	Frequency	Percentage
Unattractive salary packages	2	12%
Long working hours	10	59%
Mentality of Private sectors mangers towards UAE nationals	6	35%
Heavy workload	6	35%
Low employment security	5	29%
Other – specify: Discrimination	0	0%

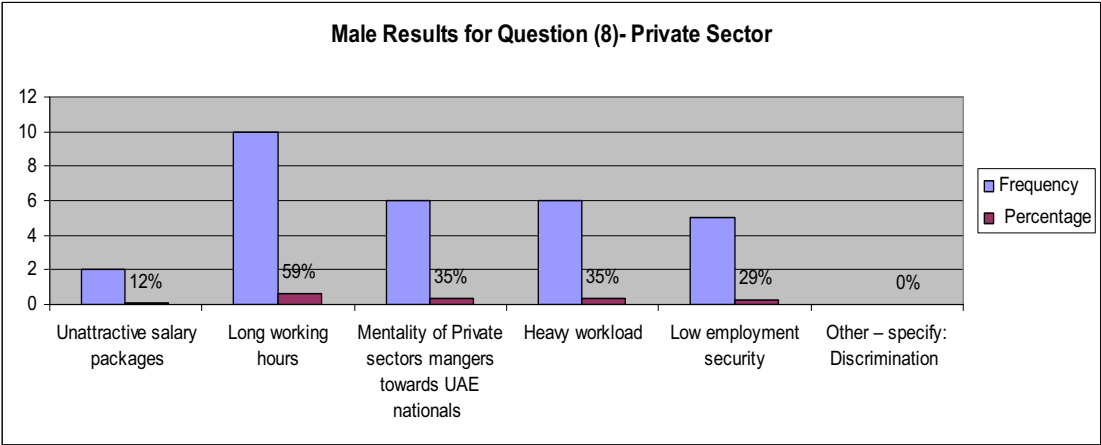


Figure (I-13)

**Female Results for Question (9)**

Table (I-14)

Choice	Frequency	Percentage
Government	5	10.00%
Private	42	84.00%
Both	3	6.00%

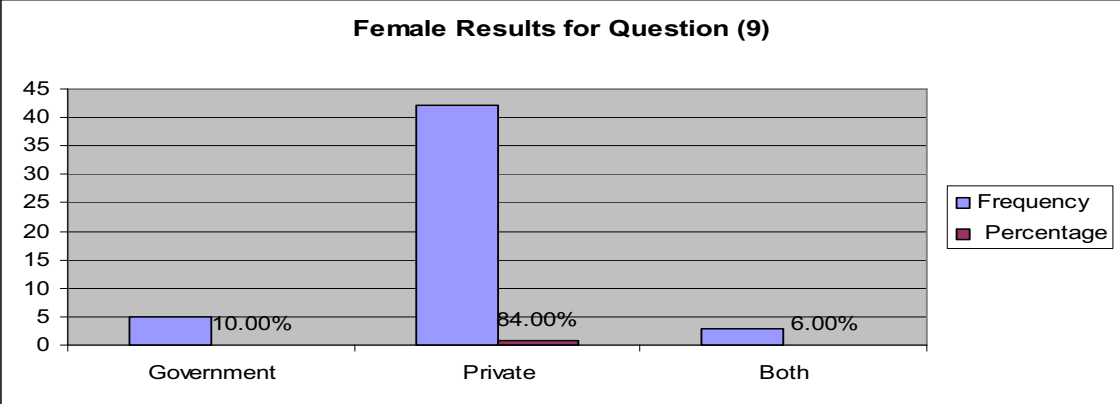


Figure (I-14)

**Male Results for Question (9)**

Table (I-15)

Choice	Frequency	Percentage
Government	4	15.38%
Private	19	73.08%
Both	3	11.54%

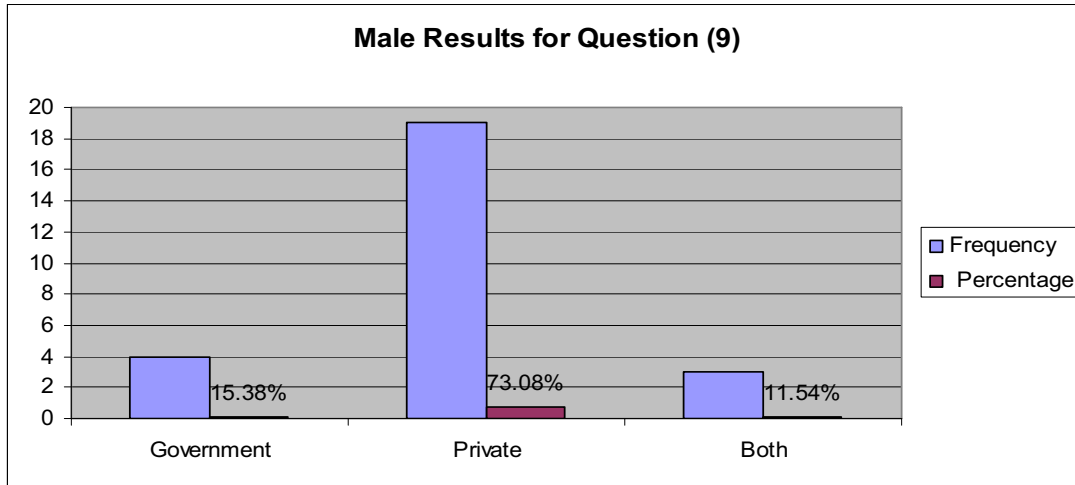


Figure (I-15)

**Female Results for Question (10)**

Table (I-16)

	Yes	No
Frequency	49	1
Percentage	98.00%	2.00%

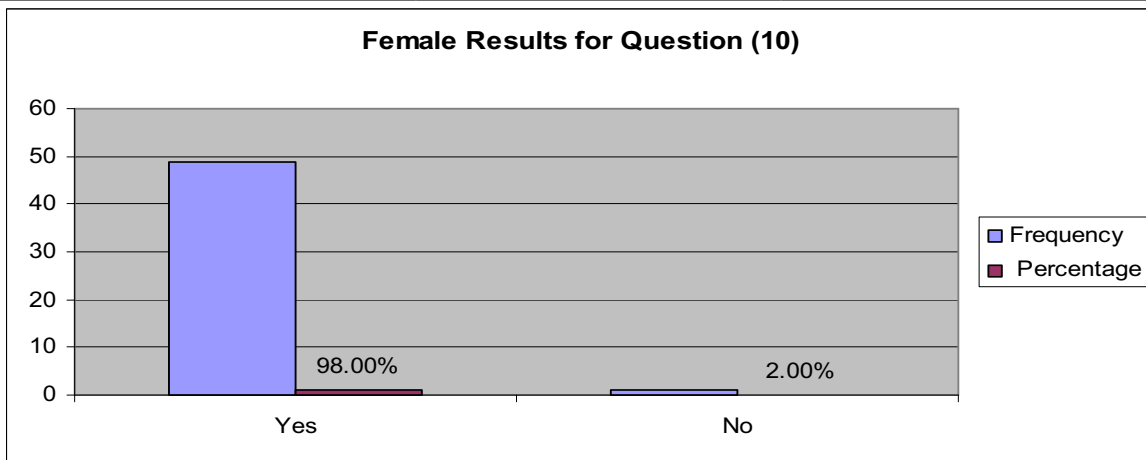


Figure (I-16)

**Male Results for Question (10)**

Table (I-17)

	Yes	No
Frequency	15	11
Percentage	57.69%	42.31%

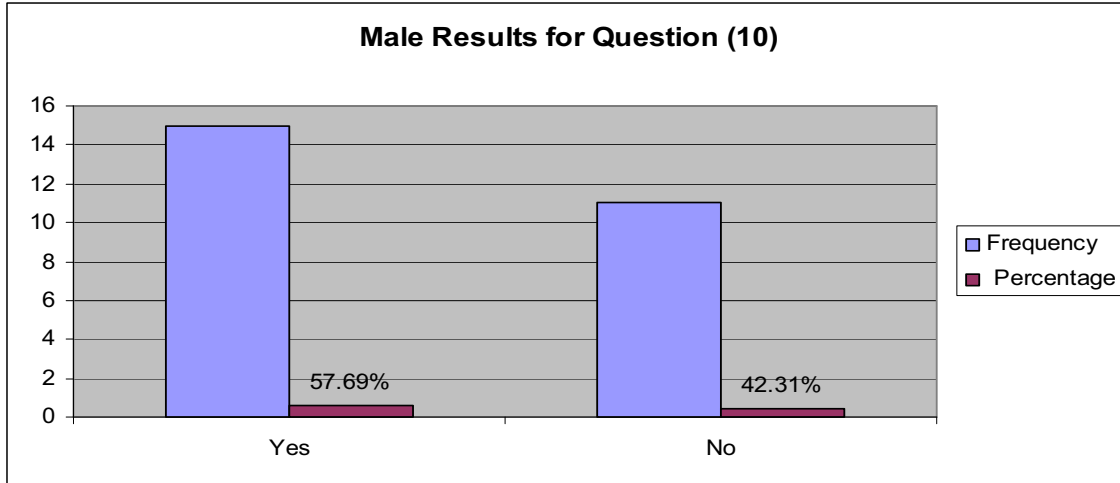


Figure (I-17)

**APPENDIX III**  
**EMPLOYEE'S SURVEY**

## ENHANCING EMIRATISATION IN THE PRIVATE SECTOR

***“If the private sector’s role is not positive, it should be.....We encourage businessmen who are still unenthusiastic about recruiting nationals to become enthusiastic, because we have ways of making them enthusiastic!” Mohammed Bin Rashid Al-Maktoum.***

### Notes

- The survey in hand is only for academic purposes, in fulfillment of the requirement for the degree of Master in Project Management
- All information, opinions, and statements will be used only to serve the findings and the requirements to complete and submit a passable dissertation.
- The survey contains **THREE SECTIONS**: Personal Information, Career Profile and Emiratisation Process. Please make sure that you answer all questions related to your sector.

### Tick the appropriate choice

#### **SECTION I: PERSONAL INFORMATION**

##### 1. Age group

<input type="checkbox"/>	20 -29
<input type="checkbox"/>	30 -39
<input type="checkbox"/>	40 - 49
<input type="checkbox"/>	50+

##### 2. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

##### 3. Nationality

<input type="checkbox"/>	UAE National
<input type="checkbox"/>	Expatriate - specify:.....
<input type="checkbox"/>	Arab
<input type="checkbox"/>	None- Arab

**SECTION II: CAREER PROFILE**

4. Current Industry

<input type="checkbox"/>	Oil & Gas
<input type="checkbox"/>	Banking & Finance
<input type="checkbox"/>	Telecommunication Technology
<input type="checkbox"/>	Road & Transportation
<input type="checkbox"/>	Media, Radio & TV
<input type="checkbox"/>	Health & Science
<input type="checkbox"/>	Police & Security
<input type="checkbox"/>	Travel & Tourism
<input type="checkbox"/>	Hospitality
<input type="checkbox"/>	Aviation
<input type="checkbox"/>	Other – specify:.....

5. Current Sector

<input type="checkbox"/>	Government
<input type="checkbox"/>	Private

6. Years of experience

<input type="checkbox"/>	From 1- 4 years
<input type="checkbox"/>	From 5- 9 years
<input type="checkbox"/>	Above 10 years

7. Did you work previously in another organization?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No



8. What are the positive aspects in your sector?

<input type="checkbox"/>	Packages
<input type="checkbox"/>	Timing
<input type="checkbox"/>	Job Security
<input type="checkbox"/>	Work knowledge gained
<input type="checkbox"/>	Working environment
<input type="checkbox"/>	Management support
<input type="checkbox"/>	Training
<input type="checkbox"/>	Other – specify:.....

9. Are you satisfied with your current job?

<input type="checkbox"/>	Very Satisfied
<input type="checkbox"/>	Satisfied
<input type="checkbox"/>	Dissatisfied
<input type="checkbox"/>	Very dissatisfied

10. If you are less than satisfied, what are the reasons?

.....  
 .....

**If you are a GOVERNMENT SECTOR employee please answer the following, otherwise go to question 16 and continue:**

11. What are the features attracted you to the Government Sector?

.....  
 .....

12. Do you think there is a good opportunity to gain good experience and training in the Government Sector? Why do you think so?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

13. Do you think multiculturalism in a sector is important in a matter your growth and the establishment development? Why do you think so?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

14. Would you suggest any changes in the Government Sector to enhance employee's productivity?  
.....  
.....

15. Are you in the process to complete your post-graduate studies, Or you would like to take further studies? And why?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

16. If you are having more chances now, would like to leave the Government Sector to join the Private Sector? And why?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

If you are a **PRIVATE SECTOR** employee please answer the following:

17. What are the features attracted you to the Private Sector?  
.....  
.....

18. Are you in the process to complete your post-graduate studies, Or you would like to take further studies? And why?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

19. Do you think multiculturalism in a sector is important in a matter your growth and the establishment development? Why do you think so?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

20. If you are having more chances now, would like to leave the Private Sector to join the Government Sector? And why?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

21. Would you suggest any changes to be introduced in the sector to attract more nationals?  
.....  
.....

**SECTION III: EMIRATISATION PROCESS**

The process of Emiratisation has been pursued aggressively by the Ministry of Labour and Social Affairs over the last two years with some success, as we have seen, in sectors such as telecommunications and banking. (Source: <http://www.uae.gov.ae>)

22. Are you aware that there are different Labor Laws to support Emiratisation? If YES, please complete the questions, and if NO. Thanks for your time.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

23. What is your opinion about the Law of Ministry of Labour regards Emiratisation?

<input type="checkbox"/>	Beneficial
<input type="checkbox"/>	Not beneficial

24. Why do you think so?  
.....  
.....

25. Do you think the Emiratisation Policy is fair? Why do you think so?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

26. Do you have suggestions to enhance Emiratisation?  
.....  
.....

**APPENDIX IV**

**GOVERNMENT SECTOR EMPLOYEES FACTOR ANALYSES**

**National Results for Question (1)**

Table (IV-1)

Choice	Frequency	Percentage
20-29	42	67.74%
30-39	19	30.65%
40-49	1	1.61%
50 +	0	0.00%

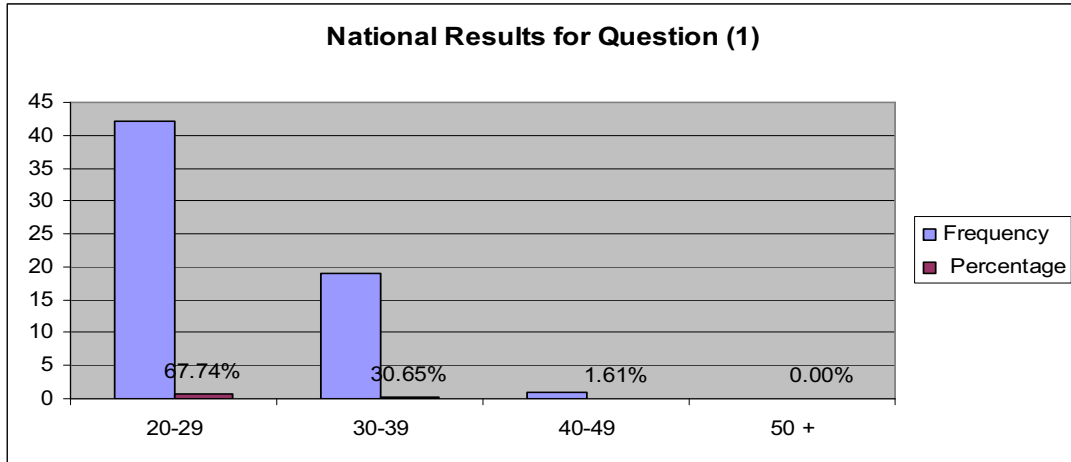


Figure (IV-1)

**Expatriate Results for Question (1)**

Table (IV-2)

Choice	Frequency	Percentage
20-29	4	12.12%
30-39	15	45.45%
40-49	9	27.27%
50 +	5	15.15%

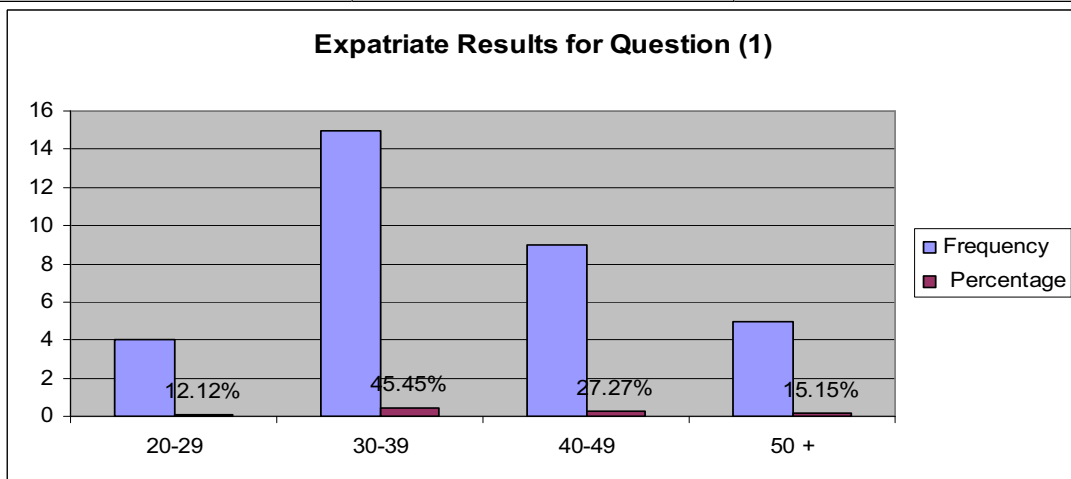


Figure (IV-2)

**National Results for Question (2)**

Table (IV-3)

	Female	Male
Frequency	40	22
Percentage	64.52%	35.48%

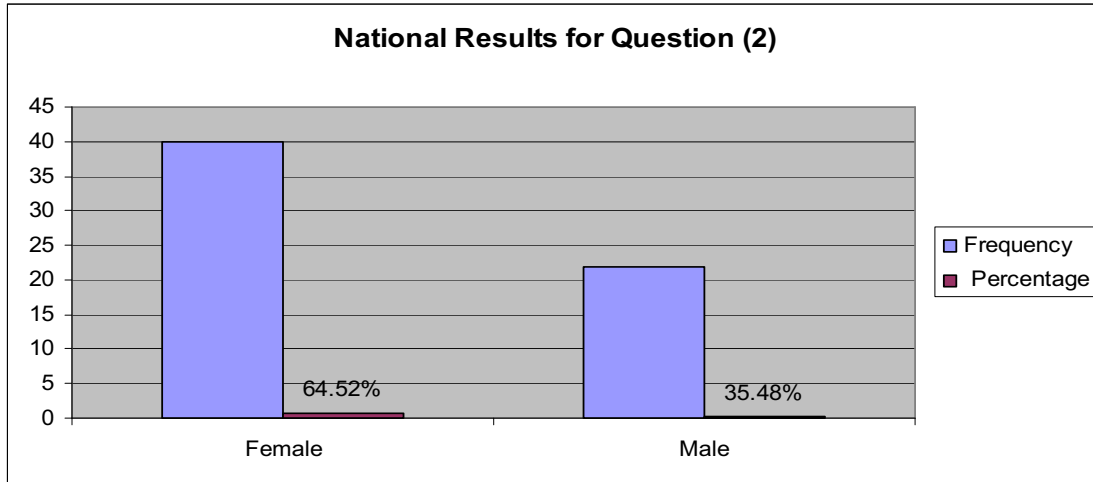


Figure (IV-3)

**Expatriate Results for Question (2)**

Table (IV-4)

	Female	Male
Frequency	6	27
Percentage	18.18%	81.82%

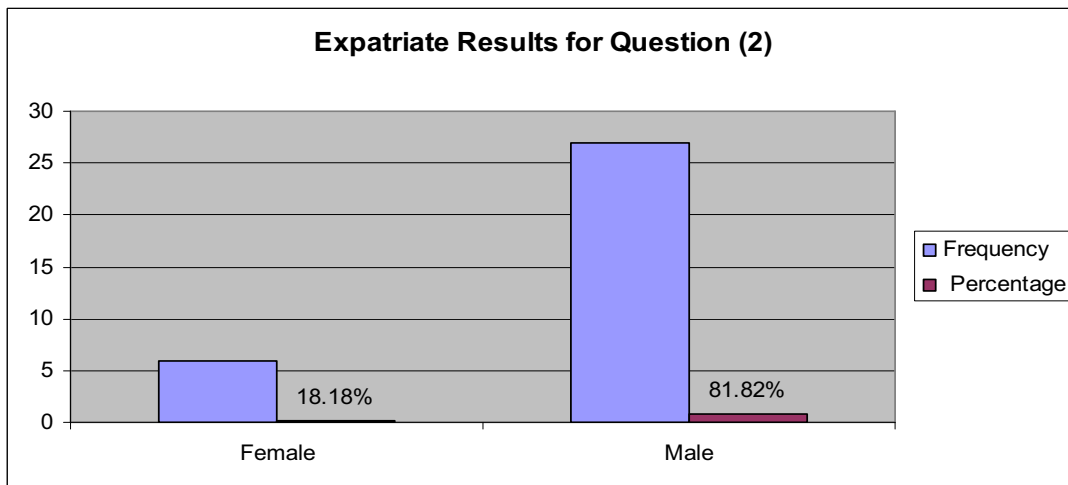


Figure (IV-4)

**Expatriate Results for Question (3)**

Table (IV-5)

	Arab	Non-Arab
Frequency	19	14
Percentage	57.58%	42.42%

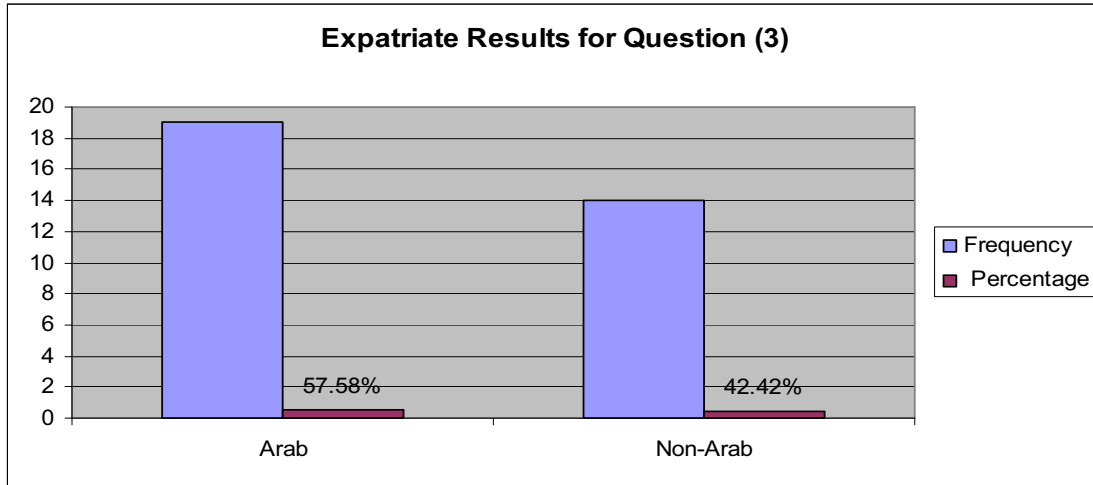


Figure (IV-5)

**National Results for Question (6)**

Table (IV-6)

	1 to 4	5 to 9	Above 10
Frequency	26	32	4
Percentage	41.94%	51.61%	6.45%

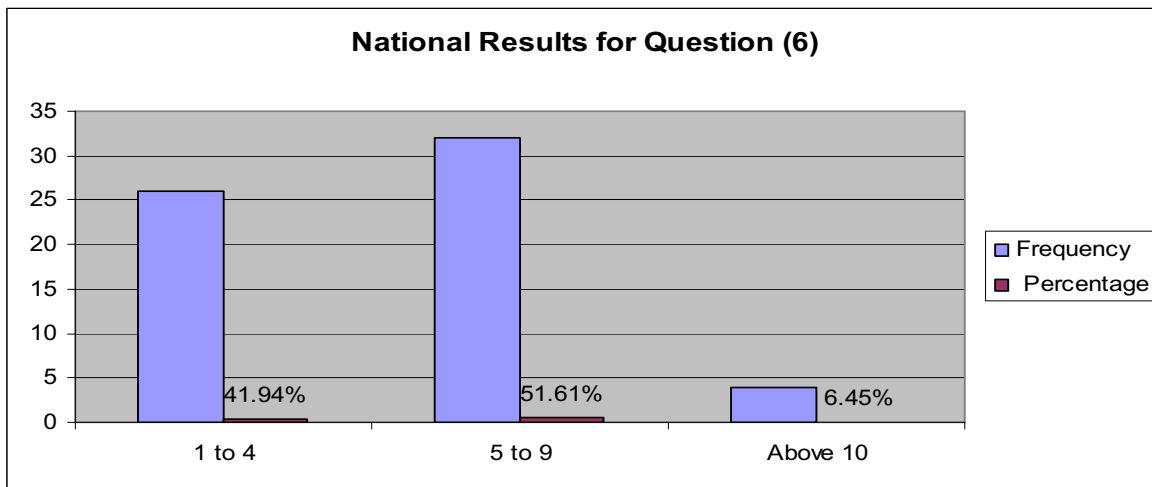


Figure (IV-6)

**Expatriate Results for Question (6)**

Table (IV-7)

	1 to 4	5 to 9	Above 10
Frequency	5	7	21
Percentage	15.15%	21.21%	63.64%

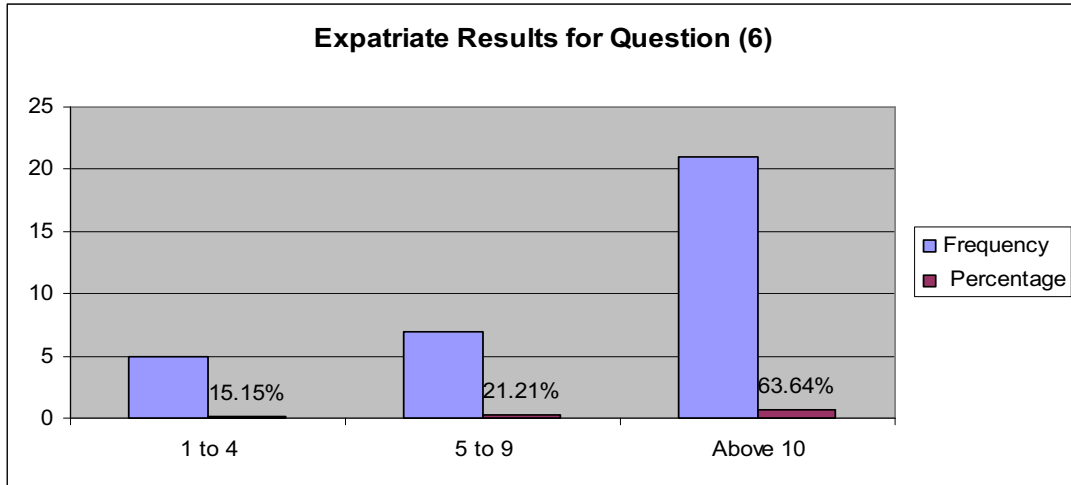


Figure (IV-7)

**National Results for Question (7)**

Table (IV-8)

	Yes	No
Frequency	28	34
Percentage	45.16%	54.84%

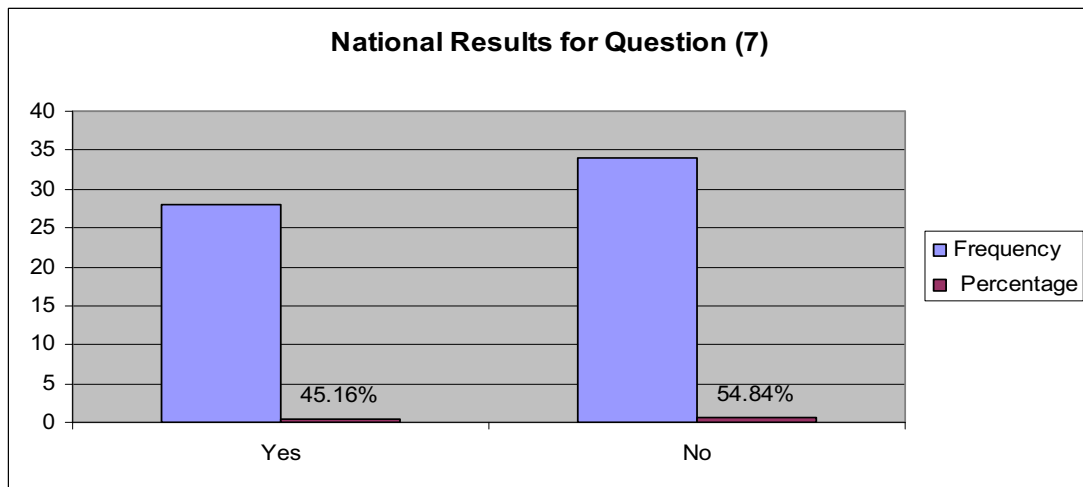


Figure (IV-8)



**Expatriate Results for Question (7)**

Table (IV-9)

	Yes	No
Frequency	27	6
Percentage	81.82%	18.18%

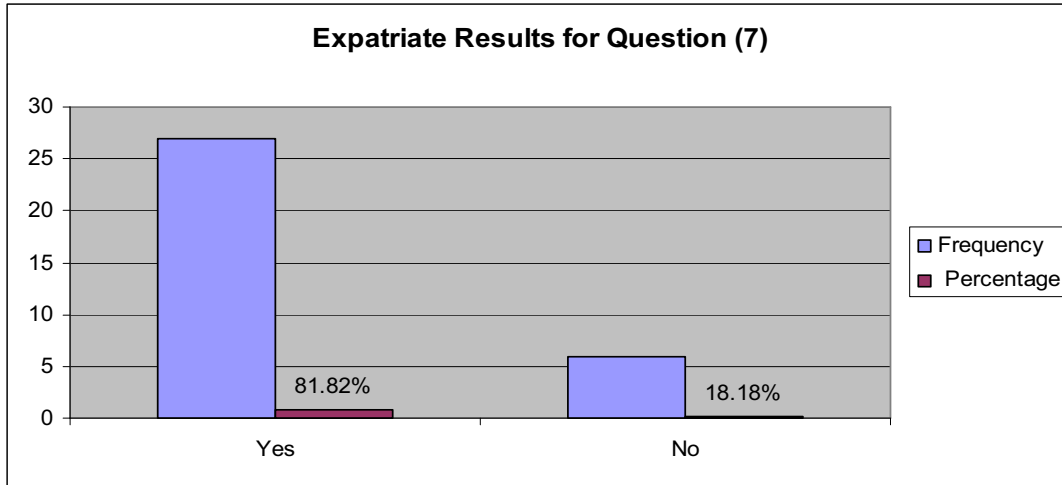


Figure (IV-9)

**National Results for Question (9)**

Table (IV-10)

Choice	Frequency	Percentage
Very Satisfied	12	19.35%
Satisfied	42	67.74%
Dissatisfied	6	9.68%
Very dissatisfied	2	3.23%

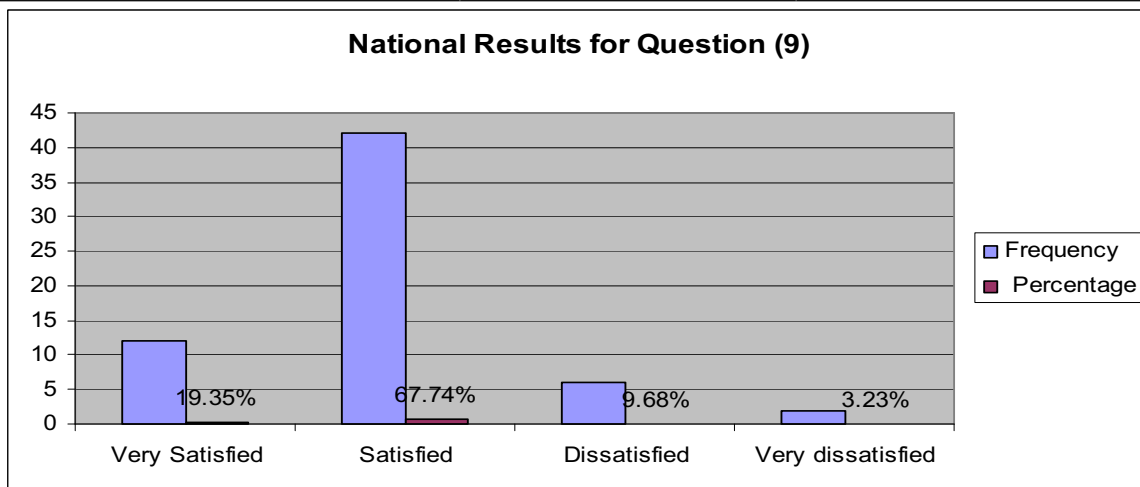


Figure (IV-10)

**Expatriate Results for Question (9)**

Table (IV-11)

Choice	Frequency	Percentage
Very Satisfied	1	3.03%
Satisfied	29	87.88%
Dissatisfied	2	6.06%
Very dissatisfied	1	3.03%

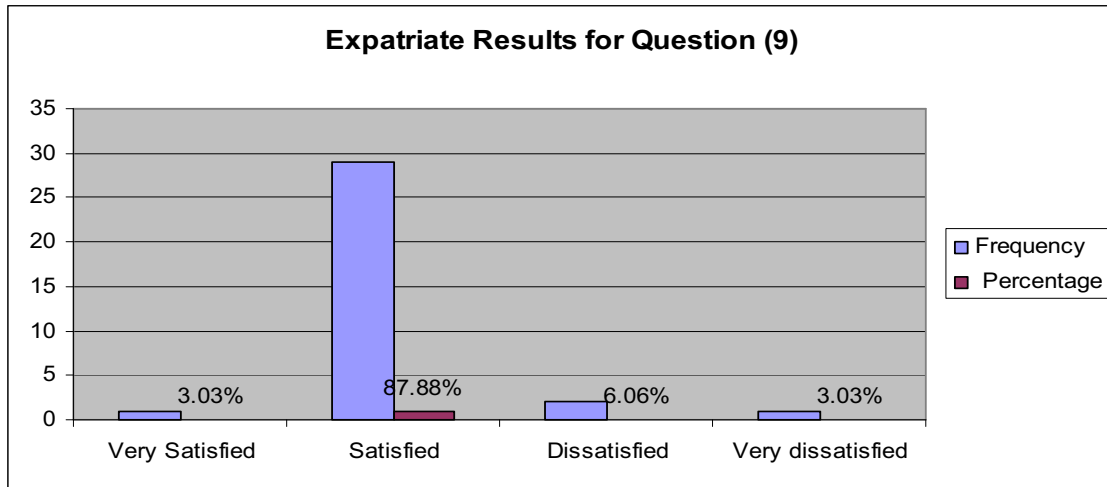


Figure (IV-11)

**National Results for Question (12)**

Table (IV-12)

Choice	Yes	No
Frequency	55	7
Percentage	88.71%	11.29%

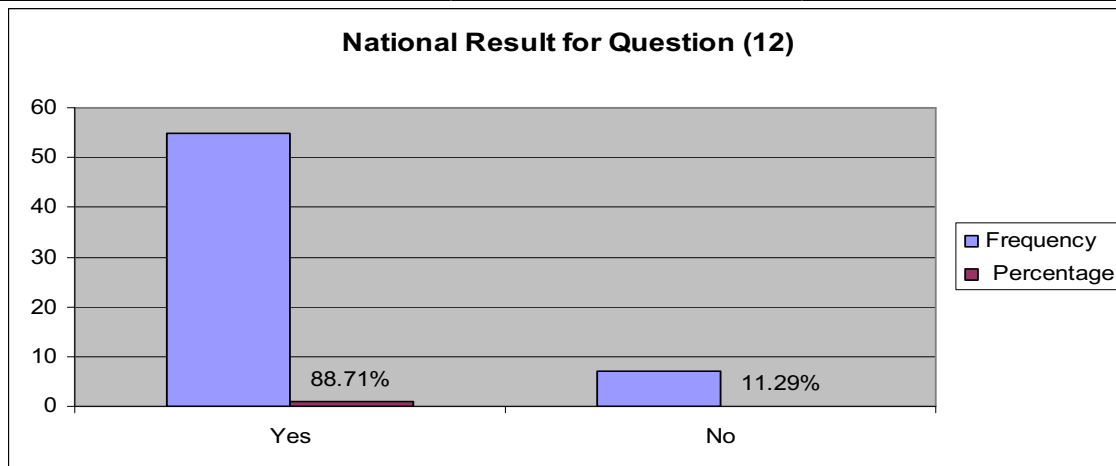


Figure (IV-12)

**Expatriate Results for Question (12)**

Table (IV-13)

Choice	Yes	No
Frequency	25	8
Percentage	75.76%	24.24%

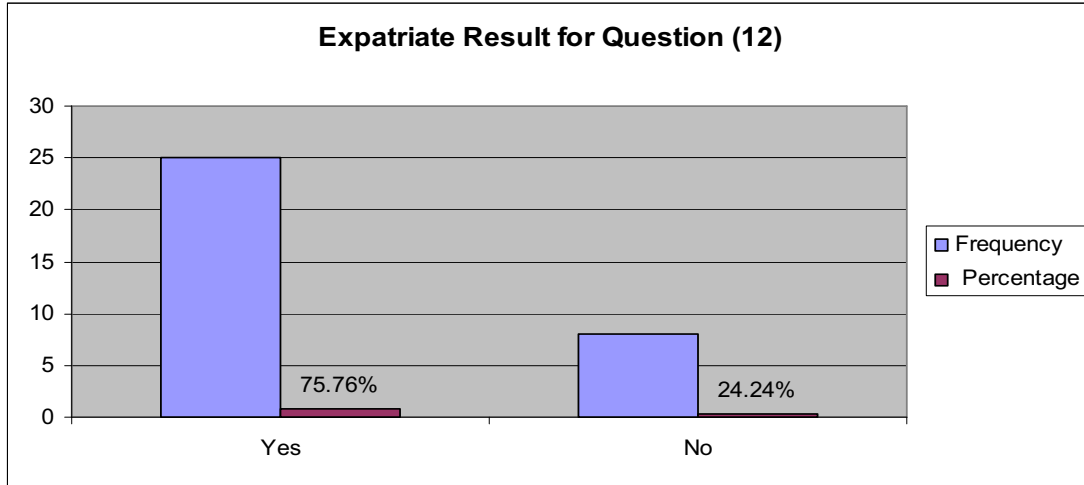


Figure (IV-13)

**National Results for Question (13)**

Table (IV-14)

	Yes	No
Frequency	43	19
Percentage	69.35%	30.65%

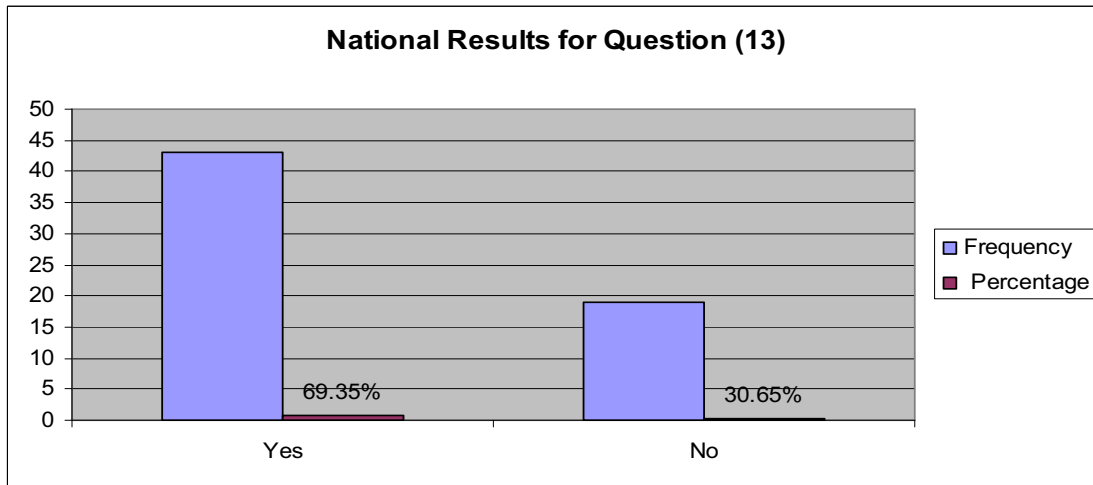


Figure (IV-14)

**Expatriate Results for Question (13)**

Table (IV-15)

	Yes	No
Frequency	33	0
Percentage	100.00%	0.00%

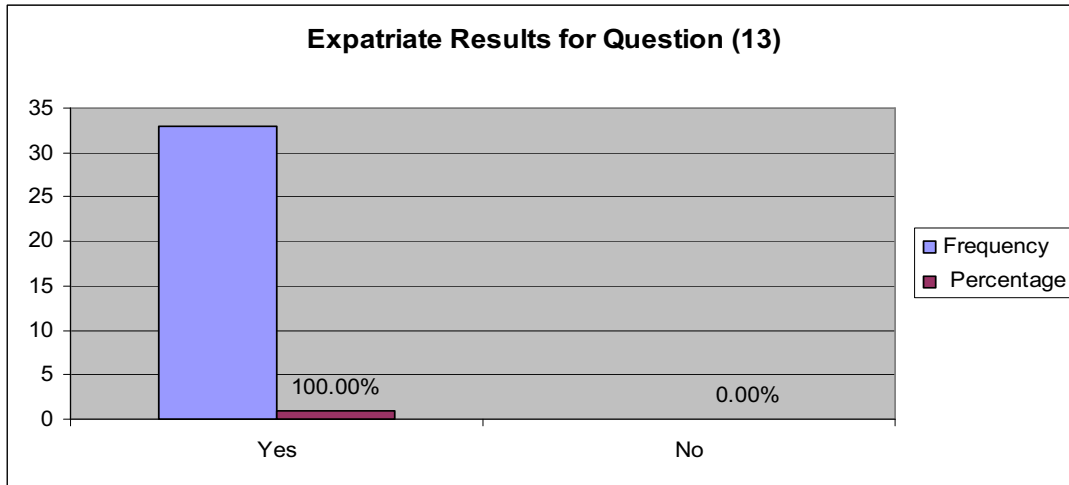


Figure (IV-15)

**National Results for Question (15)**

Table (IV-16)

	Yes	No
Frequency	43	28
Percentage	69.35%	45.16%

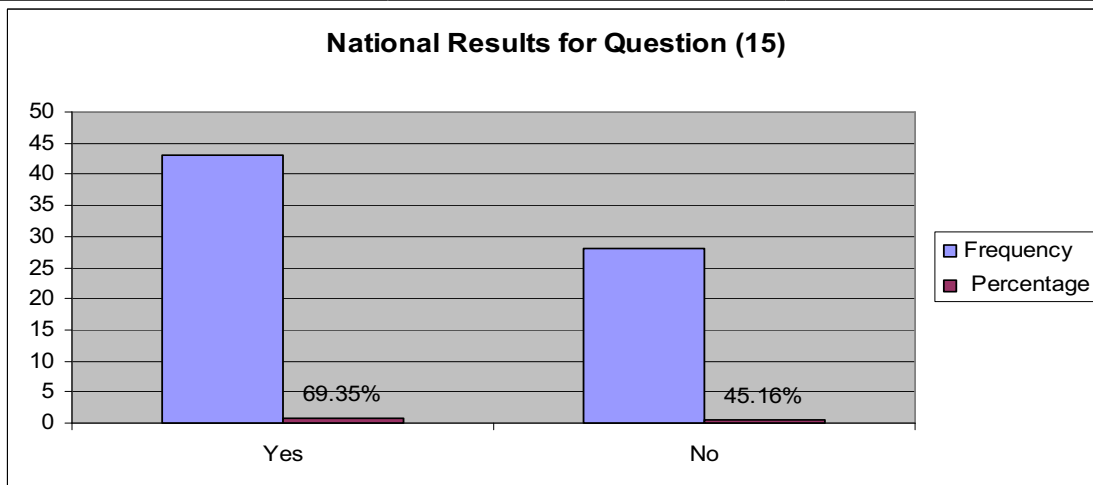


Figure (IV-16)

**Expatriate Results for Question (15)**

Table (IV-17)

	Yes	No
Frequency	16	17
Percentage	48.48%	51.52%

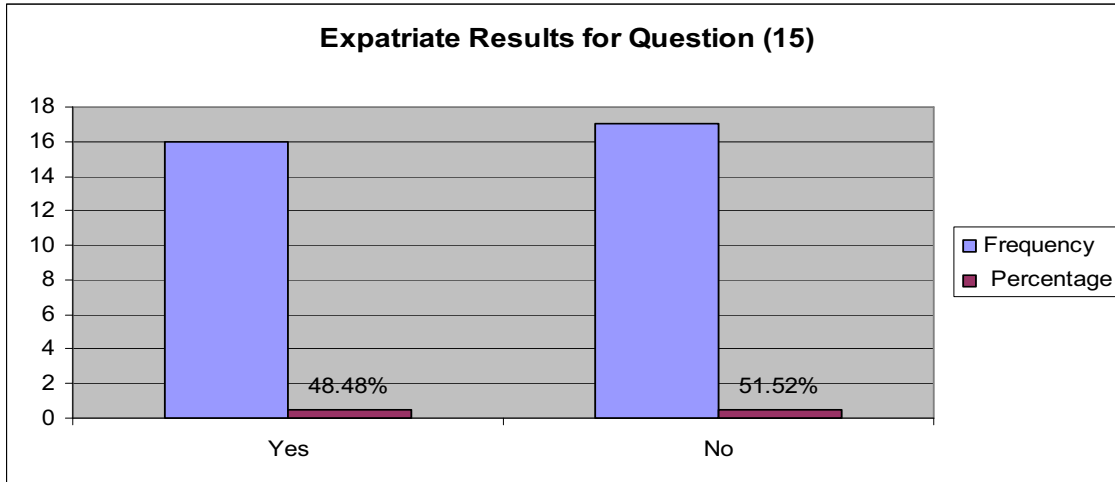


Figure (IV-17)

**National Results for Question (16)**

Table (IV-18)

	Yes	No
Frequency	40	22
Percentage	64.52%	35.48%

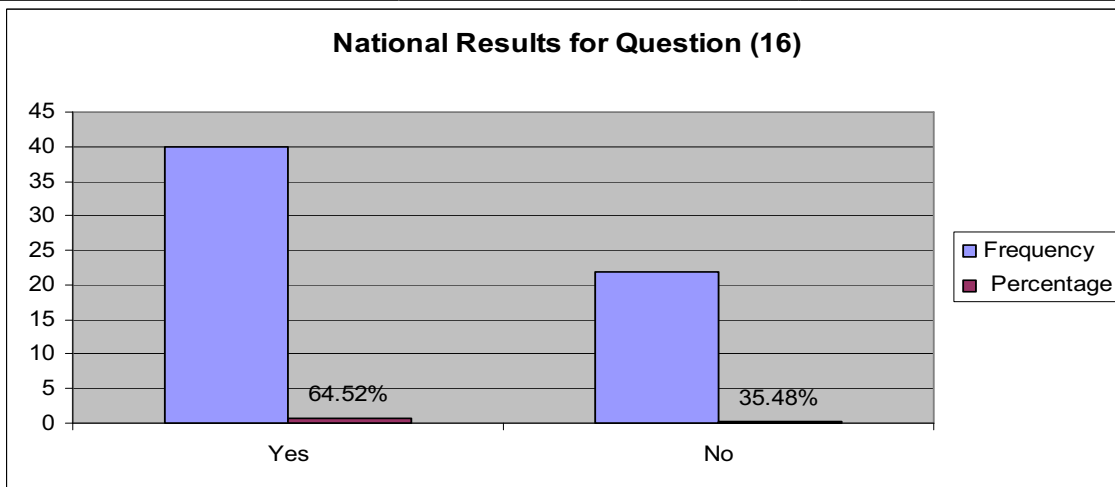


Figure (IV-18)

**Expatriate Results for Question (16)**

Table (IV-19)

	Yes	No
Frequency	16	17
Percentage	48.48%	51.52%

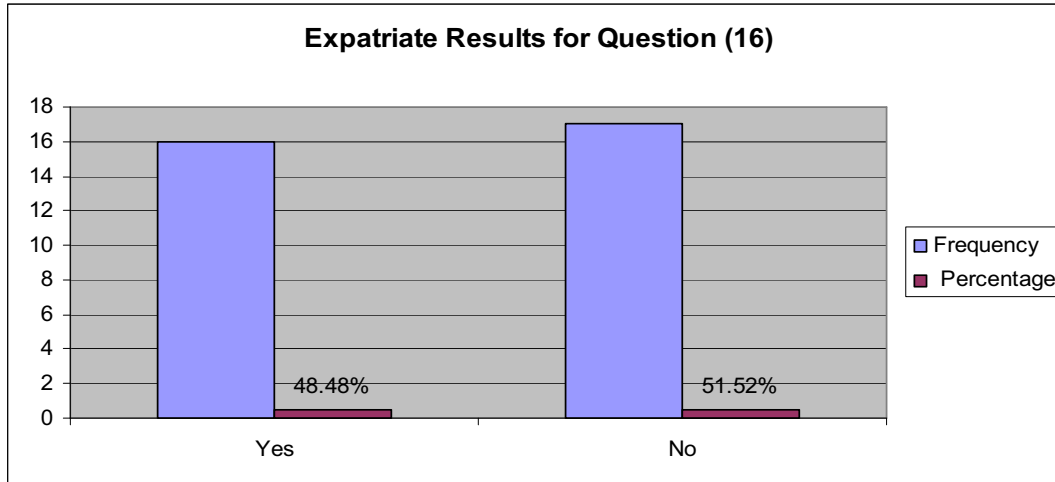


Figure (IV-19)

**National Results for Question (22)**

Table (IV-20)

	Yes	No
Frequency	26	36
Percentage	41.94%	58.06%

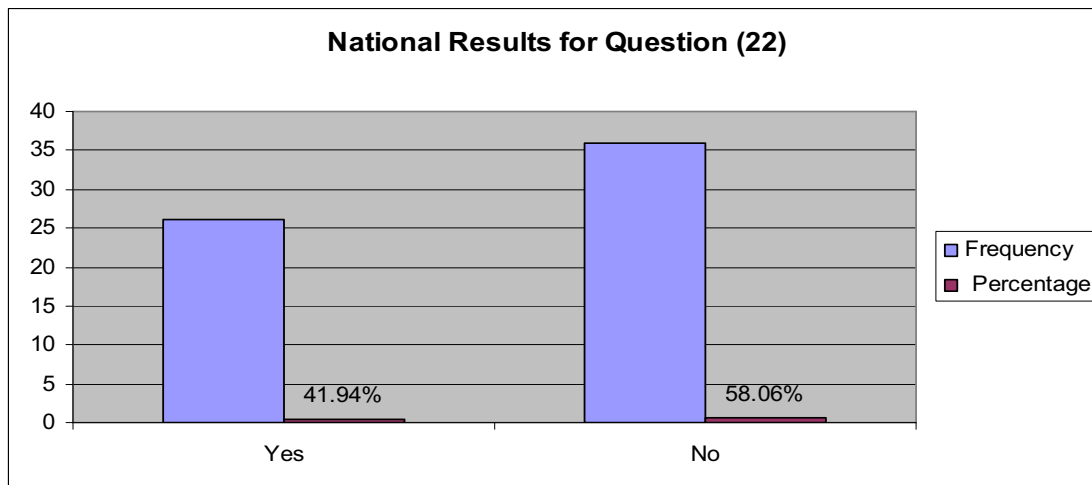


Figure (IV-20)

**Expatriate Results for Question (22)**

Table (IV-21)

	Yes	No
Frequency	14	19
Percentage	42.42%	57.58%

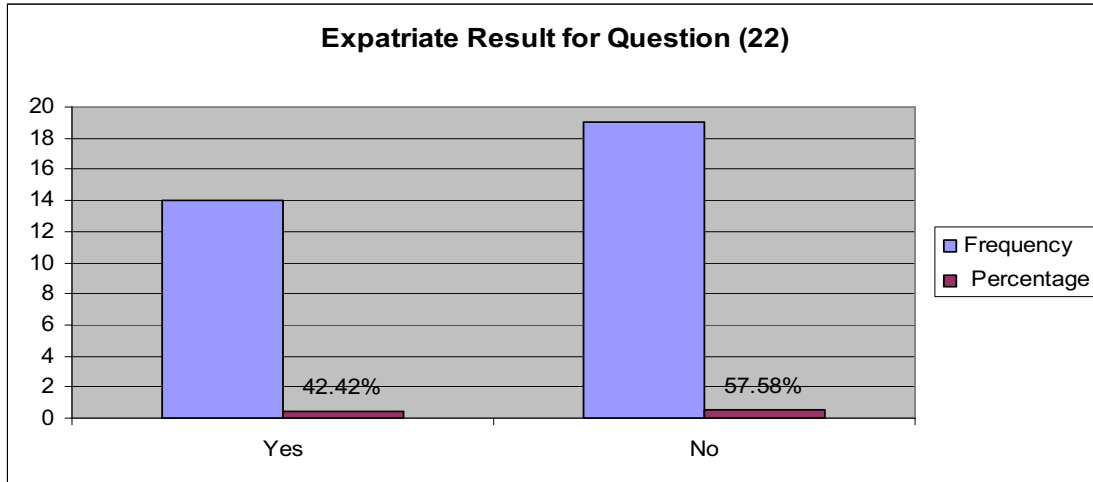


Figure (IV-21)

**National Results for Question (23)**

Table (IV-22)

	Beneficial	Not beneficial
Frequency	24	2
Percentage	92.31%	7.69%

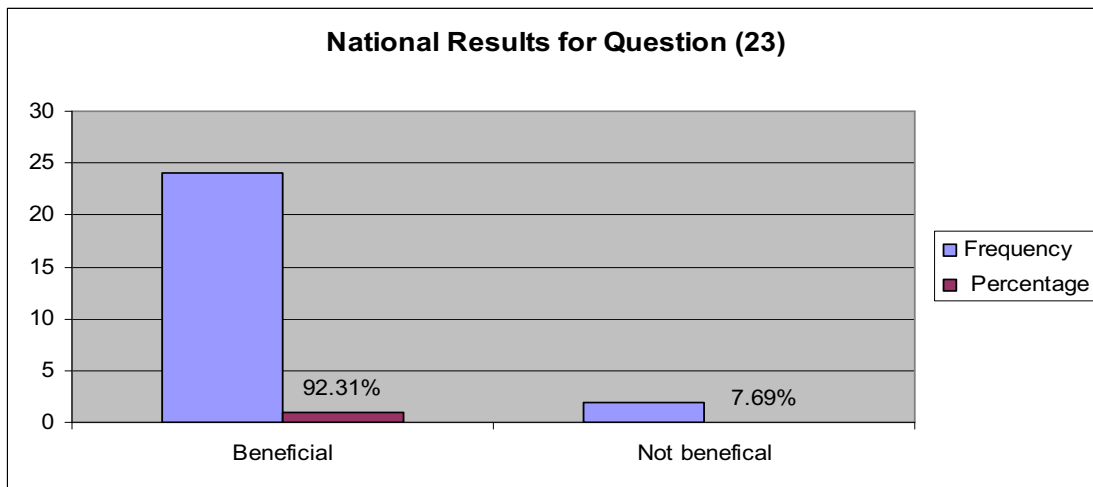


Figure (IV-22)

**Expatriate Results for Question (23)**

Table (IV-23)

	Beneficial	Not beneficial
Frequency	12	2
Percentage	85.71%	14.29%

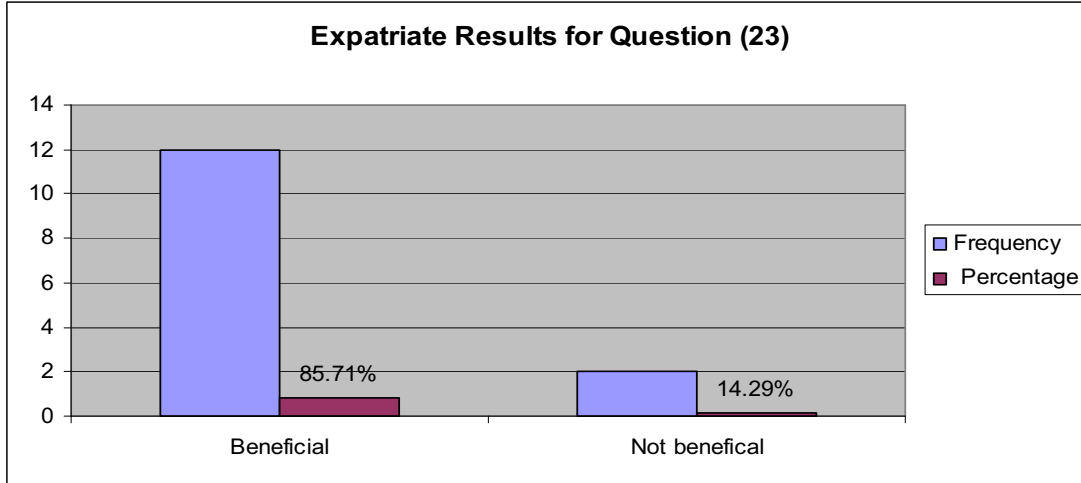


Figure (IV-23)

**National Results for Question (25)**

Table (IV-24)

	Yes	No
Frequency	22	4
Percentage	84.62%	15.38%

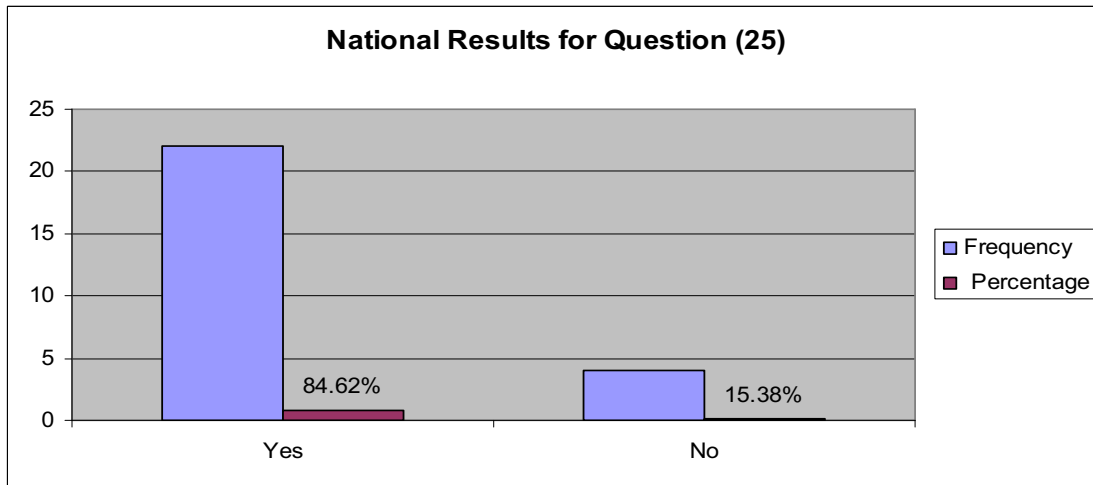


Figure (IV-24)



**Expatriate Results for Question (25)**

Table (IV-25)

	Yes	No
Frequency	13	1
Percentage	92.86%	7.14%

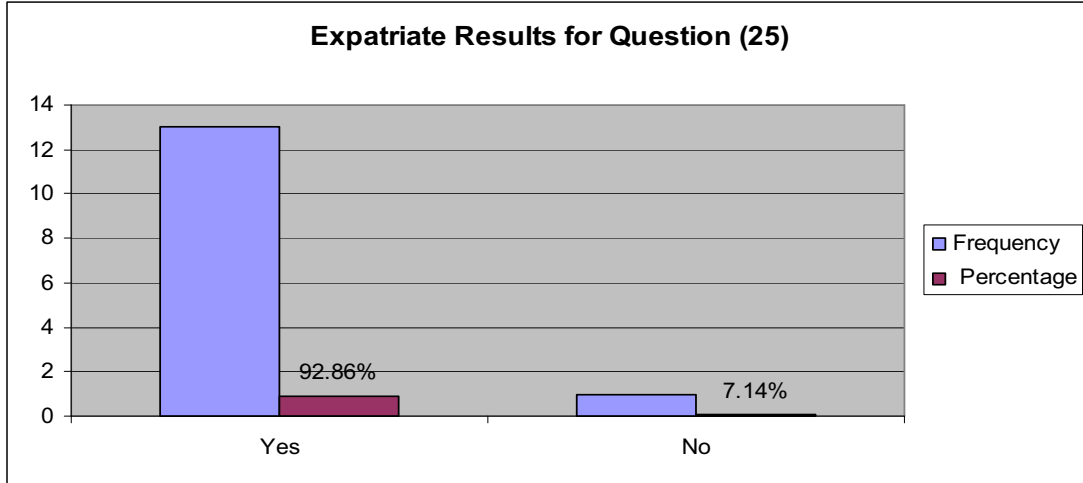


Figure (IV-25)

**APPENDIX V**

**PRIVATE SECTOR EMPLOYEES FACTOR ANALYSES**

**National Results for Question (1)**

Table (V-1)

Choice	Frequency	Percentage
20-29	21	87.50%
30-39	2	8.33%
40-49	1	4.17%
50 +	0	0.00%

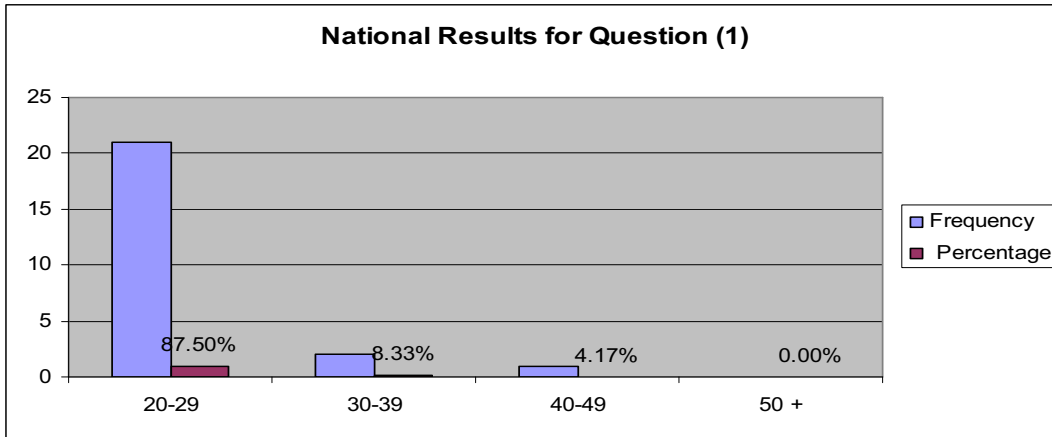


Figure (V-1)

**Expatriate Results for Question (1)**

Table (V-2)

Choice	Frequency	Percentage
20-29	10	55.56%
30-39	4	22.22%
40-49	2	11.11%
50 +	2	11.11%

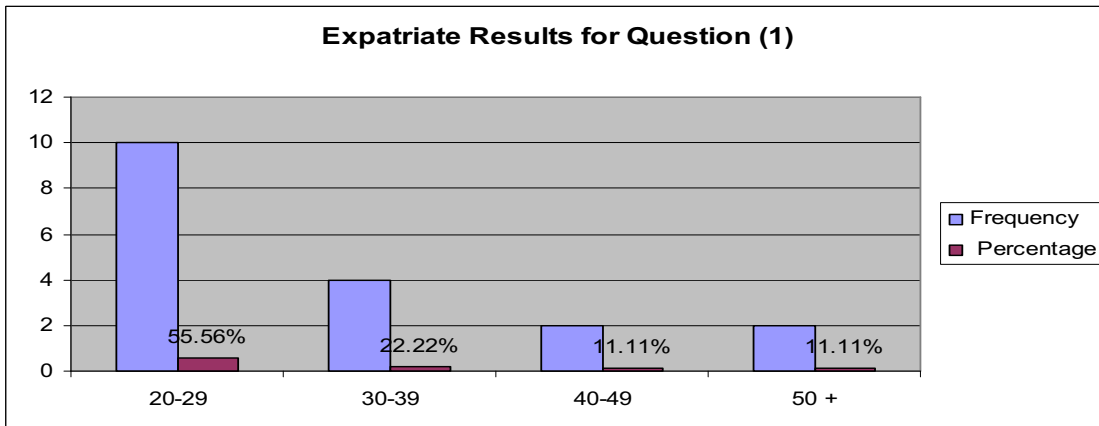


Figure (V-2)

**National Results for Question (2)**

Table (V-3)

	Female	Male
Frequency	16	8
Percentage	66.67%	33.33%

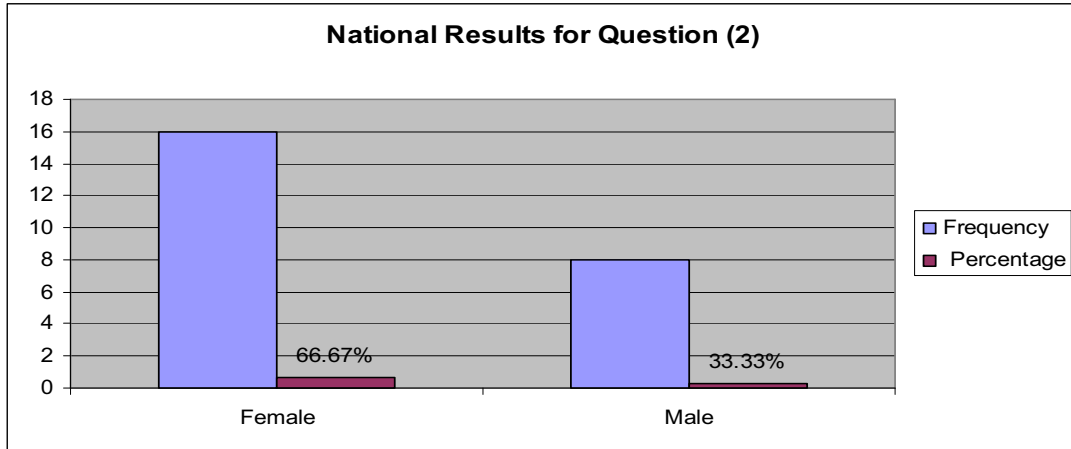


Figure (V-3)

**Expatriate Results for Question (2)**

Table (V-4)

	Female	Male
Frequency	10	8
Percentage	55.56%	44.44%

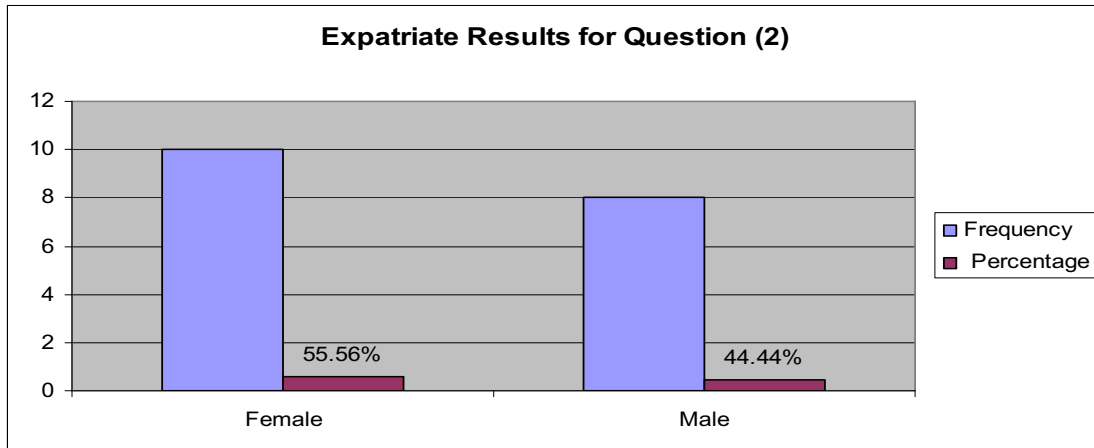


Figure (V-4)

**Expatriate Results for Question (3)**

Table (V-5)

	Arab	Non-Arab
Frequency	11	7
Percentage	61.11%	38.89%

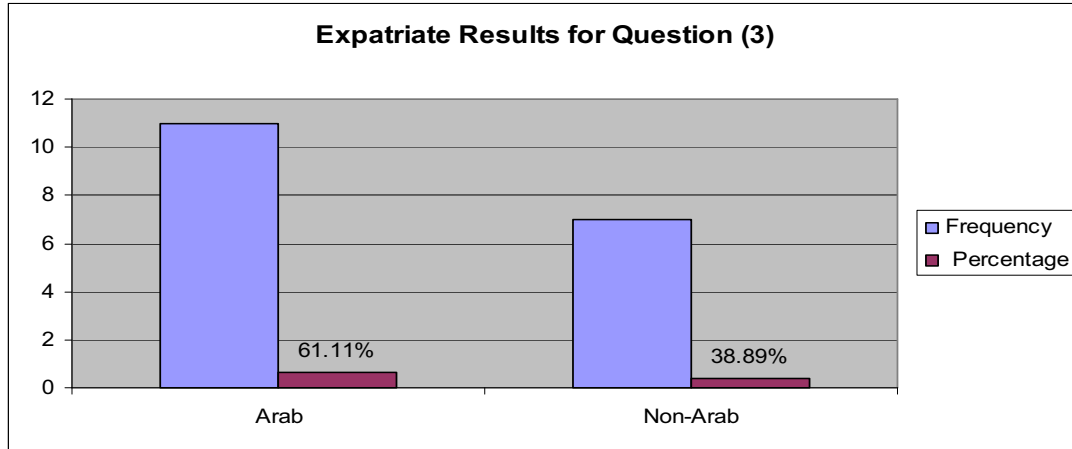


Figure (V-5)

**National Results for Question (6)**

Table (V-6)

	1 to 4	5 to 9	Above 10
Frequency	12	9	3
Percentage	50.00%	37.50%	12.50%

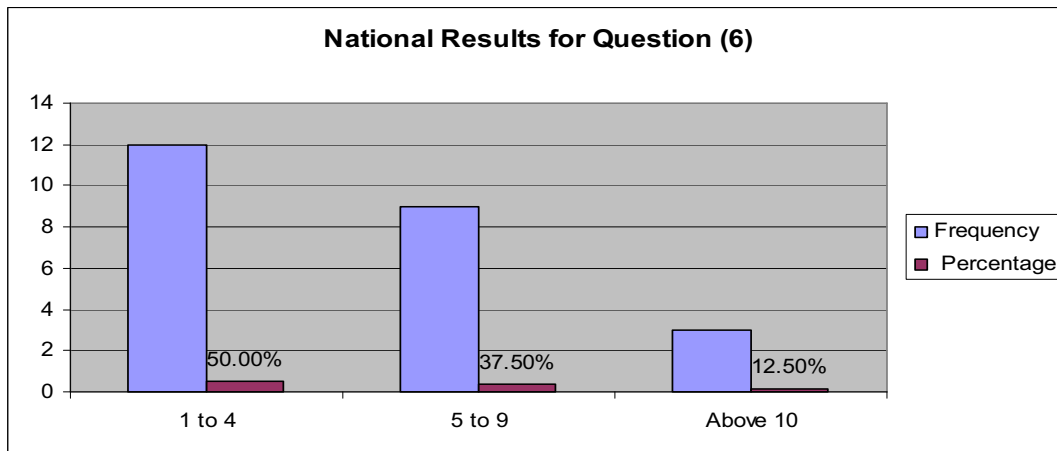


Figure (V-6)

**Expatriate Results for Question (6)**

Table (V-7)

	1 to 4	5 to 9	Above 10
Frequency	8	4	6
Percentage	44.44%	22.22%	33.33%

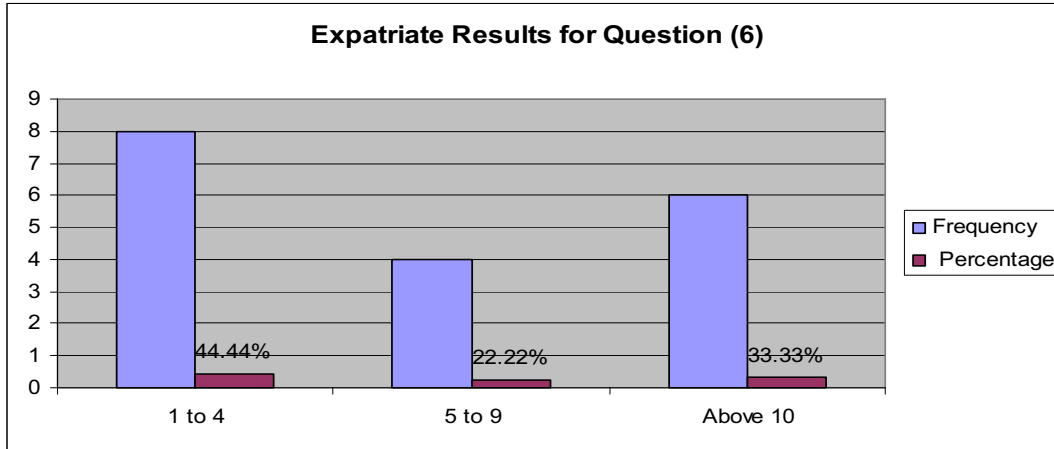


Figure (V-7)

**National Results for Question (7)**

Table (V-8)

	Yes	No
Frequency	15	9
Percentage	62.50%	37.50%

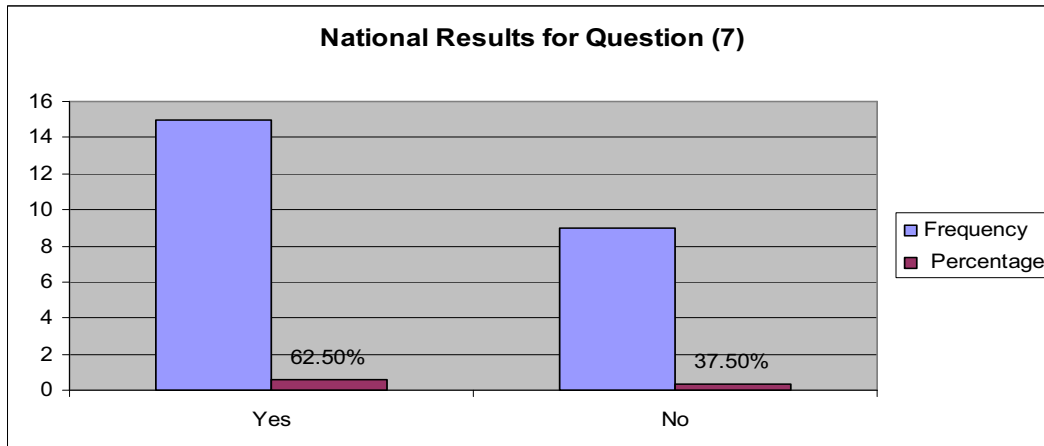
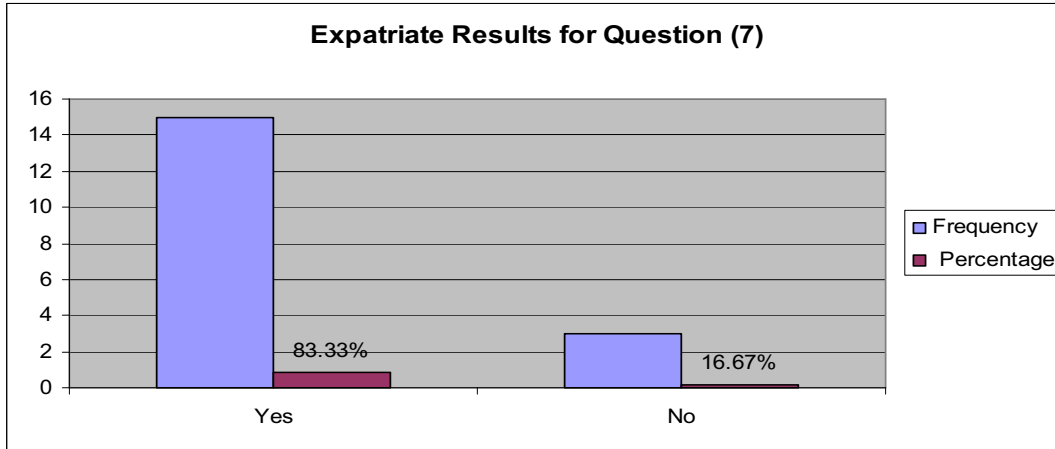


Figure (V-8)

**Expatriate Results for Question (7)**

**Table (V-9)**

	Yes	No
Frequency	15	3
Percentage	83.33%	16.67%

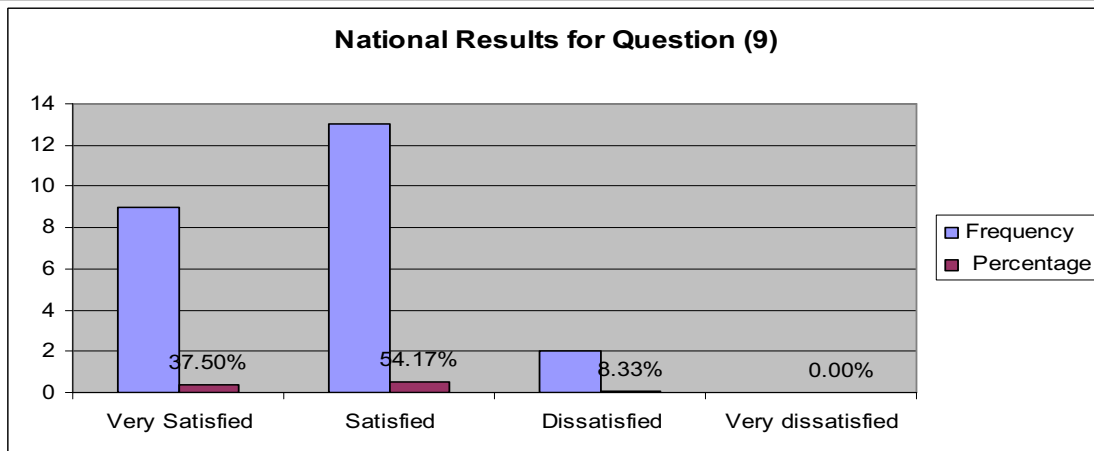


**Figure (V-9)**

**National Results for Question (9)**

**Table (V-10)**

Choice	Frequency	Percentage
Very Satisfied	9	37.50%
Satisfied	13	54.17%
Dissatisfied	2	8.33%
Very dissatisfied	0	0.00%



**Figure (V-10)**

**Expatriate Results for Question (9)**

Table (V-11)

Choice	Frequency	Percentage
Very Satisfied	7	38.89%
Satisfied	9	50.00%
Dissatisfied	1	5.56%
Very dissatisfied	1	5.56%

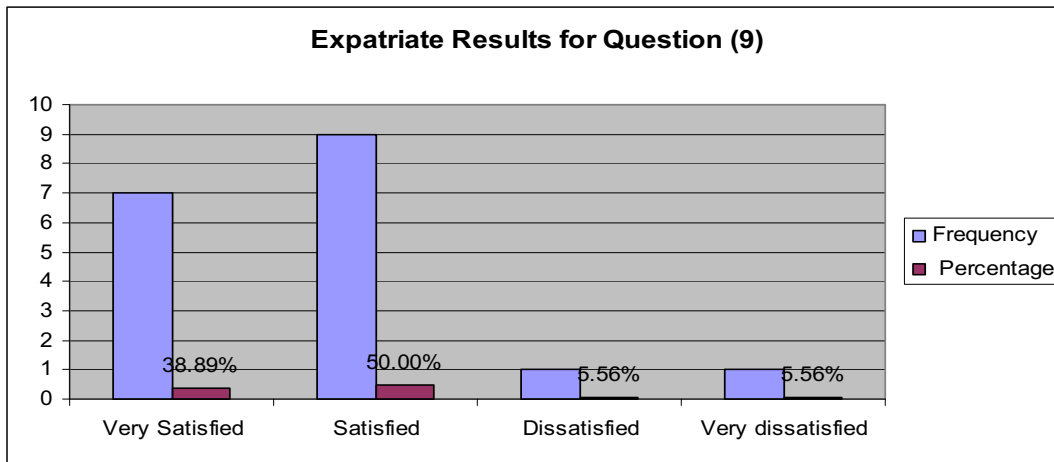


Figure (V-11)

**National Results for Question (18)**

Table (V-12)

	Yes	No
Frequency	9	15
Percentage	37.50%	62.50%

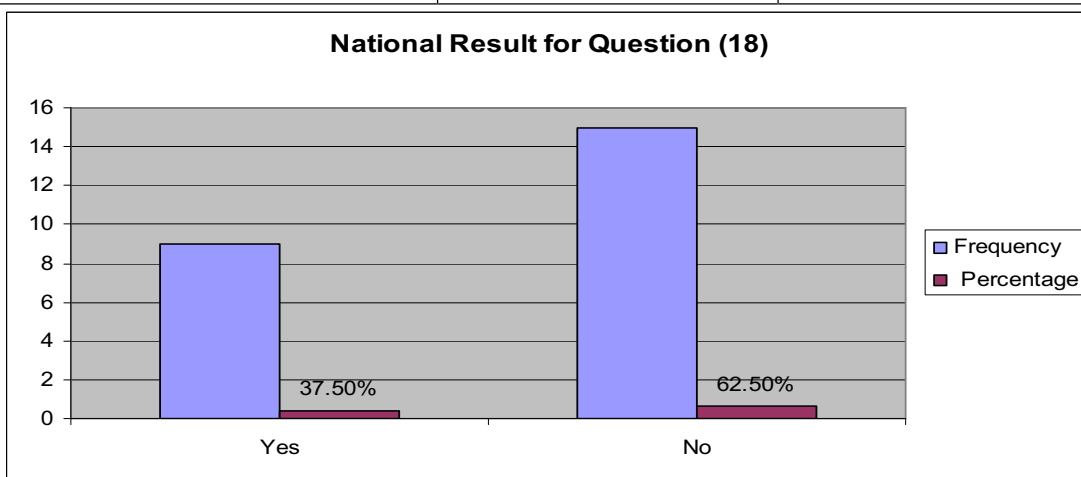


Figure (V-12)



**Expatriate Results for Question (18)**

Table (V-13)

	Yes	No
Frequency	6	12
Percentage	33.33%	66.67%

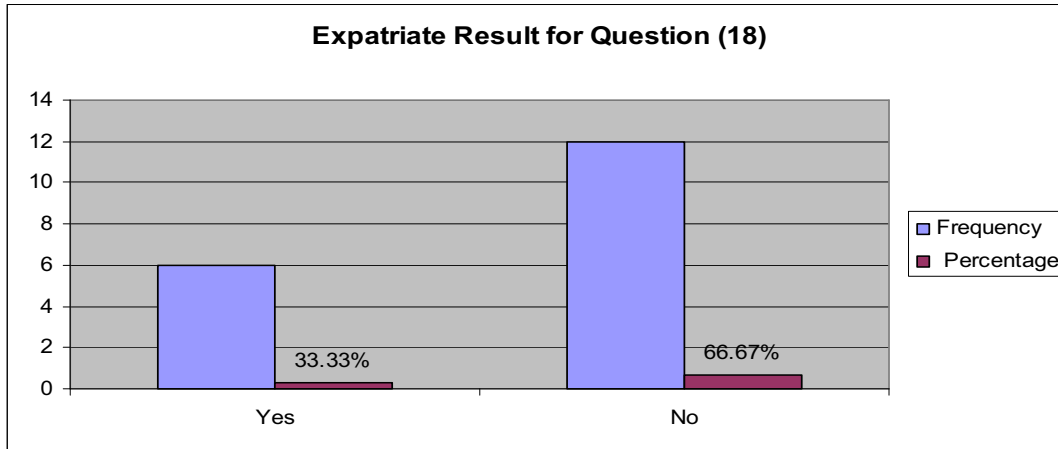


Figure (V-13)

**National Results for Question (19)**

Table (V-14)

	Yes	No
Frequency	18	6
Percentage	75.00%	25.00%

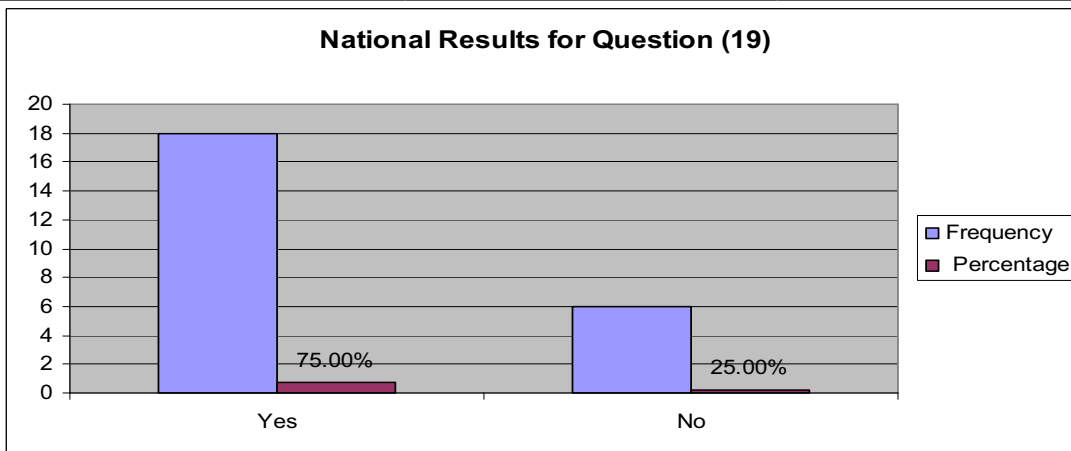


Figure (V-14)

**Expatriate Results for Question (19)**

Table (V-15)

	Yes	No
Frequency	15	3
Percentage	83.33%	16.67%

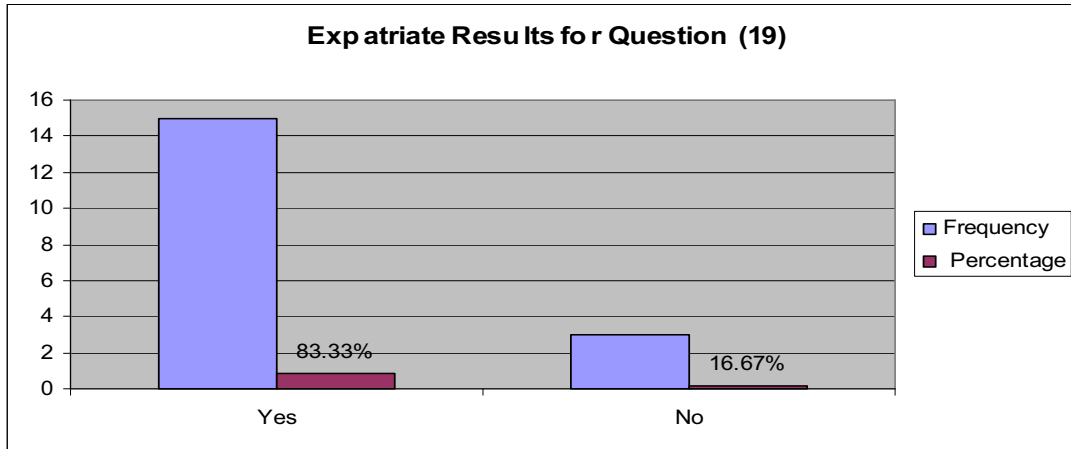


Figure (V-15)

**National Results for Question (20)**

Table (V-16)

	Yes	No
Frequency	6	18
Percentage	25.00%	75.00%

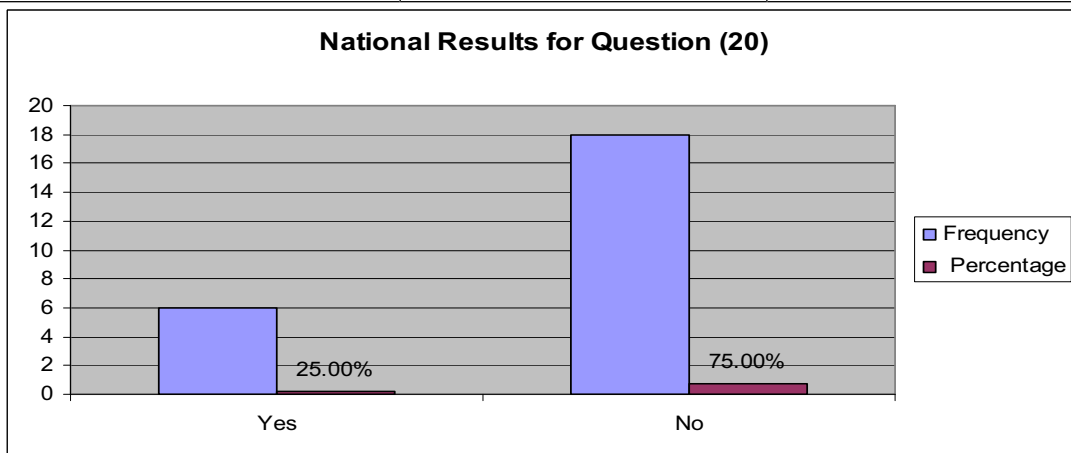


Figure (V-16)

**Expatriate Results for Question (20)**

Table (V-17)

	Yes	No
Frequency	3	15
Percentage	16.67%	83.33%

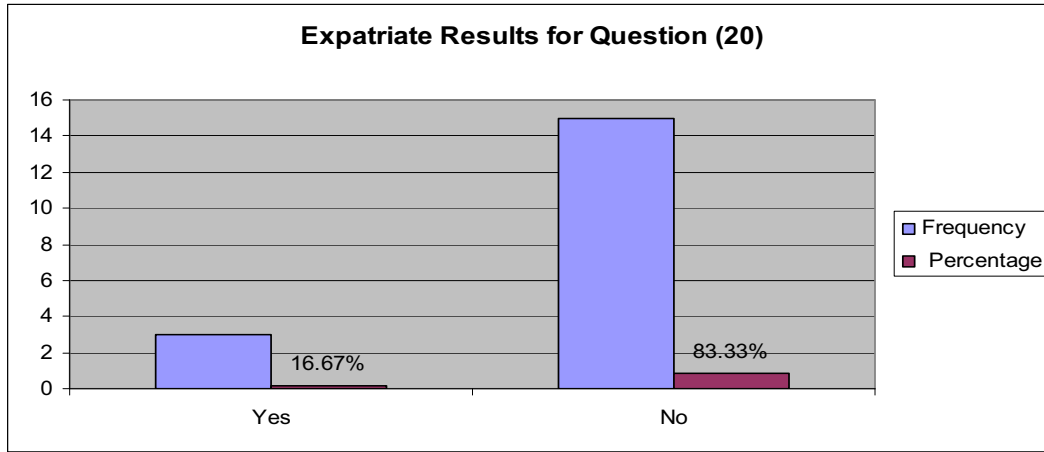


Figure (V-17)

**National Results for Question (22)**

Table (V-18)

	Yes	No
Frequency	14	10
Percentage	58.33%	41.67%

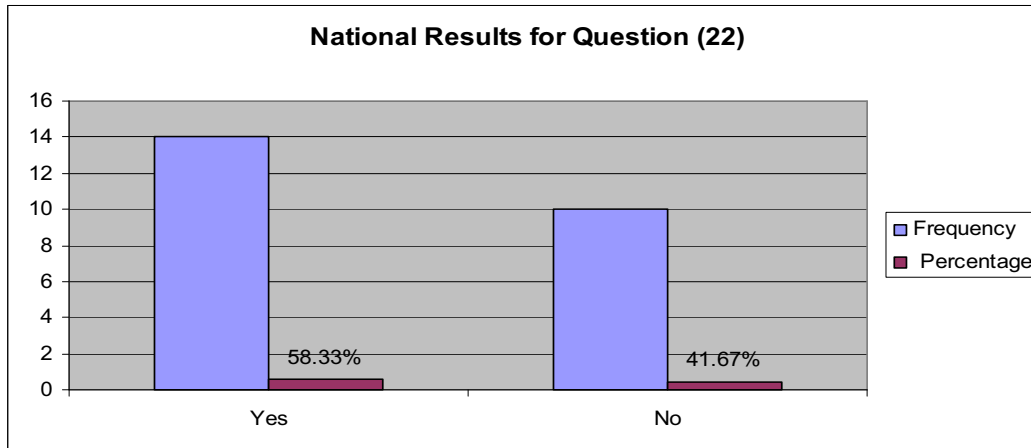


Figure (V-18)

**Expatriate Results for Question (22)**

Table (V-19)

	Yes	No
Frequency	11	7
Percentage	61.11%	38.89%

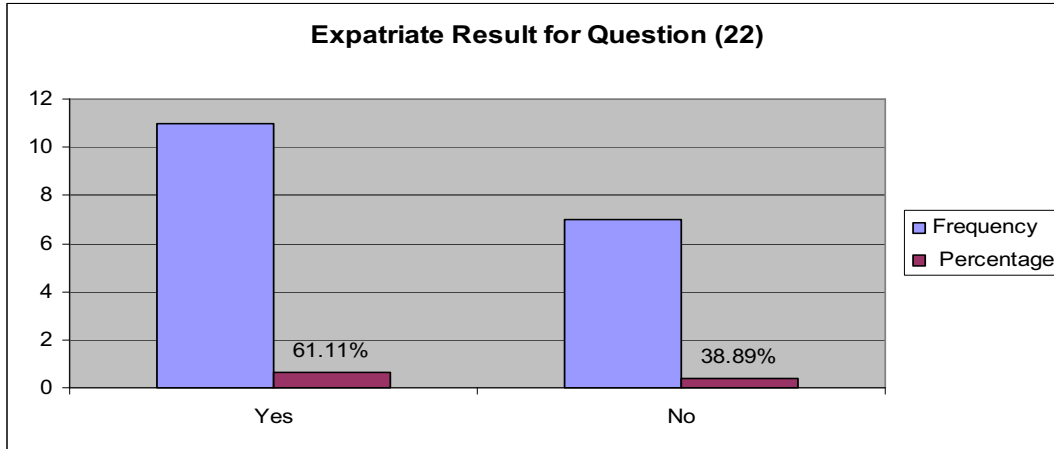


Figure (V-19)

**National Results for Question (23)**

Table (V-20)

	Beneficial	Not Beneficial
Frequency	13	1
Percentage	92.86%	7.14%

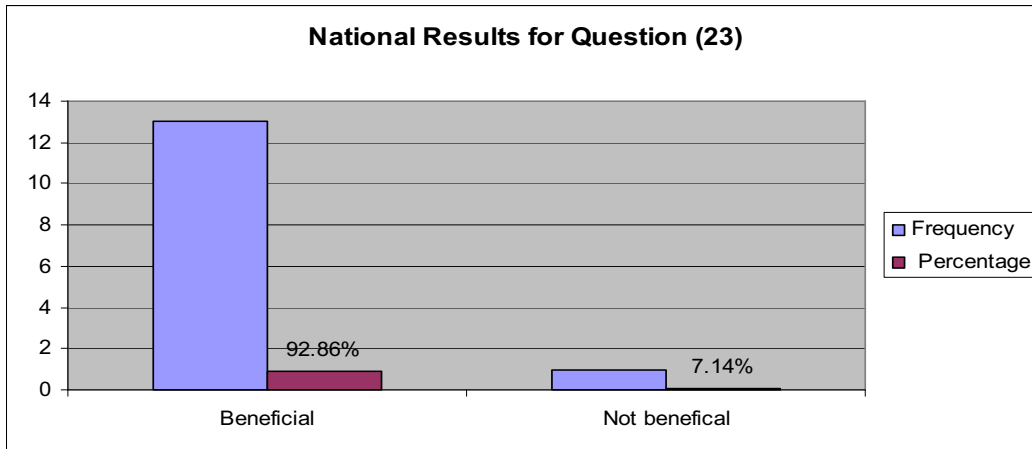


Figure (V-20)

**Expatriate Results for Question (23)**

Table (V-21)

	Beneficial	Not beneficial
Frequency	9	2
Percentage	81.82%	18.18%

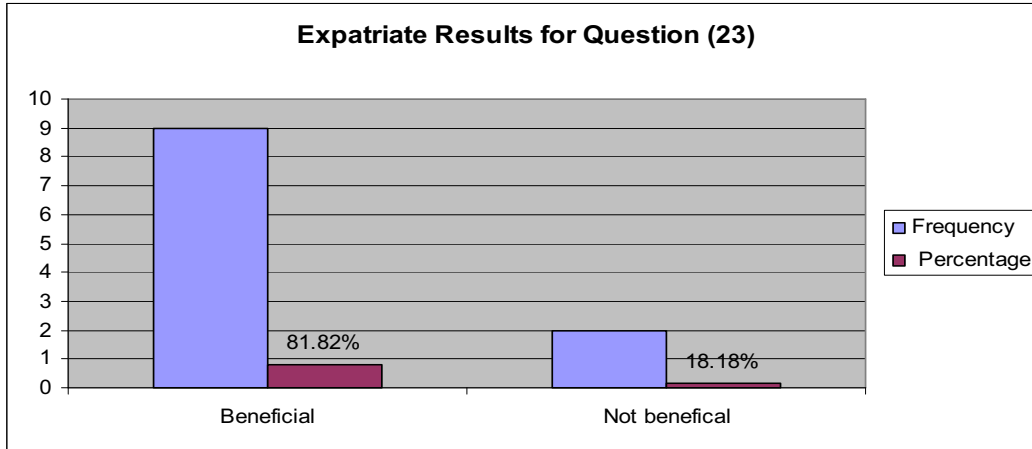


Figure (V-21)

**National Results for Question (25)**

Table (V-22)

	Yes	No
Frequency	10	4
Percentage	71.43%	28.57%

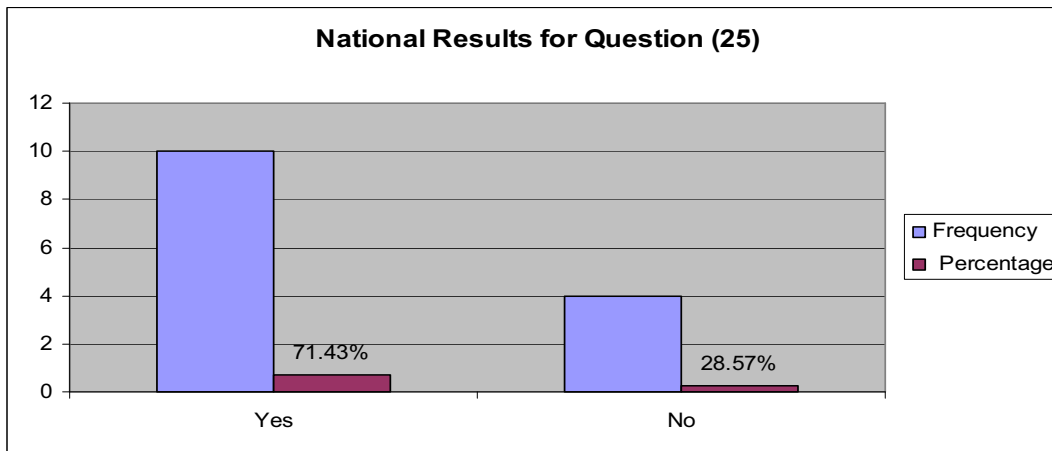


Figure (V-22)

**Expatriate Results for Question (25)**

Table (V-23)

	Yes	No
Frequency	6	5
Percentage	54.55%	45.45%

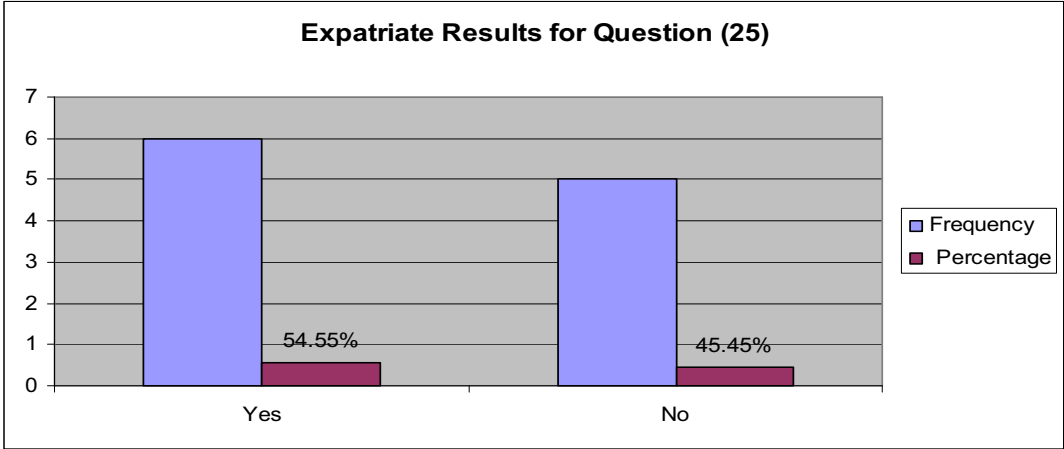


Figure (V-23)

**APPENDIX VI**

**NATIONAL GRADUATES OF HIGHER EDUCATIONAL INSTITUTIONS, BY  
INSTITUTION AND GENDER, 2000/01 – 2002/03**

Table (VI-1)

**National Graduates of Higher Educational Institutions, by  
Institution and Gender, 2000/01 – 2002/03**

<b>Academic Year</b>	<b>2000/2001</b>			<b>2002/2003</b>		
<b>Institution</b>	<b>Nationals</b>	<b>Non-Nationals</b>	<b>Total</b>	<b>Nationals</b>	<b>Non-Nationals</b>	<b>Total</b>
Ajman University	187	454	641	308	1253	1561
Al-Ghurair University	0	0	0	45	0	45
American University Dubai	10	70	80	14	88	102
American University Sharjah	0	0	0	10	205	215
Arab University College	0	0	0	0	0	0
Dubai College for Higher Education	26	38	64	2	2	4
Dubai College for Islamic Studies	280	70	350	217	716	933
Dubai College for Pharmacology	7	9	16	7	15	22
Dubai Medical College for Women	12	25	37	12	25	37
Emirates Aviation College	44	66	110	12	13	25
Ittihad University	0	0	0	11	11	22
Etisalat Communication and Engineering College	41	0	41	52	0	52
Gulf Medical College	0	0	0	0	0	0
Higher Colleges of Technology	2519	0	2519	4168	0	4168
Horizon University	5	136	141	5	136	141
Institute for Banking Studies	57	57	114	81	77	158
Nursing Institute	20	142	162	17	151	168
Scholarships	130	0	130	130	0	130
Shari'ah and Arabic Language College	394	125	519	118	80	198
Sharjah College	1	148	149	0	83	83
Sharjah University	31	0	31	247	284	531
UAE University	2631	331	2962	2336	305	2641
Zayed University	0	0	0	261	0	261
<b>TOTAL</b>	<b>6395</b>	<b>1671</b>	<b>8066</b>	<b>8053</b>	<b>3444</b>	<b>11497</b>

**Source:** Ministry of Planning,  
[http://www.uae.gov.ae/mop/sec\\_Report/edu\\_rep/edu\\_sec\\_rep1.htm](http://www.uae.gov.ae/mop/sec_Report/edu_rep/edu_sec_rep1.htm), September 25, 2004