Training in the UAE Context of Talent Management Initiatives

A Semi-Government Organisation Case Study

مبادرات إدارة المواهب للتدريب في دولة الإمارات العربية المتحدة

دراسة حالة لمؤسسة شبه الحكومية

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ABSTRACT

This dissertation examines the relationship between training and development and talent management (TM). The empirical research was supported by funding from the Federal Demographic Council, which had contracted the British University in Dubai to evaluate TM at micro and macro levels in all sectors of the UAE. This study focuses on a set of interviews with employees at different levels in the organisation, and aims to understand what TM means for them especially in semi-government companies.

Training and Development is an essential component of many TM systems, and it has important roles in the development of UAE nationals and expatriates as well as having the potential to make a major contribution to semi-government organisations' performance.

The analysis of the interview data concentrates on difficulties associated with training, learning and development in the talent management context. It covers TM perspectives, support factors for training, learning and development (TLD), alignment with organisation strategy, TM challenges, training processes and solutions. The main findings from the interviews were difficulties experienced from the unwanted turnover of talent. In this case study organisation there were problems relating to: lack of processing and implementation of appropriate training, and a lack of management awareness of the importance of TLD. In addition, there were systemic problems relating to the majority of the business units not having specific budgets for TLD, partly due to it being stereotyped as wasteful of time, manpower and money.

It is concluded that companies and the government should fully support TLD initiatives in the semi-government sector, and finally, recommendations are made to recruit and retain talented workers. Ways that companies can enhance talented employees' work experience, knowledge, skills and competences are emphasised.

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ملخص

كلف" المجلس الإتحادي للتركيبة السكانية "الجامعة البريطانية في دبي بتقييم إدارة المواهب في المستويات العامة والخاصة في جميع قطاعات دولة الامارات العربية المتحدة من خلال إجراء مقابلات مع الموظفين على مختلف مستوياتهم و مسمياتهم الوظيفية وأعمارهم لإدراك مفهوم إدارة المواهب بالنسبه لهم لاسيما في الشركات شبه الحكومية. وإن من أهم أولويات دولة الامارات العربية المتحدة التدريب وتنمية المواهب البشريه من أجل إستقرار وظيفي وإنتاج أفضل .

وبهذا فقد أشار "المجلس الإتحادي للتركيبة السكانية"إلى الكثير من الأسباب التي تجعل الموظفين يتركون وظائفهم في الوقت الراهن، لاسيما ما نتج عن هذة الدراسة تراجع المؤسسة إقتصاديا، وإهمالهم تدريب وتطوير موظفيهم، وبالتالي وضع التوصيات والتي تكمن في تدريب وتنمية الموظفين في الشركات شبه الحكومية وفقاً لوجهات نظر الموظفين. و عليه حُددت الأهداف في هذة الدراسة بربطها بالبحوث الأدبية لمعرفة الصعوبات المرتبطة بالتدريب والتعليم والتنمية في إدارة المواهب.

وشملت إحدى الفصول قاعدة البيانات التي اتخذت من المرجع الأدبي أساسا لها لمناقشة أفاق إدارة المواهب وعوامل دعم التدريب والتعلم والتنمية بالإضافة إلى إستراتيجة المنظمة والتحديات وعمليات التدريب ، وختمها بإقتراحات للمشاكل المطروحة.

وتُوصي الدراسة لبذل المزيد من البحوث والمراجع والتي من شأنها إستفادة الباحثين للتمكن من الحصول على نتائج مثمرة وكتابة البحوث الأكاديمية وعمل مقابلات أكثر لتمكنهم من إستثمار هذا الموضوع.

كما أوصت بضرورة الدعم الحكومي للمؤسسات شبه الحكومية مادياً ومعنوياً لرفع مهارات مواهب الموظفين والمحافظة عليهاعن طريق تدريبهم وتطويرهم.

وفي الختامًأدرجت بعض المعلومات في ملحق الفصل حيث لم يكن لها متسع فيما سبق .

DEDICATION

I would like to award this success to my parents who had supported me during my study, my family who had been very considerate and provided me with a suitable time to concentrate more and focus on my project and to my fellows who had helped me to conduct interviews and develop this work. They were very accommodating and supportive by providing reliable, accurate and detailed information.

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CHAPTER 1 – BACKGROUND

Over the past few decades, the role of Human Resources (HR) was known as Personnel Management or Personnel Department, where it was focused on transactional process, such as recruitment, and provided the necessary work-related components, like salary packages, benefits and other administration. Soon after, when organisations became more demanding and complex HRM eventually developed to contain additional responsibilities that included HR strategies, which established HR as a business partner rather than an administrative processing unit. Nowadays, Human Resource Management (HRM) tackles all those aspects and recognizes key developments, like talent management, employee engagement, knowledge management and leadership by integrating the existing other material into HRM (CIPD, 2012, p. xiii).

In addition, Human Capital Management, which targets attracting, managing and developing, people through identification of their strengths, skills, preferences and place them in the right position. Hence it manages talent effectively, indeed "talent" has different meanings for instance in the 13th century, the word talent indicated a tendency, while talent was defined as "a natural ability to do something well". In fact there is a huge amount of research studying the topic of Talent Management (TM). Later, the word changed its meaning to be a unique aptitude and ability to prove outstanding achievement in physical and cognitive domains, indeed high-level mental skills (Tansley 2011, p. 267).

Tansley adds, more than four hundred contemporary studies and articles using comprehensive research methods have been written by authors, reviewing and debating the continuing 'war for talent'. In the same vein Collings and Mellahi (2009) state that TM can enhance skills by activating training, learning & development to acquire knowledge that will invest the employees' capacities and will benefit employees and employers across the country, in all aspects since it leads towards the same overall purpose.

CHAPTER 2 - INTRODUCTION

This research is written to identify and investigate matters related to training and development in semi-government organisations in the UAE.

Kim and McLean (2012, p. 568) feel that TM is a new topic in HR. In the early 1990s, it was a combined concept and ambiguity surrounded the definition of its meaning, values, and features (Collings & Mellahi 2009; Garrow & Hirsh 2008; Iles 2010; cited in Lewis &Heckman 2006). Thereafter, the academic studies on TM have explained in detail the concept in clearer ways on three points of view, and where the concept of TM has become more widespread in organisations (Lewis & Heckman 2006, p. 170). Initially, employee resourcing looked into HR roles and activities through hiring, developing and retaining employees, whereas it was not conceptualised as TM. Then, authors began to define TM as job security and developing existing employees by having talent pools and career ladders. The third viewpoint, gave more consideration to individual performance at outstanding levels and retaining those talented people. In addition, succession planning and leadership development were considered as essential to the talent pipeline. Kim and McLean (2012) and Collings and Mellahi (2009) concur that "TM is not a very new concept but should be re-emphasized by HR professionals to identify key positions and develop a talent pool, it is a critical step for successful TM" (Kim& McLean2012, p. 568).

These days, many HR departments operate TM at a corporate level, especially, when it is held as a centralized HR function, which comes under one 'umbrella'. The functions include activities such as succession planning, policies, practices, recruitment& selection, training need analysis, learning &development and competencies. Identifying issues and utilizing performance management is understood as a way of guiding and attracting employees to transform them into high potential talent and be motivated to aspire towards promotion, pay increments and bonuses, which are part of their organisation's rewards strategy:

> [a]reward strategy requires to clarify the organisation objectives of different elements of the reward, gather the employees who have coherent waves for employee voice and ask their reward expectation by providing the reasons of that. Which integrates total reward, like reward strategy and remuneration, pay policy and practices, pay structures, executive pay, team reward, salary and payroll administration and minimum wage(CIPD 2013).

All these activities and progressive ideas have incorporated a deliberate strategy to gain from what is called TM (Bersin 2006). Some people believe that TM originated from western countries. However, it is probably more realistic to acknowledge that the idea existed hundreds of years earlier when Islam entered the world through Allah's prophets/messengers/slaves. This is stated in the Holy Quran and Sunnah of Prophet Mohammed (peace be upon him), on how humanity must treat each other, care, reward them, learn from each other and motivate them to further develop their leadership roles through training, learning and development (TLD) which are expressed using other terminology. Abu Huraira, may Allah be pleased with him that messenger of Allah, peace be upon him said: "And the wire path seek easy note of God has its way to paradise" Muslim (n.d).

Islam religion urges Muslims to learn and develop their skills to obtain knowledge for the sciences, and learn from scientists and experts. The creator Allah said in Surat Al Baqarah in the holy Quran supports the purpose of TLD:

كَمَآ أَرْسَلْنَا فِيكُمْ رَسُولًا مِّنكُمْ يَتْلُواْ عَلَيْكُمْ ءَايَٰتِنَا وَيُزَكِّيكُمْ وَيُعَلِّمُكُمُ ٱلْكِتَٰبَ وَٱلْحِكْمَةَ وَيُعَلِّمُكُم مَّا لَمْ تَكُونُواْ تَعْلَمُونَ ﴿١٥١﴾

> Just as We have sent among you a messenger from yourselves reciting to you our verses and purifying you and teaching you the Book and wisdom and teaching you that which you did not know (Holy Qur'an, 2.151).

That means, the Lord sent a messenger to teach people the holy book, wisdom and purify them. Thereby, people since creation of the world admitted that TLD was established from Allah, and therefore humanity learned the importance of this basic knowledge and making improvements in learning through the sciences. Due to that, Muslims followed these instructions and started to learn diverse subject disciplines, such as mathematics, history, medicine, and astronomy, which were developed during the time between the seventeenth and eighteenth centuries in Islamic countries, called the golden ages.

On the contrary, and at the same time, the populations of western counties were suffering from ignorance during the period known as the dark ages. Even the intellectual was described as the source of darkness in Europe at that time (Cannon 2002).

Consequently, Islamic and Arab countries share management beliefs and values similar to Western management's present-day trends and thinking in TLD (Branine 2011, p. 460). In modern times, GCC and some Middle Eastern countries were pursuing this path by implementing and attracting new people from the labour market well before the UAE union took place on 2 December 1971. So, the TM concept is not new for the United Arab Emirates (UAE). As an example Abu Dhabi and the other states that contain the seven emirates had assigned his Highness Zayed Bin Sultan Al Nehyan to be the ruler of Abu Dhabi and president of the UAE at that time. He supported nationals very much by building the essential educational infrastructure of schools, colleges and universities for the country in order to educate nationals and help them to pursue their studies. This path has been continued by the current president His Highness Khalifa son of Zayed.

Indeed, the first university in the UAE was founded in 1976 called UAE University. It provided a free education, and in addition to that there were scholarships available for study abroad which was unlimited for all nationals. Regardless of age, everyone had the opportunity to enhance their skills and contribute to the development and future of the country. Still scholarships are available however they are now allocated with some conditions and age limitations.

Furthermore, the mission of the UAE government is to offer jobs for nationals in all sectors, for instance jobs in the government, semi-government, banks and private sector. Moreover the government extends housing to support nationals to grant free accommodation. Also, retired or disabled people are entitled to receive different allowances to support them and their families. This insight is to provide a modern lifestyle for locals to meet, or even to exceed the popular needs and be comfortable. Also, the government aims to maintain the security of the country and focus more on high aspirations for development.

This dissertation research study on the training aspects of TM within semi-government organisations, will help to assess the effectiveness of the current context of training and development programs. In my own work experience of HRM, I have found training and

development to be a strong and crucial factor that cannot be set aside and simply ignored. Training and development have the advantage of creating added value and there are powerful benefits from utilizing TM to lead a competitive and attractive sector and create a successful organisation.

3.1 Problem Statement

This research examines the effectiveness of TLD programs and initiatives in semi-government organisations within the UAE. To achieve strategic goals, we must understand the different efforts that have to be directed towards cultivating talents and review them periodically. For example, the government realized that providing employment for locals was not enough on its own. Therefore, foreign expertise has been hired to teach and develop locals with the required knowledge and competencies. Expatriate trainers are expected to transfer knowledge and share their competencies in order to train and develop others in MNCs (Dowling, Festing & Engle 2008; cited in Farndale, Scullion, Sparrow 2010, p. 165). It is important to intervene in this sector in all aspects to ensure that nationals are well trained and educated and able to take on higher positions in the future. Furthermore, there needs to be a stronger focus in HR departments extending the functions' activities and giving them more authority to assess talent supply and demand. HR should become more flexible by building associated specialized departments for locals such as Emiratisation departments (Harry 2007; cited in Mashood, Verhoeven& Chansarkar 2009).

However, in 2008, organisations went through difficult environmental contingencies creating more economic pressure on them to survive and with much more constrained training and development expenditures. For example, the Global Financial Crisis (GFC) influenced many organisations all over the world. When it happened, many organisations revoked their development programs and were less interested in TM due to budgetary considerations, especially in the semi-government sector. One of the responses to the GFC was closing the suggestion scheme and reward departments. During that situation, the semi-government sector had restructured many organisations and redundancy was implemented due to cost reasons which eventually influenced the remaining employees and demotivated them. They felt that this sector was not secure and they searched for employment in more financially stable companies. This phenomenon increased the rate of turnover of talent which affected corporate viability and contributed to the closure of some entities.

The war over talent is a problem which when TM occurs, competitive advantage in the local market often improves. It is important for the organisation to undergo a transformation and use TM extensively, retain talents by using rewards, benefits, identify their career paths for future positions and succession, and conduct performance management to identify issues and determine individual talent needs as well. This also includes supporting the previous processes of education and advancement by granting scholarships and allowing students to obtain either on-the-job training or work placements in organisations. HR practitioners have to participate in recruitment events, such as career fairs to attract more talent, which will lead to increasing the size of the selection pool of high potential candidates.

HRD should focus on recruitment and selection of talents, and assess their personalities by using psychometric tests and linking them with training and development. The aim is to engage, motivate and monitor employees and encourage them through greater accountability and empowerment.

We do not underestimate the extent that some negative issues and factors can create obstacles that organisations can turn into success through training and development. Morrison (2009) summarizes some major issues in TLD, and sets them out as follows:

1. Lack of Training Needs Analysis (TNA) may not meet the company KPIs
2. The trainer should be well prepared and practiced during training as well as take responsibility for development
3. The training aims should be for long term purposes and for the advantage of all parties
4. Weaknesses experienced in transferring knowledge and learning should prompt reassessment of the values and interests of trainees

The above issues must be taken very seriously to improve the TLD system. The initiative of training and development should be considered by the entire organisation to improve talented employees' skill sets, learning and career goals. However, it is important to note that for learning to occur the initiative always has to come from the employee, if he/she is unwilling to learn new things and to develop different skills, the training will not be worth it, even if an organisation spends billions on training and development courses. If there is a lack of initiative from the employees then it will be ineffective. While there are many talented employees who are dedicated to benefiting their

organisations, however not all productive work is executed on a professional level and in some situations the time is not permitted or available to complete their tasks in the most desirable way. Overall, any organisation's training and development initiatives should complement employees' learning initiatives to build up a strong organisation with excellent talent that can create success.

One definition of learning is it is a "process of expanding the knowledge of the organisation". Senge proposes two types of learning: adaptive and generative learning. Generative is internal and exploratory within the organisation seeking new strategic areas for positive growth and development. While adaptive is grasping changes externally and adapting to new environmental opportunities and demands. Both come from discussion, experimentation and feedback within the organisation (Lynch 2012, p. 444). Therefore this dissertation study is focused on the development of talents who are professional and willing to learn, because their proactive attitude towards learning is the most effective way to achieve results and progress towards TLD goals.

Thus, learning often arises from training and development activities, particularly in contexts of formal and informal initiatives in TM, since they are complimentary to each other. Therefore this research examines TLD at all levels in semi-government organisations.

3.2 Purpose and Objectives

This research has been written to stimulate the semi-government to encourage collaboration and experimentation within the UAE and to implement mechanisms and reap advantages that will be beneficial for the country.

The aim of this research is to understand how HRD can make TLD in TM more active, a worthwhile means of investment in human resources and become known in the Emirates as a viable corporate strategy. This dissertation intends to provide insight into why training in TM in the UAE is important and how it can positively impact on HR departments, semi-government organisations, and the country. Therefore, the research objectives are as follows:

- To analyse and assess how important training is for organisations in the semi-government sector

- To estimate what influence TLD has on employee performance in semi-government organisations
- To evaluate the overall relationship between TLD and the organisation's performance and success.

3.3 Key Words:

Talent Management, training, learning, development, and knowledge.

CHAPTER 3– LITERATURE REVIEW

TM is an important topic that has strong links to Human Resource Management (HRM). TM encourages management to treat the most talented category of people differently, because they can add more value. It is essential to make a strategic assessment of the risks at the corporate level based on the competition for labour in domestic and global markets, since highly talented people are most wanted and have more valuable work attitudes and competencies. Indeed, the contribution of talented people is based on the skill-set that appears individually and not as a group. Due to their individual skills the superiority of talented people's skills creates a kind of threatening sense of potential inadequacy for other team workers, and can lead to conflict in the talent pool and the general work context (CIPD 2012, p.193). Also, design and implementation of TLD makes apparent such skills gaps. Yet although talented individuals often understand the important role of managers, they too often lack the soft skills to communicate effectively with their superiors and peers. All employees should therefore continue to improve their techniques of communication and can be assigned role plays to solve real problems facing groups of employees. They can also engage in action learning projects, with managers measuring the results of the action learning group's proposed solutions for saving money or enhancing the system, for example, by focusing on essential business processes. TLD is designed to improve employees' careers, increase organisations' productivity and customer satisfaction (Noe 2005, p. 1-2).

3.4 Importance of TM to HR programs -Training, learning and development and processes

TM is a component of development programs and a critical feature of HRM in organisations. As has been mentioned above, the initiative of learning must be taken by the employee him/herself to gain the required knowledge. Hall and Mirvis (1995, p. 235) have represented career growth as a progressive model and influence via an integration of personal learning and tasks as shown in Figure 1.

	Task learning	**Personal learning**
Short Term	Improving performance with related Abilities, Skills, and Knowledge	Resolving Attitudes issues towards personal life and career
Long Term	Improving Adaptability	Developing and extending identity

Figure 1 – Task and personal learning dimensions in career effectiveness (Adapted from Bratton & Gold 1999, p. 277).

TLD has a significant role to play in retaining, motivating and satisfying employees so that they succeed in organisations. One of the significant reasons for HR planning is "better informed judgments about the skills and attitude mix in the organisation" (CIPD 2012, p. 195); for instance if the organisations want to meet their goals, they must either hire new staff or train or develop their existing employees. Even if the budget of the training is squeezed by the management, the decisions have to be made whether to spend part of this budget on talented employees, or maintain commitment to spending the budget on everybody, because focusing on a few talented individuals might be counterproductive, especially for front-line managers who are asked to meet more stretching targets (CIPD 2012, p. 201).Also there are arguments in favour of a common emphasis on a commitment to learning processes and goals of mutuality attained through benefits derived from collectively shared knowledge (Pinnington, Kamoche & Suseno 2008, p. 68).

Additionally, Performance Management can support TM processes to select, assess and develop the employees. Previously, its implementation used to be ambiguous, and was insufficiently linked to

employees' performance levels and relative organizational contribution. But now that talent pools have drawn more management attention to the ways that organisations can succeed, there is more emphasis on how to guide employees to identify their learning needs and support high levels of individual and group performance, regardless of their hierarchical or pay grades and levels (CIPD 2012, p. 226).

To target and achieve high performance, especially for the talented people in an organisation, consideration of actual and potential contribution must match the business objectives, job objectives, job roles, employees' performance levels and competences. This will provide employees with a sense of achievement and contribution towards the company's vision, objectives, and implementation goals. Encouraging employee engagement and an empowering atmosphere are also effective ways of increasing rates of retention. These factors motivate employees and increase their productivity.

3.5 Global Competencies

Measures of global skills and competencies are indicators that international organisations can use to attract, monitor and control global talent (Farndale 2010). These kinds of skills and competencies have to be utilized to align and integrate work processes in specialist areas and departments in order that they are diffused throughout the organisation. Realising synergies between the specialists departments so that they are successful at the organisation level are more likely to be maximized when they occur based on excellent levels of performance by talented employees whose skills and competencies are controlled and integrated through TM (Heinen & O'Neill 2004; cited in McDonnell et al 2010, p. 151). It should be remembered here that the role of HRM is central in identifying the required competencies and providing effective involvement in TM and TLD in order to develop those skills and competencies in global talent (Marquardt 2004; cited in Kim& McLean 2012, p. 569).

Schuler, Jackson and Tarique (2011, p. 506) mention that HRM can contribute substantially to organisations' capabilities in seizing international strategic opportunities. It commenced in the 1990s as we indicated earlier in the previous chapter, arising from new policies and practices in Global TM (GTM). However, the global market presents a considerable number of challenges that

make the labour market highly competitive due to talent movers and shakers, known generally as 'Global Talent Challenges' (IHRM 2010, p. 506).

Globalization requires rapid changes in business that leads to increased demand for talented people and increases in competition in global labour markets. Over the next two decades, the age distributions of the workforce will decrease in western countries due to approaching retirement reducing the size of the talented workforce in the older age groups of the labour market relating to the "baby boomer generation" people born during the late 1950s and in the 1960s. Whereas the total supply of talented people with potential is high, it is still the case that the younger talented generation is not able to secure employment in many of the areas of high employer demand notably in domestic markets which creates social and economic problems. Talented people remain essential for high performance in organisations, and their strategic business needs means that firms continue to seek them out (Storey 2007, p. 106).

There are two fundamental objectives that encourage firms to take talent from the external labour market as follows: first, a major purpose of training is to transfer knowledge and experience in order to cope with the global market and create better organisations. Second, learning how to implement new technologies is important for organisations to move further ahead with their strategic aims and operational goals. Moreover, there is high demand in the market for more efficient and effective deployment of labour, and this is set in a global context where international trends and educational developments threaten the long-term viability of existing, local talented workers at both managerial and specialists levels (CIPD 2012, p. 200).

HRM fundamentally involves tracking, assessing, sorting, appraising, grading and placing people to make a decision on staffing including development decisions. HRM and TM can assist with more fully understanding these processes despite the principal concern often being matters of assessing their organisational efficiency frequently in rather theoretical, prescriptive and descriptive ways. Policy and practice in TM assists with defining the values, skills, competencies and qualities of current and prospective employees. This articulation of talent terms is demanded in modern organisations because such forms of HRM can lead to changes in organisational outcomes and power. This capacity, form of knowledge and associated technologies, concentrate on the needs of the organisation to define, identify and assess individuals against structures of significant

competencies and behavioural frameworks, like TM frameworks. This emphasises the strategic importance of identifying and assessing key managerial capabilities and other competencies. Nevertheless to support broad-based cultural/structural change the highlighting of talented resources is primary to describe the organizational phenomena and territories that must develop, while understanding the importance of making continuous and practical linkages between HRM and TM ideas, predictions and techniques (Storey 2007, p. 101). The total span of knowledge creates on-going development issues for educated and talented workers that affect multinational companies' competitive strategies as well as their acquisition and retainment of human resources across different countries.

The annual and seasonal availability of labour creates a challenge for organisations in terms of sourcing needed talent from the growing pool of talented students. After graduation ceremonies in every semester some labour markets face difficulties with creating enough vacancies for graduates in both local and global labour markets. Therefore vacancies created by entrepreneurial and expanding businesses are especially important and present a solution for some of the talent pool problems. Entrepreneurs can be supported by an effective TM system or scheme that supports an industry or sector and can attract, retain and maintain the needed talent. There are commitment-oriented HRM practices for talented people that can work well in specific organizational contexts where there exists high advocacy and support for talented work roles. When following a high-commitment HRM approach, first, organisations should invest heavily in those who carry vital knowledge by developing, motivating and empowering them. Second, organisations should hire talented employees who are quick to be highly productive, and reward them on a short term, results-oriented basis. Third, organisations should attract and retain employees who hold unique skills and impact indirectly on performance, such as creating consumer value. Last, those workers who are involved in long-term strategic alliances should be motivated and retained (Boxall & Purcell, p. 115-116).

Kim and McLean (2012) advocate support for the point of view expressed in McLean (2010) and Collings & Mellahi (2009). TM requires continual attention to wealth generation and issues of employee development. Creating wealth day-to-day is important (Sparrow 2004) and so is gaining benefits from progressive TLD programs for organisations' work practices and processes. An official program of development attempts to train, facilitate learning and develop managerial ability

in leading employees to enhance organisational performance and revenue generation. With regard to development, Briscoe (2008) suggests that organisations develop their high potential employees' cross-cultural awareness, global management abilities, and language capacity. This will often involve having access to the backup of global work experience as one of the positive outcomes of building international management skills (Gregersen 1998; cited in McDonnell et al 2007, p. 152).Despite implementing recruitment, staffing, career paths, reward and assessment & recognition, global competencies also rely upon TLD(Marquardt 2004 cited in Kim& McLean2012, p. 571).

The other critical challenge that the global organisation meets when dealing with talent development is ethnocentrism which can be defined as "judging other groups as inferior to one's own (Barger 2008, p. 572). Unfortunately, cultural unawareness covers many organisations that expand into other geographies, countries and cultures. In fact, they frequently operate more readily through ethnocentric rather than innovate, based on different thoughts and functional conflict. Unfortunately, HRM practitioners often confuse achieving a balance through customization and local flexibility with matters of standardization and formalization (Begley & Boyd 2003). Organisations might expect justice and effectiveness in HR activities and policies can be achieved through international standardization [formalization] (Begley & Boyd 2003). However, the local legitimacy of strategies for recruiting local talent and developing them necessitates considering and attending to the norms and values of local contexts. Absolutely, the outcomes achieved will lead to better productivity than implementation of low cost, standardised strategies which often do not give enough attention to the differences between countries and varying points of view across geographical regions and local contextual circumstances for talent (Tarique & Schuler 2010; cited in Kim& McLean2012, p. 572).

Cross-cultural training is recommended as a way of helping trainees to learn through their work experience by obtaining the appropriate culture 'milieu' (Marquardt 2004, p.44) in the syllabus (Stanek 2000). This first-hand experience is a key approach for improving and developing employees' cross-cultural knowledge and competencies (Meyers et al. 1989). Also, it is important for TLD to attend to the global setting and ensure that implementation of global courses is fully supported (McLean 2004). This kind of learning support may take the forms of computational, coordination activities, creative assignments which lead to the development of business insights, mediating competencies, problem solving and interpersonal skills as well as precise subject

knowledge and techniques (Harvey 2009). These TLD experiences encourage employees from diverse countries and cultures as well as global talent to improve their ability to tolerate other ways of thinking and doing things and develop increased cultural awareness (Guthridge & Komm 2008). These global assignments are easier to facilitate and extensively utilize in global organisations. This global TLD and involvement in different countries and cultures has the potential to produce multiple desirable outcomes. Indeed, organisations should not refrain from providing sustainable opportunities that are likely to have a positive influence on organisational reputation in the long-term (McDonnell 2010). Kim and McLean (2012, p. 569) confirm that in the UK, there are shortages in specific occupational areas and skills available on the labour market and the changing demographics of the UK will create additional challenges in the future. Areas of labour market competition can create conflict and generate TM challenges among colleagues, which may influence organisations' plans for developing talent for the existing and future senior roles. For organisations that are newly entering global markets, there is an immediate requirement for developing the existing workforce and recruiting new people with the necessary global skills and competencies, which will include taking into account managing diversity and addressing various values and individual preferences for work life balance. All of this complexity over human resources means that the majority of British HR practitioners have strong commitment to some elements of TM, which contain different meanings and practices amongst multinational firms in identifying talented people for similar positions and careers in organisations (CIPD 2012, p. 194).

An Ernst and Young survey, based on a sample of over 150 global executives, studied how GTM influences their businesses (Leisy & Pyron 2009) and found that a lot of organisations make considerable efforts to attract, train and develop global talent in order to retain them (Boudreau & Ramstad 2005; cited in Lewis &Heckman2006). Dealing with talent is a significant element in developing organisations in a sustainable way, no matter under what area of work department or sector (McLean 2010; cited in Kim& McLean2012, p. 567).

For an organisation to grow sustainably, a lot of importance should be given to global talent, by training, learning and developing talent, benefits will be obtained by businesses (Collings, McDonnell& Scullion 2009; Guthridge & Komm 2008; cited in Kim& McLean2012, p. 571). This aim must be applied carefully for the investment in talent to achieve scale and revenue growth in organisations.

3.6 TM in Different Sectors and Country Contexts

TLD in government and industry are one of the major factors that influence external labour supply in terms of MNCs facing TM issues of recruiting, motivating and retaining employees who are geographically mobile, culturally aware and worldwide in perspective. Whereas TM decisions are made partially based on supply and demand issues, regardless of the difficulty of managing talented employees across large distances. Implementation of TLD in the context of GTM includes reviewing employee performance, organising a suite of training programmes which meet corporate goals and assists with transferring the talent pool to other regions. Talented employees should expect to be ready to move from HQ to the host country, otherwise maintaining a global talent pool is relatively pointless and would lead to poor succession planning especially in countries such as India, China, Middle East, Western and Central Europe (CIPD 2012, p. 202).

Kim and McLean (2012, p. 573) observed that according to Osman-Gani (2000) U.S. expatriates generally deemed that a three-day pre-departure training was the most appropriate period for employees to acquire relevant knowledge, whereas the majority of organisations in Germany, Japan and Korea considered at least one-week-long period of training as a minimum for new expatriates which indicates that the developed countries prepare employees and develop them following different expectations and training durations.

Expatriate training, global leadership development and succession plans can all be integrated in a strategic, corporate development system (Odell & Spielman 2009). Such forms of involvement may vary but in terms of activities, they are utilized following similar purposes and objectives. Global awareness, readiness and cross-cultural training assignments are exemplary activities for these corporate systems. Kim and McLean (2012, p. 576) mention that talented employees who are expected to work in global teams and assignments probably will often come from different backgrounds and cultures, and so they need 'cross cultural' training in order to gain the knowledge, attitudes and competencies required for successfully completing challenging tasks (Osman-Gani & Zidan, 2001), and to be able to cope with culturally diverse work domains. All of these factors have an important influence on global succession planning (DeSimone et al., 2002). In spite of the implementation of a vast number of cross-cultural training programmes, research by McLean (2006, p. 211) found that a lot of training programmes are still somewhat theoretical and deal solely with a

subset of cross cultural issues. He prefers designing TLD with a greater emphasis on mostly what to do and what to avoid. However, it is known that changing attitudes and skill levels actually requires both physical and theoretical training contents and settings (Holbeche 2009, p. 205).

Many organisations sometimes face problems following the selection of the wrong or an inappropriate candidate for a job, often this arises due to the use of untrained recruiters and unprepared interview agendas and questions. Consequently, the wrong recruitment decisions will usually have negative impacts on the whole organisation. Different regions have responded to these HRM problems in distinctive ways, Gulf countries have been known to frequently recruit people by using closed searched methods such as hiring friends and family members of current managers and employees. Overall making the right decisions comes from the quality of the information in the development intervention and the appropriate expenditure on resources for achieving the training purpose (CIPD 2012, p.256).

3.7 Defining the Meaning of Talent and Talent Management

As TM has become widespread, more organisations have become experienced in implement its principles of hiring, retaining and developing workers (Barlow 2006, p. 6). Lewis and Heckman (2006, p. 139-140) state that it is hard to define the exact meaning of TM because of the difficulties of understanding the diverse concepts of the authors who have written on the subject. Comparatively common meanings assigned to TM include ensuring its alignment with the organisation's strategy, designing, implementing and regularly reviewing succession plans and evaluating the efficiency and effectiveness of the overall HR planning in the organisation, and estimating the extent that it places the right person in the right place at the accurate time (Jackson & Schuler 1990, p. 235). Rothwell (1994, p. 6) added that the business should ensure that leaders are acting efficiently and effectively in their jobs. As well as recognizing the individual contributions and managing the flow of human capital so that it achieves strategic goals through optimal response to issues of resource supply and demand (Pascal 2004, p. ix).

Whenever TM is adopt edit implies adherence to integrating technologies and aligning HRD with the business strategy in the search for competitive advantage. The CIPD (2009) defines TM as: "The systematic attraction, identification, development, engagement/retention and deployment of those

individuals with high potential who are of particular value to an organization" (Holbeche 2009, p. 166).

HR is the main department accountable for the actions of hiring and selection. Additionally, retaining and caring about staff and investing in employees' capacities needs management at a corporate level and for them to understand the importance of HR systems there may be a need to build awareness (Hughes & Rog 2008, p. 743-757). Employees and employers are connected to the wider political objectives of organisations as well as business goals (Storey 2007, p. 102).

A line manager should understand the meaning of TLD and how it is crucial for business success by considering the nature of the job and how employees behave and perform in the workplace. Such attention from line management can reduce employees' resistance to management goals and emphasizes learning while they are doing their work, subject to managers supporting and recognizing an accurate meaning of people's behavior and motivation. TLD can help staff to accept changes in the organisation. An important aim of TLD is to train employees how to cope with routine and repetitive tasks regardless of their work and career circumstances. TLD can also assist with improving cognitive skills in the short and long term by developing employees' knowledge, understanding and problem-solving capabilities in the workplace (Bratton & Gold 1999, p. 290).

In understanding the meaning of talent and TM, Tansley (2011, p. 272) considers it contains individual contributions that affect the business directly and make a difference in the short and long term; this concurrently demonstrates high potential employees and their performance.

The argument of some theorists is that the meaning of TM is not really new, but labeling of old HRM and personnel management practices; yet TM it can be counter-argued is new as well as sustainable defined as the systematic identification, attraction, engagement, development and deployment of individual employees, who particularly add value with high potential for the organisation. HRM should develop new TM approaches with better advantage to the organisation and its talents. These approaches can be expected to have a TM strategy and strategy execution which include talent acquisition, management, development and retention (Holbeche 2009, p. 479).

Storey (2007, p. 103) defines TM as seeking "to define who is in the talent pool or on the fast path or shows high potential". While Guthridge (2008) argues that TM can be a business problem it is

clear that a range of factors connected with globalization, changing workforce demographics and characteristics of employment and knowledge all present long term challenges for organisations. The need for TM and labour force planning are at the backbone of organisations' capacity to implement their business strategies. So, leaders and seniors managers have a big role to play in facilitating TM system and practices (Cheese 2007, p. 165). However, it is important that there are transparent and clear definitions of TM in the organisation, especially in MNCs and their subsidiaries located in other regions of the world. For instance, Boussebaa and Morgan (2008) discuss the challenges facing multinational firms in European counties. Based on their study, each country has a different understanding of the meaning of talent. In France it means someone proves his/her skills and completes their development, whereas in the UK it means a person has potential. Different meanings may create unsuccessful programmes and systems of TM due to misunderstandings and differences between the head quarters country and the subsidiaries.

TM is a mindset that places talent at the head of achieving organisational success (Creelman 2004). Cappelli (2008, p. 74) describes TM as foreseeing the human capital needs to write a plan in order to achieve it. Whereas Blass (2007, p. 3) refers to the opportunities that organisations arrange for talent and the additional management practices. However, Heinen and O'Neill (2004) and Piansoongnern (2008) concentrate more on the HR processes shaped to attract and retain people at the right time to the most suitable positions. These theorists' perspectives suggest that what is most visible about TM is how it deploys talent to achieve organisational goals (Lewis & Heckman 2006; Tarique & Schuler 2009; McDonnell et al. 2010, p. 151).

Bersin (2006) claims that "TM" has become one of the most important buzzwords in corporate HR and training. It includes the core elements in TM such as training and development, performance management, competency management, succession planning and evaluation of HRM.

3.8 Challenges Facing Organisations Pertaining to Training, Learning and Development

The environments of the vast majority of organisations tend to be global, complicated, dynamic, competitive and unstable. Hence organisations face challenges of employing highly talented employees, managing old and new generations, also dealing with the niche areas of human capital

as well as managing employees systematically and playing a responsive and proactive part in globalization. To obtain competitive advantage International HRD (IHRD) has tended to focus on the contexts of MNCs (Tarique & Schuler 2009, p. 129). Yet the modern country has to look more broadly and towards how to utilize and develop the potential of all employees in their labour markets. In general, government policies in training and education attempt to provide employable labour, and skilled and qualified supply of talent and expertise. Effective implementation of TM requires a preparedness of governments and employees to involve and seek the collaboration of a range of external stakeholders (Bratton & Gold 1999, p. 371-372).

Some TM challenges are quite specific such as legal issues to revoke training that involves or leads to discrimination or breach of confidentiality (Noe 2005, p. 305)

Some organisations are still using traditional systems of training and development. Some training practices fail to update the topic areas or do not include sufficient diversity of teaching styles or fail to comply with the organisational goals. In such contexts, the management style is more likely to be unaware of the positive influences of TLD (Branine 2011, p. 464). There have been some major changes in customs and practices in the UAE related to families expectations. In the past, daughters were forbidden to travel abroad or work in anywhere other than schools because schools they worked in contained only females. But now it has changed totally by allowing women to study aboard, work in mixed organisations and be leaders and ministers in the UAE. One great example here of supporting young UAE females is the Al Maktoum Foundation programme of TLD.

Interestingly, talented employees often have the power to select employers and leaving them they are not satisfied. On the other hand, people with fewer talents and who do not have management ability tend over time to be costly for the organisation. Organisations that fail to enhance talent through systems of TLD and through employees' work contributions and management of their careers, will often experience problems of low morale and under-performance. Well-planned and organised TM strategies have the power to benefit quality management, organizational innovation, employee and customer satisfaction, profit generation, company market value and industry productivity. TM has an important contribution to make to global organizational structures and systems. To be effective, TM needs TLD to increase employees' competencies which can lead to the improvement of organisations' competitiveness (Marquardt 2004). TM systems must be

connected to the business strategy, identifying the actions to be taken in realistic stages or programmes. Global talent development strategies in turn require understanding the organisation's needs and analyzing the overall resources available and influencing factors (Kim & McLean 2012, p. 568; Storey 2007, p. 104).

Indeed, TM can improve the performance of the business and it is not really new for many global organisations. Yet, examining the possible responses and a number of major challenges are critical to implementation of the required HRD interventions (Farndale, Scullion & Sparrow 2010, p. 165).

Here below are some TM policies and practices that can support semi-government sector and can assist organisations.

3.9 Supporting Factors for TM

The range of supporting factors for TM can be divided into three categories:

(1) Internal Factors

(2) External Factors

(3) Organisation strategy

3.9.1 Internal Factors:

3.9.1.1 HR Practitioners & Leaders Roles and the Importance of TM on HR Programmes

When some organisations practice TLD, their models remain unchanged and unimproved or do not adhere to their policy. Training is likely to increase in effectiveness, whenever line managers support TLD programmes by assessing staff needs, recommending the appropriate training that is linked to subordinates' job descriptions and suitable for the company's markets and technology. However, the majority of management levels in the region are often not supportive. In fact, many believe that training is too costly and unusable (Branine 2011, p. 464). Many organisations have been changing and upgrading their competency frameworks, which can make systematic training easier than it was before when organisations just linked individual performance to company goals.

Performance management which contains an assessment/appraisal of the job performance objectives and the competencies required can help trainers to identify employees' strengths and weaknesses. This information can be used to assist with planning TLD interventions and identifying in particular sections or fields for future work activity. It can include schemes for job enrichment. Bratton and Gold (1999, p. 286) note that: "psycho-social variables may be more powerful. These include norms, attitudes, processes, systems and procedures" which means each employee can identify his/her strongest skills that contain values, behaviors and beliefs relevant to high performance.

TLD requires support from the management to contribute to organisational success. This will be achieved by building employees' capabilities to fulfill work commitments and by ensuring that their talent is focused on achieving company goals. Through coaching them, encouraging developmental networking and job rotation between departments talent is more likely to be successful (Storey 2007, p. 108). To maintain a sustainable talent supply "organizations need to emphasize not only acquiring and retaining high performers but also developing internal employees who have potential and encouraging them to increase their abilities" (Athey 2008; Spath 2008; McDonnell et al 2010; Lamare, Gunnigle & Lavelle 2010; cited in Kim & McLean 2012).

Technology has important roles to play in TM and in TLD. Software solutions in TM and TLD can facilitate joint problem solving and group-based activities. Technology solutions can support the use of workforce-based qualifications (Bratton & Gold 1999, p. 372). Top management faces major changes and ambiguity in technological developments and pressures in the global market. The influence of the information and knowledge revolution is well known and many of the changes continue to impact on the organisation of the workplace. In many entities, the emphasis is now less on capital, land or labour, and is more likely to be focused on 'talent, skills and knowledge (Holbeche 2009, p. 460).

More organisations have now started implementing TLD systems. Some of the most wanted outputs of TLD are determinedly rooted in TLD territory if the organisation's goals are to "unlock the transformational nature of learning in pursuit of organisational change and transformation". Organisation need to develop their TLD and communication technologies to enable employees to connect to each other through a variety of devices, like online systems or social networks so that they can share their knowledge and exchange training peer-to-peer (Holbeche 2009, p. 175). Indeed

this author points out that training may improve the measure of these connections, if the leaders/seniors decide to develop their employees' skills. Couto (2007) observes that everything relating people in the organisation leads to HR's accountability, so he recommends working with HRD and succession planning with HR. Training employees can function more smoothly after customer perceptions are measured, and the selection processes support managing and rewarding employees. Measuring the varying values and needs of employees and customers has to aim on some level of agreement and consistency which can achieve organizational and customer objectives while respecting diverse aspects of values and attitudes between staff and customers (Holbeche 2009, p. 425).

3.9.1.2 Leaders and HR Roles

Researchers on TM indicate that recently there has been significant growth in HRD and TLD (Collings & Mellahi 2009; Tarique & Schuler 2010; cited in Kim & McLean 2012). The effectiveness of TLD and leadership in organisations more generally requires employees to be proactive about their self-development. Holbeche (2009, p. 408) notes that some employees do not get the opportunity for self-development, but I do not agree on this point. For instance, Michael Faraday used informal opportunities for training in his particular field. He did not have the same access to higher education opportunities as did some others, but he knew how to develop himself. Leadership style can influence the extent that groups of employees take initiative to develop themselves and act autonomously."A power culture empowers through identification with a strong leader but can dis-empower through fear and through an inability to act without permission"(Holbeche 2009, p. 408).

Leaders and leadership styles have a great influence on TLD. Leadership research shows that some leaders misuse their power to let other hide their mistakes. For instance, Richard Branson used his business talent capacities to select and hire managers and administrators to do the jobs he did not like doing or was less effective in executing, this included hiding his mistakes and adjusting things in the company (Cunningham 2007, p.4). Also he comments that leaders at work have fundamental roles as investors in talents. Indeed confidence and commitment have a major influence on the direction of employee behaviours at work., Meanwhile, leaders should understand that they are influential part of TLD systems and this means that they too have to adhere to the organisation's

initiatives in TLD, HRM and TM. Similar to Norman Dixon's example who works in the military, ineffectiveness provides some information on leaders' competencies.

More recently, leadership researchers have attended more to ways that the roles of leaders and subordinates function most effectively when each party has, from time to time, the capacity to act in the others role. Inevitably though top management will be more focused on strategic roles and the long terms, whereas subordinates at lower levels in the hierarchy including specialists are more often likely to be occupied by short-term and medium term considerations. This difference often requires appointment of the right type and number of team leaders operating with small groups of subordinates (Cunningham 2007, p. 4).

Leadership style is an extremely important factor influencing employee retention. Theories such as transformational leadership emphasise that leaders need to understand their employees as well as motivate them for amongst others, purpose of organizational retention. Other theories emphasise leaders treating their employees in a respectful manner engendering trust to inspire enthusiasm in workplace. Some theories of leadership such as those within scientific and rational management recommend that leaders should focus on learning opportunities, performance management approaches, and ensuring employees are made accountable and encouraged to feel responsible for achieving the desired goals. Overall, leaders should have the right systems, procedures and tools to attract and retain talent and create high standards of performance. For this to occur, HR practitioners must understand employees' needs at an appropriate level of development and ensure to apply an employee voice system for employees' effectiveness in the workplace (Sparrow et al. 2004, p. 394).

Also, leaders should communicate with employees leaving the organisation about their primary reason/reasons for leaving. They should be asked what support they received during their period of service to show that leaders care about them and to improve the management style and systems.

As well as executive leaders, the line manager must reconcile consistent implementation of the organisational strategy with tolerating talented employees need for special support and interest.

For development purposes, it is important that both leaders and line managers give talented employees various development and job enlargement opportunities to explore and develop their

talent through experience in various areas of work and not merely in their work area and specialisation.

Employees' requirements from their employing organisations include obtaining relevant TLD and career chances; financial security and receiving adequate compensation and benefits; as well as having work-life balance to ensure sustained levels of high productivity (Holbeche 2009, p. 199). A necessary part of the design and implementation of TM and TLD is producing health and safety policies and supporting work-life balance and reducing stress at work. Organisations frequently consider the issues of core competencies more so than the wider goals of TLD processes. Flexibility at work and changes in the form of work patterns and employees roles are important to maintain in order to cope with the workforce needs and changes due to different levels of supply and demand on the labour market and employee demographics such as the number of graduates entering the workforce and the growing educational level of employees and increased demand for progress in career paths. Employees now in many countries make higher demands for work-life balance than was common in previous periods (CapGemini 2008).

An employer's point of view often focuses more on the supply and cost of labour, whereas employee perspectives centre more around lifestyle, building competencies and balancing common expectations. It has also become more common for the younger generations also to expect management and work to provide an exciting environment (Holbeche 2009, p. 185).

For TM to function in organisations and attract and retain talent, Perrin (2006, p. 388) argues that managers need to be more aware of the diversity of employee needs at different levels in the organisation and points in the work-life cycle.

TM requires mobilising and attracting talent:

> [t]he fortunes of organizations increasingly depend on the quality and output of their talent. This places talent as the key source of competitive advantage and the need to develop organisational capability at the heart of HR's remit. HR's primary role should be to ensure that the organisation has the right staff (skills, knowledge, motivations) to deliver. HR can and should be leading thinking and practice about how to secure the talent needed for success, how to motivate and mobilize talent to produce high-quality outputs (Holbeche 2009, p. 479).

TM outcomes include changing employees' performance so that they succeed in the organisation.

3.9.1.3 TM Forging New Leaders

In the war for talent, organisations should adopt smart systems and an innovative environment to obtain talent whenever there are supply shortages for critical positions. Recruiting and motivating talented employees means being able to integrate special competencies and retain them, "Globalization has produced an interwoven set of challenges affecting business, organizations, consumers, workers and society as a whole" (Holbeche 2009, p. 3).

Recently, management development has made more use of contracting the services of international/national consultancy training agents. These agencies are one of the methods of coping with shortages of professional and skilled of managers (Branine 2011, p. 465). Some leaders share their vision with employees as a way of identifying significant knowledge and to attract new and maintain existing talent. A survey conducted in 1996 found that employees believed TLD is a way for them to obtain innovation, success, and make positive changes towards development and new creativities. However, line managers were often more resistant to the full implementation of TLD. In the UK, crucial artificial barriers stay unchanged in HR because of the non-adaptive mentality of many line managers (Bratton & Gold 1999, p. 294).

3.9.2 External Factors

The working environment is a crucial place where employees can learn. Many organisations offer a diversity of cultures, nationalities, experiences and attitudes. Personality is a crucial factor in how much employees will learn depending on their locus of control, levels of cognitive ability, conscientiousness and self-efficacy to learn from training programme. Consequently, the organizational climate for TLD is important and must show an openness to employees applying and utilising their newly learnt skills(Robbins 2001, p. 628-629). At the same time the workplace should provide basic TLD resources such as library facilities, books, conferences and available online training and seminars for all employees who are interested in learning and gaining more knowledge and skills.

Innovation is important to maintain and often can become slower in contexts where the quality of service is poor. Having superior structural capital can provide more slack resources for remaining an employer of choice and offering high quality services. Few organisations though are able to predict

precisely their future needs for talent and competencies for competitive success. Holbeche (2009, p. 461) believes that organisations need to be dynamic and to adapt to the continuous changes. Although TLD requires maintaining tight linkages between the organisation's strategy and training programmes, it should seek to maintain an underpinning culture which emphasise learning, value and encouragement. Developing and utilizing knowledge capacity in the organisation is perhaps one of the most unexploited resources in gaining a competitive advantage. Companies are unlikely to obtain competitive advantage if they repeatedly lose their talents, and just hire new talents as replacements (Storey 2007, p. 109).

3.9.2.1   Deficiency (Lack Of Talent)

During the next two decades the new generation will become more dominant in the expression of their values in the workplace (Tarique & Schuler 2009, p. 123). An organisational culture is likely however to be more flexible to changes in the business environment if it can be tolerant of diverse attitudes and ideas from different generations and nationalities (Eversole, Venneberg & Crowder 2012, p. 618).

The new generation tends to place more emphasis on work-life balance which means that they may be less loyal to their employers. Also, they are seeking independence, flexibility, and excitement from their lives and will expect these characteristics from TLD including anticipating an emphasis on using new technologies (Barnett & Davis 2008, p. 277).

Over the past two decades, the size of the total workforce grew rapidly in Middle East, Asia and Africa. However, in contrast, western workers will see a reduction by fifty million people (Hayutin 2010; cited in Kim & McLean 2012, p. 571). Consequently, there is likely to enhance demand for talented employees in the market, who possess the requisite knowledge, competencies and skills (CIPD 2012, p. 196).

The talent war (Michaels, Jones & Axelrod 2001) has been enthusiastically embraced by business stakeholders who are advocates of TM (Iles, Preece & Chuai 2010; cited in Lewis & Heckman 2006). Cheese (2007) says: "missing the war for talent in the market is a management style, apart from recruiting, retaining and developing, talented loyal employees it becomes no longer an obsession into an organisation 'burning obsession among chief executives'." Matthews (2007, p.

165) argues, based on his annual survey, that most of the participants agreed that it is hard for chief executives to retain the best talent, because they might threaten the stability of their businesses and reveal that there is a lack of work ethics amongst workers. The results of the previous surveys agree with the results of the two surveys conducted by McKinsey Global (2006 & 2007), they find that leaders face real problems with finding talent in the market and remaining competitive globally in a way which will influence their businesses five years ahead. Therefore, organisations are strongly advised to gain a competitive advantage so that it is more likely they will be able to attract talented workers. Vice versa, talented people face challenges in finding places where their contributions can have an affect quickly. They seek organisations with high reputations and offering intelligent employees to work with who have abilities similar to theirs abilities. There are many opportunities in global markets for talented workers, and the competition between organisation's increases to beat each other in obtaining talent (Holbeche 2009, p. 5).

Talented employees who fail in internal assessment tests or have been rejected from other departments frequently require counseling, training and development to support them because ultimately they remain valuable employees, who may leave due to not being given sufficient chances to excel (Storey 2007, p. 104).

A contemporary example of challenges organisations face when it comes to TM occurred during the crisis in 2008 and2009, especially in relation to hiring, retaining and developing talent. The author examined these TM issues across different parts of the country, considering performance management, succession planning, motivation TLD, support management and social responsibilities. It is suggested in the literature that the internal labour market can retain talent and ensure that they remain satisfied regardless of the challenges they faced (Tymon, Stumpf & Doh 2010, p. 109). Despite the GFC that had caused employment opportunities to shrink, the business stakeholders were extensively interested in recruiting more talented employees in preparation for increasing global competition (Athey 2008; Scullion, Collings & Caligiuri 2010) and because of their potential value and capacity to increase the turnover of the business (Tarique & Schuler 2010, p. 130). Before GFC came to the UAE, semi-government organisations were very supportive of many kinds of TLD programme, for instance, the Global Leadership Programme had run since 2004 targeting senior management. This TM Programme encompassed top level individuals in each Business Unit, aligning their development with the organisation's strategy. Kim and McLean (2012)

caution that development activities should not be adhered to without thought or haphazardly but should be strategically planned to align with the organisational goals and vision (McDonnell et al 2010; Lamare, Gunnigle & Lavelle 2010).

However, during the recession the top management decided to revoke many kinds of trainings, development and scholarships. They also made a large number of employees redundant across the entire semi- government organisation, including talented worker. These actions created some challenges relating to competitive advantage and human capital niches, which eventually gave a bad image for HRD (Holbeche 2009, p. 571):

> The shortages of labor will result in a serious deficiency of talent (Spath 2008) that can cause low productivity in organizations (Dye & Stephenson 2010). This deficiency will affect the state of talent pools in organizations. Relying only on traditional HR activities may be an ineffective way to retain enough talent because of the limited resources in the labor market (McDonnell et al 2010), Lamare, Gunnigle & Lavelle 2010 ; cited in Kim & McLean 2012).

Kim and McLean (2012) have studied employees who resign and later return from once they came back from abroad to apply to the same or similar organisations with a new set of skills. These authors found that it is difficult to attract them for the following reasons. First of all, there are often no posts suiting them in the organisation. Secondly, they become over-qualified despite the fact that organizations want to obtain them, and to use their international experiences in various jobs. As part of a new deal, which means less job security even when staff gain promotion, they are expected to manage their careers and sustain their workplace contributions.

Talented organisations are thought to create and execute successful strategies by evaluating their employees thoroughly and maintaining clear growth targets based on HR best practice and 'Talentship' (Boudreau & Ramstad 2004, p. 7). More businesses are now moving towards 'talentship' when it was previously only focused towards the marketing field and then later chiefly the finance function (Boudreau & Ramstad 2005, p. 21; cited in Kim & McLean 2012).

Over the past five decades, most organisations have concentrated on income generation, although recently those interested in TM have been turning towards more of a focus on skilled employees for balancing and empowering the employment relationship, leading to excellent performance and additional business growth. Successful implementation of TLD depends on trust. According to Noe

(2005, p. 1), major TLD issues arise in business whenever the organisation has low quality and productivity.

3.9.3 Organisational Strategy

Successful implementation of organisational strategy includes appointing the right staff in the right job. New staff need to understand their roles through induction and training, because "training is a key element of the strategy" (Holbeche 2009, p. 239). This learning based strategic route forward emphasizes learning and crafting as aspects of the development of successful strategic management. It places particular importance on trial and error based learning and use of appropriate feedback mechanisms (Lynch 2012, p. 441). Therefore, HR conducts the induction programme and line managers train new recruits during the probationary period by coaching and monitoring them. HR must ensure that newcomers are well prepared for their jobs and the work environment of the organisation. Application of Performance Management can help to identify their strengths and weaknesses and help to ensure that managers and employees continuously address company obstacles for correction and consideration. The TLD system should cover the needed skills, future roles and retainment of talented employees. Moreover, organisations should maintain Succession Plans to identify who can do what, in order to assign the right job to employees, so they can handle company projects and move forward. And finally, HR should monitor and improve the implementation of the Rewards system which includes identifying who deserves promotion, bonuses, pay increments and recognition to aid successful achievement of the organisation's strategy.

TM improves the current system of talent identification, attraction, recruitment, deployment and retainment and develops new processes in the short and long term to satisfy employees and the firm (Bersin 2006). Selecting the right skills that meet the organisation's strategy and achieving success comes normally from individual skills (CIPD 2012, p. 259). In terms of technology systems, not that many TM software packages and systems are available (Bersin 2006).

A research study by Watson Wyatt (consulting company) found that employees who have acquired training mostly move to other organisations for better use of their new competencies (Cappelli 2008, p. 4). It is often thought that developing talent internally makes a difference, because it is cost

effective process and low risk instead of developing someone who has been newly hired. The challenge is to figure out the correct level of usage of TLD as well as forecast talent demand over the long range future. In other words, the risk and costs can be high if the organisation's forecast is to recruit a number of staff; for instance replacing forty administrators who can join the firm easily and develop them, while it might make more sense to retain and train the existing staff and encourage them to adapt rapidly with the technology.

TM research comments that the supply chain relies on the following:

- The organisation's estimated TLD budget has to be cleared and planned if the vacancies for junior level positions are easy to hire from the local market. Organisations need to think about using TLD resources carefully, because TM is not an entitlement, it is a mutual investment
- Create a talent pool in organisation for a certain period to specialize and relocate them in their work sections when required
- Sharing training, learning and developing costs probably requesting them to take on additional tasks as volunteers so as to be multi-tasked
- Good employees leave the organisation for better job offers elsewhere; and thus display the perishable commodity of talent development. It is important to sharing advancement decisions and to achieve balanced interests between parties [employees and employer] (Holbeche 2009, p. 196)

It is important to align the organisation's strategy with the HR strategy. Overall HR has to build strategy based on it is organisational strategy and objectives. HRD has to add value and ideally, development must focus on territory that is pertinent for both the employer and employee:

> One employee, for instance, might need a rapid injection of job-related skills due to a change in technology. Another may have reached the stage in his or her career when a development stretch is required, such as a major new responsibility or an MBA program might provide. While a development strategy should be sufficiently flexible that it can adapt to individual needs, organisational priorities may take precedence (Holbeche 2009, p. 234).

There has to be a framework of guidance and principles of decision making for the strategic development of the organisation, and typically it will contain reference to leadership, induction programmes, quality improvement, customer oriented TLD and culture change programmes.

Several individuals are identified for senior positions in the organisation and are motivated with various incentives and targets. Training needs analysis is very important for identifying required TLD interventions for individuals targeted for succession planning and high-flyer schemes. (Guthridge 2008 et al; cited in Holbeche 2009).

Herriot and Stickland (1996) commented that managers look for contribution from their staff who can sustain the organisations. However due to the changing 'psychological contract' between organisations and employees, the term 'Jobs for life' is seen as rather old fashioned. Now, career development has become a crucial area of focus with organisations informing their employees of the need to develop their careers based primarily on their own initiative. Unfortunately "CIPD's 2006 Learning and Development survey found not all organisations had a formal TM strategy and out of those 74% had no well-developed plan to implement the strategy! (Holbeche 2009, p. 232).

A group of TM researchers concentrate on the potential of employees who will be the next generation to lead business in the future at the strategic level (CIPD 2006; Collings & Mellahi 2009; Stahl 2007; Stiles et al. 2006). The argument here is that the vast majority of organisations include, however, only a few high potential employees who are high performing individuals. TM advocates that there should be greater emphasis placed on the talent pool that offers superior abilities and holds a great segment of the available stock of high value knowledge. Lepak and Snell (1999) suggest four types of employment modes in the HR architecture maintain distinctive and various employee competencies. They have different contributions to make in the struggle for competitive advantage and require different management methods and HRM systems. The element of uniqueness is a critical part of the quadrant contributing to the quality of global TM, and many organisations report shortages of talented employees in this area (Black, Morrison & Gregersen 2000; Evans, Pucik & Barsoux 2002; Scullion 2001; Stroh & Caligiuri et al 1998). In contrast, the other three sections of the quadrant are less critical to TM. The second segment of human capital is more limited in uniqueness and strategic value. The third segment relates to competencies of employees which are more transferable and offer relatively little uniqueness or strategic value this

consists of outsourced contractual employees. The fourth group involving the human capital of partnerships/alliances is unique since this "individual human capital is embedded in a social context". The social capital in the organisation has relationships with the wider business environment, which plays a role in achieving outstanding amounts of revenue. Therefore the organisation requires both social capital and organisational process advantages to effectively implement TM. This source of advantage evolves as a historical function and complex process, like team-based learning, high trust and cooperation between the employer and employees. Thus HR advantage can produce highly talented employees who have a human capital advantage and are an elite group of people in the organisation who generate outstanding value (Boxall & Purcell 2011, p. 114-115). The important point here is that some areas of work and business do not generate sufficient income and strategic value to merit internal employment. Legal consultants are a good example where they are often used by organisations over the long term to provide a service without having them on board in full and part-time modes of employment (McDonnell et al. 2010).

GTM precedes Lepak and Snell's (1999 & 2002) debate on the role of HR configurations where the most significant issue is the contribution of "knowledge-based employment", which are intensive assets requiring TLD. The value of these assets decline as one proceeds through the diverse employment segments and consequently they often receive minimal TLD investment due to the fact that these competencies are more easily acquired from the external labour market (McDonnell et al. 2010, p. 152).

By incorporating ideas and making analogies from a supply chain point of view, Cappelli (2008) suggests some elements for establishing more effective TM. They include making an investment in hiring talented workers as well as training and developing them based on the organisational strategy, which includes attending to cost efficiencies and balancing the interests of individuals as well as developing organisational assets (Kim & McLean 2012; Lynch 2012, p. 441).

Collings and Mellahi (2010) clarify that strategic aspects have to be emphasised in organisations' definition of TM, processes and activities, which are involve systematic identification of the core positions in the organisation. For the purposes of differentiation and competitive advantage sustainable supply from the organisation's talent pool requires application of TLD for high potential

employees. It is important that TM supports differentiated HR architecture for the purpose of improving skills and developing commitment towards the company (Kim & McLean 2012, p. 304).

Wooldridge (2006) remarks that organisations may harm their business futures by neglecting and ignoring development. TM and TLD are linked to creating and maintaining collaborative employment relationships (Athey 2008; Pfeffer 2001). Due to the potential business value of collaboration amongst internal resources, some global organisations have amended their strategies of talent supply to develop their employees instead of hiring new staff (Boussebaa & Morgan 2008; Osman-Gani & Chan 2009) although this does not mean ignoring hiring new staff (Kim & McLean 2012).

3.10 Training, Learning & Developing Processes

Competent people do not stay competent forever. Any new skills need to be learned and refreshed (Robbins 2001, p. 624). Basically, the learning occurs at individual and group levels, which means attending to issues of the transfer of learning from the personal to the group. In addition, the learning process at a company could be uneasy to implement before grasping it is processes, so it is beneficial for organisations to determine in advance how and where learning occurs collectively. According to Senge's concept of the learning organisation, this will include learning: rules and routines, personal mastery, mental models, shared vision, team learning and system thinking. "Learning has become the new buzzword and often prefaced according to it is location (workplace), duration (lifelong) or breadth (lifewide)" (Storey 2007, p. 122).The purpose of TM is to have major influences on business strategy which includes taking smart steps in processing the training and development system. It is often noted that TLD contributes to the satisfaction and retention of employees. It assists with creating positive feelings towards their careers and individual growth (Chumakova 2013). Crafting TLD strategy requires formulation and implementation together with creative interventions that maintain flexibility in learning and responsiveness to the operations of the organisation (Lynch 2012, p. 441-442).

3.11 Practical Examples of TM Programs

How should TM develop employees' abilities in the work place? Actually there are many ways of encouraging learning and skill development. However, in TM the people responsible for TLD,

should decide what specific information and work experiences are relevant for the purposes of retaining and developing talented employees (Holbeche 2009).

Holbeche (2009) Maintains that TM provides a convenient communications environment when based on a strong fundamental technology, network system, appropriate tools, and mutable channels for transferring training and knowledge. TLD should be embedded in job analysis leading to job design which fits with the business goals.

The ideal steps for training are to plan for the budget, define training management needs, and identify which kind of training employees require while evaluating them individually and periodically through performance reviews.

TLD should be based on realistic assessment and sensitive understanding of culture while testing employees' abilities and attitudes. Training objectives for an employer and employees should be established, so trainers can design a programme and link it to presentation and learning content which contain the training principles, in order to design a programme that they need and is relevant to the organisation's strategy. The relevance of training should be related to particular jobs and future jobs, with opportunities provided for training audiences evaluation and feedback on the trainers and training. Finally, transfer of the learning to the workplace should be assessed by relevant stakeholders such as immediate line managers, external and internal customers (Bratton & Gold 1999, p. 284).

This design of training workflow must have sustainable plans in all aspects. These should be based on employee's aptitudes and attitudes, and efficiency and training efficacy should decide the training pattern. Typically, organisations follow an informal approach to training - on the job training, which can promote employment collaboration especially whenever it is implemented with HR's support. When organisations recommend non-aligned or tailored training which goes much farther than the required competencies and is not relevant to work practice or the job, then it is likely to fail. Line managers have to be responsible to know and understand the training's aim, objectives, process, culture, nature of the job and target trainees' skill levels to determine whether it is informal or formal, on- or off-the-job canonical training, in order to link TM, HR strategy and TLD to organisational success (Bratton & Gold 1999, p. 284).

It is part of the role of leaders to provide employees with the organisational environment that facilitates excellent workplace performance and behaviour with positive transfer effects on knowledge and learning (Bratton & Gold 1999, p. 288). Figure 2 below presents the model of knowledge transfer and learning by Baldwin & Ford (1988).

Training inputs   Training outputs   Conditions of Transfer

Trainee characteristics

Ability

Personality

Motivation

Training Design

Principles of learning   Learning and retention   generalization and mainte

Sequencing

Training content

Work environment
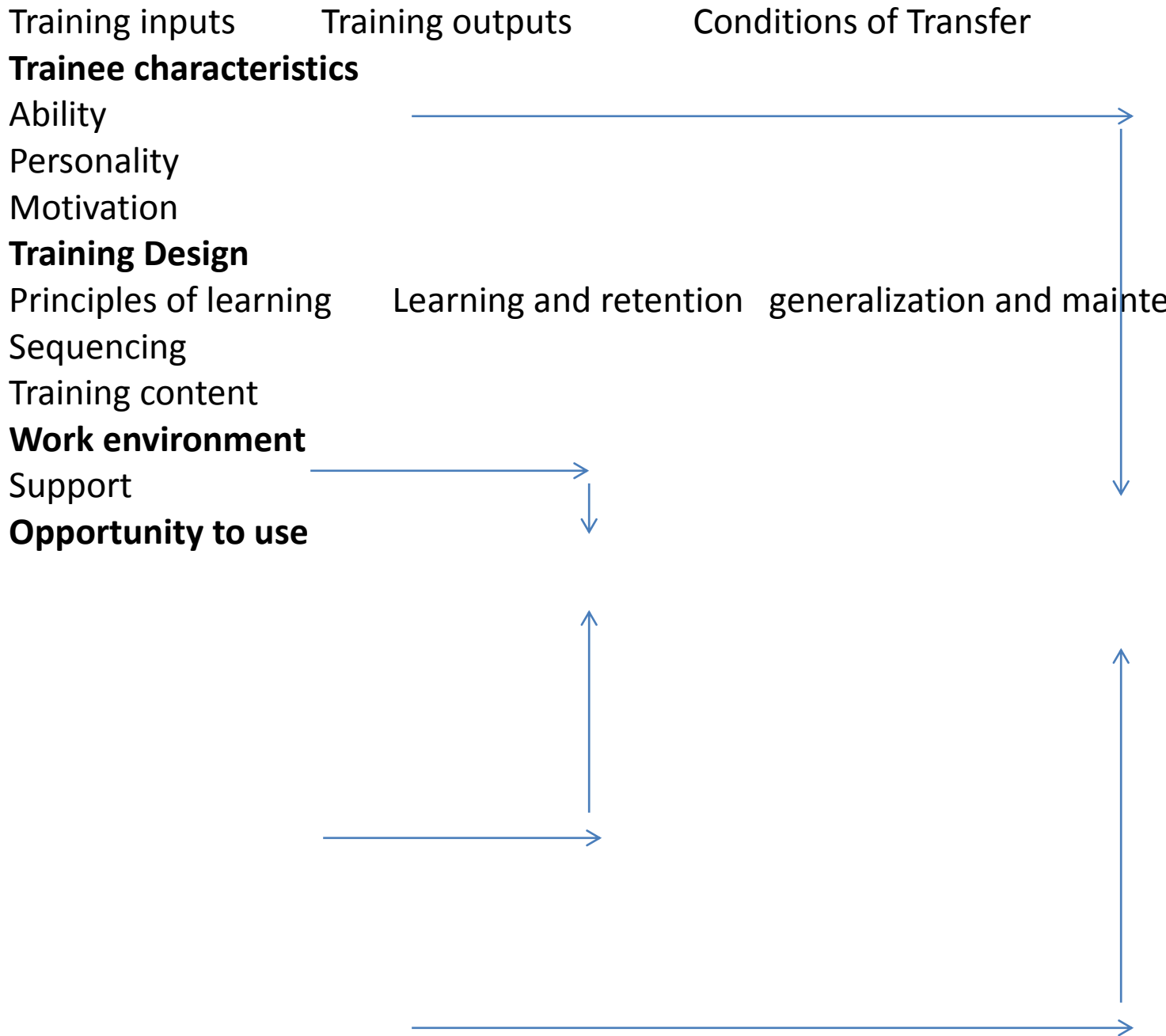
Support

Opportunity to use

Figure 2 - A Model Of Transfer Knowledge And Learning (Bratton & Gold 1999, p. 289).

Thus, people who are given the right conditions of work often will continue with their employers. Apparently, talented employees look for a friendly, practical and developing environment. Significantly, an environment which boosts the employee's value and career plan. Retention policies are needed to manage and reward talents, and talented employees like to work for a well-known employer who has a good reputation.

Additionally, TM requires constant workforce adjustment due to demographic movements, mid-career changes, retirement and re-organisation which all can influence the power of decision making, effective action innovation, productivity, and career progression (DeLong 2004; cited in Barnett & Davis 2008, p. 723). Kim and McLean (2012, p. 578) argue that developing global talent means being about to deal with worries about global mobility, problems of ethnocentric strategy and artificial obstacles between head office and subsidiaries.

Some companies encourage knowledge sharing, sharing experiences or training and development [best practice] which can be approached through internet, intranet, outlook, conference online, books, videos, self-assessment tools and so on. All the relevant and useful information should be archived and relevant TLD should be specified through Training Need Analysis that assists to achieve the organisation's strategic objectives and by developing various forms of communication to ensure that the employees acquire and develop the needed skills. HR plays a critical role here to take the lead and assist in identifying the gaps and KPIs to address and deliver the training required in collaboration with the leaders of each section. By doing so subordinates are likely to feel more employable, empowered, possess increased value for the organisation and have the capability to move the business in the desired direction.

Also, employees need to focus on obtaining skills and competences, such as being able to take measured risks, assessing learning, arranging learning techniques, showing willingness to attempt new things, task flexibility, team-based problem solving, effective communication and analytical skills, investigating resources and networking skills. HRM has an important contribution to make in promoting useful TM and establishing talent pipelines (Holbeche 2009). Indeed there are five major areas that companies can focus on in designing and delivering TLD: needs assessment, cost budgeting, evaluation and content creation and delivery. HR also must continue developing talents, ensuring that they are supported in all aspects by management, trusting them with worthwhile

assignments as well as personal development. These can contribute to increasing their loyalty and commitment to the organisation's strategy (Noe 2005, p. 2). Knowing that TLD is not luxury, it is important for the company to participate globally and in electronic market by providing high quality products and services (Noe 2005, p. 2-3).

Providing free information access for all employees and distribute it to them in a regular basis can build a transparent environment to all employees. It is also important to have a friendly organizational culture where the leader ensures training and learning activities develop the employees' skills whether it is long or short term oriented. Seniors/leaders must be role models to create direct and indirect connections in the knowledge sharing systems, encouraging best practice by rewarding and recognizing employees when it occurs. Besides sharing a clear vision, mission and values about the effective dissemination of TLD, organizations should find synergies between the parties [organisations and their employees] (Holbeche 2009).

Based on the information and knowledge revolution and the low cost of communication and computing employees are able to connect each other internally or externally in extensive networks. Rapid communication has changed the rules of business because "new measures of value suggest that the market value of a company is based on financial capital and intellectual capital" (Holbeche 2009, p. 460). Couto et al. (2007) argues in favour of changing the culture to fit the company's aspirations where the employees deal with each other in a friendly and open way. TM and TLD need to be organised so that employees can multitask and sustain ownership of the development of their careers; whereas leaders must support and motivate that development process for their organisation's success (Holbeche 2009).

Effective career development must be linked closely to TLD since employees believe that gaining experience and knowledge are often inadequate to improve their careers. Employees need to be prepared for future needs, enhance their employability skills and capacity to add value to the business. Employees should receive as well as give feedback on training to assist other staff to develop their skills, enhance the training system/tools and build strong relationships at work. These feedback sessions can have a significant number of benefits for the employer and employees. TLD increases values and visibility within organisations. "In 1998 a modern apprenticeship scheme was

launched which has attracted many youngsters who might otherwise have gone to university" (Holbeche 2009, p. 473).

TM and TLD should take account of the strategic value and uniqueness of human resources and execute complimentary modes of employment (Lepak & Snell 1999). A strong training system in the organisation can attract young generation and develop their competencies more so than some universities can do. The core workforce is comprised of people with high human capital and constitutes the key management and talented segment of the workforce. The production employees in the organisation need specific sets of skills. This is a second strategic group of human resources who often have relatively secure employment conditions. However, the problem here is defining how far they are valued workers in the context of TM, clearly they are in so far as each employee contributes to the organisation's work and profits (Warren 2006). Hence TLD processes will focus mainly on the elite group of employees, whereas other employees who are strategic alliance workers or externally contracted temporary labour will be less important (Lepak & Snell 1999). Therefore, the characteristics engage human capital from four abstract quadrants:

1. On-the-job training from experts who produce value for the company due to their skill-set (Heinen & O'Neill 2004)
2. Develop the talented employees through leadership programmes focused on the success of the firm (CIPD 2006; Collings & Mellahi 2009; Stahl 2007; Stiles et al. 2006)
3. Use an effective combination of permanent and temporary staff who contribute towards the corporate strategy
4. Outsource some employment and functions: manage alliances strategically through service level agreements and project objectives that encourage contractors to pursue long term goals aligned with the company strategy

Globally, the vast majority of cross-cultural training studies have focused on the content of the training and preparing expatriates (e.g. Osman-Gani & Zidan 2001). HRD can support the organisation through human capital development of scarce skills and experience (Marquardt, Berger & Loan 2004). In global organisations, HRD activities and roles will be affected by various cultures, languages, environments and geographical locations when and running the business. HRD should be adapted to various cultures and encourage employee participation in global activities (Marquardt et

al. 2004; cited in McLean 2006). Such involvement includes building cross-cultural teams, cross-cultural training, blending diverse cultures, encouraging cultural self-awareness, and assignment managers and employees to global job tasks, joint ventures, virtual working and encouraging informal sharing of stories of positive communication and success (McLean 2006).

DeSimone, Werner and Harris (2002) state four core elements for building cross0cultural skills through training activities:

- Elevating awareness of the diversity of cultures in the organisation
- Considering work conduct and different culturally sensitive approaches
- Providing accurate information on each distinctive culture
- Building various skills, such as non-verbal communication, adaptive behaviours, language, and cultural stress management skills. Osman-Gani & Zidan (2001, p. 639) add that interaction with different people and different cultures require development in behavioural conduct, skills and knowledge by cross0cultural training (Based on: Osman-Gani & Zidan 2001; cited in Kim & McLean 2012, p. 304).

In this sense, TM is an essential component of business strategy and the management of human capital; whenever it is designed and delivered appropriately, TLD helps to produce positive work attitudes, high productivity and increases in employees' energy levels and contribution to TM systems (Chumakova 2013).

3.12 Measuring Effectiveness of TM

Organisations must pay attention to internal development of the organisation to implement TM. TLD is a necessary cost to the business and should be allocated reasonable budgets for achieving TLD programme goals.

In the US, many employers ask employees to sign contracts to reimburse the employer for TLD if they leave the organisations before an agreed period of employment has been completed, (Kim & McLean 2012, p. 7). Similarly, in the semi-government sector in the UAE employees need to pay back the training cost if they have not completed the agreed time period. Interestingly, Deloitte

Company for instance, asks qualified professional staff to pay the cost of keeping their accounting credentials up-to date (Kim & McLean 2012, p. 7).

Tarique & Schuler (2009, p. 507) present a GTM framework for further research to assist with understanding the integration of TM challenges and drivers. They cover international HRM activities and HR practitioners as both important to the success of GTM. Kim and McLean (2012) comment that there needs to be more detailed research on the global operation of TM and its global links with the HR function and TLD.

CHAPTER 4 - METHODOLOGY

The context of this research is the UAE semi-government sector. The analysis of the empirical data collection concentrates on issues of TLD within the context of HRM and TM. Training plays a crucial role in developing human resources especially their skills, competences and attitudes. Investment in TLD often has to be made well before the benefits to organisations are realised. This chapter explains the methodology used to facilitate this research direction. It explains the methodology used to collect and analyze the data prior to making conclusions and recommendations.

The empirical research used qualitative methods and a set of interviews were conducted in 2012 with various types of employees at difference levels within the selected organisation.

4.1   Method Chosen to Collect Data

This study of TM study in the UAE involved various structured questions related to HRM, TM and TLD. Open-ended questions were used to help the participators with feeling free to talk openly. CEOs and Managing Directors as well as other managers and specialists participated actively by answering in detail and presenting their insights. The purpose of this approach is to retrieve from the data as much meaning as one can obtain on the topic area and participants' knowledge, experiences, ideas and opinions (McKnight, Sidani & Figueredo 2007; cited in McDonnell et al 2010, p. 153).

This research is exploratory nature and draws on a comparatively unique context; qualitative research methods are employed to enable the discovery and consideration of different aspects within

the research problem (Ghauri 2005). This qualitative study was designed to develop an understanding of how semi-government organisations within the UAE address their TLD needs. This research has used existing literature about TLD in business settings across a range of different sectors, although the focus of the empirical study is exclusively on the semi-government sector. After reviewing previous research and literature on TM and TLD an organisation was selected within semi-government sector, and permission requested for conducting interviews with a group of approximately 15 employees. As consistent with the perspective expressed by Heath (1997, p.1) this research aimed to identify both commonality and diversity of participant perspectives:

> [t]he purpose of qualitative or naturalistic research varies according to the research paradigm, methods, and assumptions. Generally speaking qualitative researchers attempt to describe and interpret some human phenomenon, often in the words of selected individuals (the informants).

The research data collection was supported by funding from the UAE Federal Demographic Council and the study data are focused on TM initiatives in semi-government organisations. The structured schedule of interview questions, cover a range of issues relating to TLD as well as other issues of employee resourcing and HRM. The intended outcome of this research is to understand TLD and TM in this sector. Relevant topic areas are encapsulated in the keywords: training, learning, development, knowledge & talent management.

The literature review on TM covered general articles, books, scholarly articles and Internet resources published in recent years. Despite the huge number of studies on TM the specific topic of TLD was not covered in the semi-government context. This study therefore seeks to analyse how TLD operated in the context of TM and HRD and HRM more generally, both theoretically and practically (Kim& McLean 2012, p. 568).

4.2   Structure of Interview

The interviews concentrated on TM and TLD within the semi-government sector. Semi-structured interviews were held for fifteen participants all employed in a semi-government organisation in the UAE. The majority of the more detailed and comprehensive interview accounts came from senior level leaders of the organisation, including three people from the middle management level. Regarding the demographics of the interview sample, four were female participants and the rest

male. The majority of participants were UAE nationals and the others were from a variety of different nationalities. Four interviewees were intheir30s, one in the 20s and the rest were in the 40s and 50s age groups. The interview participant/participants (P) table is shown below:

SN	File Name	Interviewer Name	Interviewee Position	Date of Interview	Time of Interview	Nationality	Gender	Age Group
1	R1	Prof. Ashly & Nawal	Managing Director - Portfolio Management (P1)	11-Jun-12	10:00	Indian (British)	Male	40s
2	R2	Prof. Ashly & Nawal	Interim Managing Director (P2)	27-Jun-12	10:00	Jordanian	Male	30s
3	R3	Prof. Ashly & Nawal	Chief Executive Officer (P3)	18-Jul-12	2:00	UAE	Male	40s
4	R4	Nawal Al Suwaidi	Director - Operation & Wholesale (P4)	22-Jul-12	9:00	UAE	Male	40s
5	R6	Nawal Al Suwaidi	General Manager of Training & Emiratisation (P6A)	25-Jul-12	7:00	UAE	Male	40s
6	R6	Nawal Al Suwaidi	& Communication Strategic learning Coordinator (P6B)	25-Jul-12	7:00	Palestinian	Female	40s
7	R11	Nawal Al Suwaidi	Procurement & Contracts Manager (P11)	29-Jul-12	9:00	UAE	Male	50s
8	R14	Nawal Al Suwaidi	Operation Manager (P14)	13-Aug-12	2:30	Tunisian	Male	40s
9	R8	Nawal Al Suwaidi	Advertising & Communication Officer (P8)	28-Aug-12	10:00	Indian	Female	40s
10	R15	Nawal Al Suwaidi	Service Excellent Analyst (P15)	16-Sep-12	1:30	Canadian	Male	20s
11	R9	Nawal Al Suwaidi	Director – Finance (P9)	23-Sep-12	2:00	UAE	Male	30s
12	R10	Nawal Al Suwaidi	CEO (P10)	30-Sep-12	12:30	UAE	Female	50s
13	R5	Nawal Al Suwaidi	Head Of Group Payroll (P5)	1-Oct-12	9:00	UAE	Male	40s
14	R16	Nawal Al Suwaidi	Director Business & Asset Management (P16)	4-Oct-12	18:30	UAE	Male	30s
15	R12	Nawal Al Suwaidi	Managing Director - Head of Real Estate (P12)	7-Oct-12	10:20	UAE	Male	40s
16	R13	Nawal Al Suwaidi	Senior Finance Manager (P13)	7-Oct-12	12:00	British	Female	30s

CHAPTER 5 – DATA ANALYSIS AND DISCUSSION

The literature and data collected were reviewed and analyzed using a combination of deductive and inductive methods. The purpose of this research was to inform and stimulate the semi-government towards collaboration and experimentation locally and help in implementing TLD systems that could be beneficial to all members.

This research aimed to stimulate TM and HRD so that they both become more valued and known in the emirates as an important strategy whereby implementing training is viewed as a crucial factor in TM for the benefit of departments, the organisation, and the UAE. This strategic goal can be accomplished through more innovative and creative TLD programme structures and initiatives in the semi-government sector. The effectiveness of training and development impacts on employees' performance and it has the potential to create positive relationships between TLD, organisation performance and the success of semi-government organisations. Obtaining these positive benefits requires understanding the links between knowledge, TLD and TM.

The questions open ended in order to make the interviewees feel comfortable and free to talk. It was actually intended that a friendly atmosphere for interviews would lead to attaining the desired goals more than formal ones. The length of the interviews took between 30 minutes to 65 minutes based on the responses and nature of the participant's work fields. Each interview was conducted separately and on different days except for the last two interviews, which were conducted on the same day (2 Oct 2012).

There were some hard and partly unexpected responses that came from some the participants when they spoke about the current TM practices in their organisation in terms of implementation of TLD. The majority of interviewees answered that "no proper trainings" were conducted during and after the economic crisis, not even on-the-job training; in contrast everybody defined talent in several positive ways and without hesitation.

The analysis of this interview research resulted in identification of various themes and codes arising from the interview discourse. These themes were identified as the interviews progressed and were modified along the way as new information was revealed in subsequent interviews (Cassell &

Symon 2004). The initial set of codes was established during the early stages of this research after the preliminary review of the literature and initial data collection. The table below presents a range of themes consistent with much of the ideas expressed in the literature on TM:

Theme	Code
Importance of TM to HR programs -Training, learning, development and processes	o Retain, motivate and satisfy employees to succeed in their respective organisations o Improve productivity of employees o Contribute positively to the organisation's overall performance
Global competencies	o Importance of TM as more companies are expanding their operation globally o Having well-structured and attractive TM can help organisations in attracting the necessary global talent o TM should be embedded in global and contemporary needs. It is designed to prepare organisations' talented managers and employees to take part in global work responsibilities.
Defining the meaning of Talent and Talent management, sponsored	A cycle that starts from the individual entering an organisation as a new hire and finishes when he/she retires
Challenges facing organisations pertaining to TLD	o Highly talented, management of old and new generations, also niche areas of human capital as well as managing them systematically and being part of globalization o Too many best practices that may or may not fit within certain organisational contexts o Scarcity of competent TM professionals who are able

	to design/implement TM programmes o Develop and motivate employees directly and indirectly
Supporting factors for TM	1) Internal Factors 2) External Factors 3) Organisation strategy
1) Internal Factors	o HR practitioners &leaders roles and the importance of TM on HRM policies and practices: HR roles o Enhance the communication between colleagues o Leaders' roles o TM forging new leaders
2) External Factors	Deficiency (lack of talent)
3) Organisational Strategy	Align KPIs with the organisation's vision
TLD processes	o Understand the company strategy o Define needs/objectives o Identify targeted jobs/professions o Design training and development programs o Offer the training programs to the targeted groups and monitor delivery o Obtain feedback from recipients o Encourage knowledge sharing through availing the supporting means
Measuring effectiveness of TM	There is a need to develop KPIs that can measure TM effectiveness.

Throughout the empirical research, modification of these major themes and codes led to the final template illustrated below:

Theme	Code
Importance of TM to HR programs -TLD and processes	Retain, motivate and satisfy employees to succeed in their respective organisations, those who are willing to look beyond
Global competencies	Have a lot of challenges and huge demand for talent in the market. However, it is important for organisations to have global knowledge and experience for expanding the organisation's operations globally
TM in Different Sectors and Countries Context	Select the right people and re-emphasize the need to gain knowledge, competencies and appropriate attitudes through cross-cultural TLD and work experience
Defining the meaning of Talent and Talent management, sponsored	Understand the different meanings of diversity in different places, and encourage consistency of approaches so that HQ and subsidiaries adopt shared meanings on TM
Challenges facing organisations pertaining to TLD	o Managing highly talented people in both old and new generations, also attending to niche areas of human capital and managing them systematically so that they are part of globalization o Retention of high calibre personnel o Eliminating confusion
Supporting factors for TM	1) Internal Factors 2) External Factors 3) Organisation strategy

1) **Internal Factors**	○ HR practitioners &leaders' roles and the importance of TM on HR policies and practices: HR roles ○ Leaders roles ○ TM forging new leaders
2) **External Factors**	Deficiency (lack of talent)
3) **Organisational Strategy**	Clear TLD that aligns with vision and objectives
TLD processes	○ Understand the company strategy ○ Define needs/objectives ○ Identify targeted jobs/professions ○ Design training and development programs ○ Offer the training programs to the targeted groups and monitor delivery ○ Obtain feedback from recipients ○ Encourage knowledge sharing through availing the supporting means
Measuring effectiveness of TM	The production of planned organizational outcomes and benefits for major stakeholders in TLD

As has been mentioned, the interview method of research was selected, because of it is flexibility and applicability for qualitative data collection. This method has been found to be effective for research of an exploratory nature (Cassell & Symon 2004).

The data were obtained from face-to-face interviews which were digitally recorded and transcribed. Access and permission for holding these interviews was obtained based on presentation of a brief description of the research purpose, a copy of the schedule of interview questions and a copy of the

letter of support from the funding organisation the Federal Demographic Council's. This analysis focused on the research aim and objectives, used qualitative method only and the intention of the analysis and interpretation in this chapter is to link it with the issues raise in the literature review chapter. Demographic data on the interviews included current job position, length of service in the organisation, age and gender. Generally, the participants were supportive and professional in their manner and participation, although a couple behaved somewhat oddly during the interview session: one was knocking the table and the other one was blowing in an unprofessional way. Overall, all the interviewees agreed that accurately designed TLD must by linked to the company objectives/KPIs and the jobs should guide employees' performance towards the required level and scope of learning and development. In this way, it is more likely that employees will be able to gain the required skill-set which would lead to success for the organisation.

Indeed to understand this case study, it is necessary to understand the nature of the organisation and the status of TLD within it. This semi-government organisation is based in the UAE and forms part of the government of Dubai. Therefore, the P1 (2012) says that:"A semi-Government Organization plays a big role in the region and outside the country and is activate in expansion aims and industries all over the world."

This semi-government entity, is a major player in one of the biggest industries in Dubai. P1 (2012) says: "we're owned by the government (0.5) we consider ourselves closer to the private side but we have one limited partner and that is the government of Dubai so it sits in the middle". Figure 3 below shows its basic organisational structure.
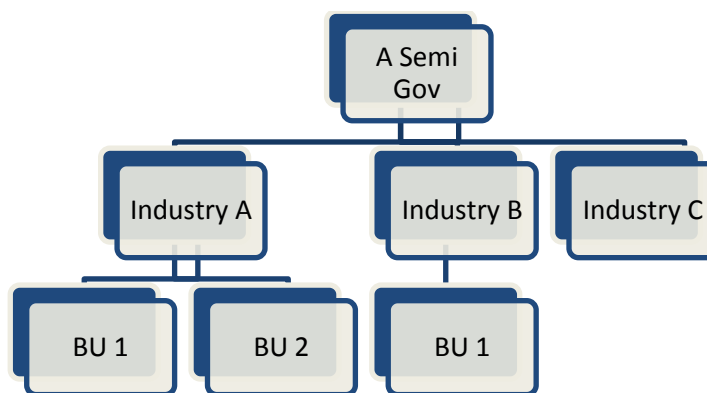
Figure 3- Organisational hierarchy and other subsidiaries (Researcher)

The above diagram shows how the semi-government organisation operates in big industries and has three subsidiaries, and several Business Units (BUs).

In relation to the selection of the sample of interviewees, the researcher therefore chose volunteers from various industries and BUs to understand TLD within this structure and explore how it impacts on the performance of employees and thus ways it may support the business positively.

5.1   Importance of TM to HR Programme / Suggestion

"This is a very interesting topic" said the P4 (2012). Bersin (2006) expressed a similar point of view stating that TM: "has become one of the most important buzzwords in Corporate HR and Training today". Therefore, there is evidence that both academics and practitioners consider this topic is important to sustain the business of organisations.

5.2   Global Competencies

The P1 (2012) mentions that globally: "it's gone global you can move around very easily" talent moves fast and the indication is that turnover is increasing at the same time. He mentioned he thought that in three to six months time market demand would improve in the retail industry. He also mentioned that this sector is critical for improving the economy, and that it will have a continuing need to search for talented people. Despite the fact that the UAE pays lower salaries and benefits than, for example, Qatar, people prefer to remain in the UAE even despite periods of economic difficulty and hardship. He adds that there is a global workforce that looks for jobs which offer long-term career ladders, and opportunities for growth in their work and if they do not find enough of these things then they will move on to somewhere else that offers greater development opportunity and possibly a better financial package, too. He points out with an element of sadness after employees have learned and developed a huge skill set with the company spending a lot of effort and money to train them over three to four years they then decide to move on to: "Spain, Greece, UK, US". He thinks that the UAE semi-government sector will be attractive for some nationalities but not so much for American or British workers. One can interpret this as showing that the company is not practicing TM and state-of-the-art TLD as was suggested earlier.

One of the key factors in TLD is identifying areas where there is a lack of critical competencies, which increase the need for global talent. Also deficiency in competencies is connected with high employee turnover. As the global competition for talent heats up, organisations that do not prepare ways to acquire, develop, utilize, and retain talent will fall behind in the race for global business (Kim & McLean 2012). This point of view is often mentioned in the academic literature and is mentioned by the P4 who speaks about the current situation globally that people are thinking financially and TLD programmes have been kept aside for the past few years, when actually they should not have been shelved no matter what the reasons are, and management should take amore long-term view on developing the employees. Challenges like the global financial crisis have been a crucial and busy time because many organisations have tried to rectify their previous mistakes and improve the financial results. Some of the more proactive and forward-thinking managers of organisations have also decided to meet and beat the competition in the region when the market and competitive dynamics are slow. Unfortunately, the semi-government has often been a recipient of these competitive actions due to lack of strategic planning and implementation.

The P10 (2012) agrees and comments: "It's an aggressive attractive market. Loyalty of those employees now is not to the organisation to tell you the truth, it's whoever paying them more". She believes that the demand in the global market is mainly only for particular occupations and job specifications, such as technician or draughtsman. She underpins her point with others perspectives that people tend to move mainly due to financial decisions, adding to her argument that the environment, timing, rewards and recognition have all directly affected talented people and TM in the organisation. She pointed her finger to one of the emirates that has been making big losses for her as head of business and department manager. She then observes that if other units do well in their new jobs it does at least help the global industry by benefiting other organisations in some other parts of the world. Additionally, it has to be remembered that some people do not want to change and are not willing to move further a field.

Similarly, some managers lose their talented staff either because of there is a corporate need for their services elsewhere within the organisation relating to the global talent pool or talent moves on elsewhere to places where they can get access to the training they feel they need. Thus, these groups of employees may move on to other companies (CIPD 2012, p.239).To plan and implement TM managers in global businesses have to answer the significant question, what are the global

competencies for global employees? Marquardt (2004) indicates globe special competencies for global employees can be divided into six factors: Cultural Flexibility, Cultural Self-Awareness, Strong Communication Skills, Language, Global Perspectives and Tolerance of Ambiguity and Differences. Obviously, a global mindset consists of many cognitive abilities and needs. A global mindset and capability is significant to the development of individual criteria for the person specification applicable to working anywhere in the world. If those global criteria are used correctly in diverse contexts, they will be central to the success of global organisations and help to sustain their success (Begley & Boyd 2003; cited in Kim & McLean 2012, p. 575).

5.3   TM Definition

In these interviews the definition of TM depends on the interviewees' perspectives. It was found that they held similar views about TM. However, the researcher was able to identify some variation in their perspectives.

Several of the interviewees did not know how to define the meaning of TM for example the (P3 2012) referred the interviewers to a lead investigator into TM-Dr. Mansoor Al Awar the Dean of the president of Hamdan University for e-learning. He said:"I don't know. However, I heard that there's an entity called Emirates Association for Talented, looking after the talents". The meaning and definition of talent was vague for him and he thought it is related to academic purposes and measuring talented by academic grading. But then he went on to say that in his mind and opinion talents might be in different things not necessarily in the academic territory and therefore they should be treated generally. He reflected that during the interview, a recruiter does not know how to get everything from the interviewees, but certain things often only come up in real life when you observe their behaviour in the field of work. Eventually, he produce a relevant example where he identified and spotted a staff in a call centre department and moved this talented individual towards the training section, because the employee has teaching skills and he did not want to lose him. He promoted him and now he is handling this department, and has started training the employees four days per week. He explained how he supports talented employees and is trying to leverage on that. Later on in the interview, he summarizes that talented staff constitute the best amongst others, and that detecting or identifying talents in the organisation is a talent itself.

Talent defined from theP1's (2012) perspective is frequently inadequately available to the organisation, and consistent supply and demand for talent is problematic with difficulties occurring even during the global crisis.

Another interviewee, the P10 (2012) said: "my definition of talented is solution finder since it's a lifestyles and day to day cycles also it is forecasting the future" and do SMART objectives plan.

The P4 (2012) gave a definition of TM which the researcher found appealing. TM is filling the position and whole cycle of the company, so employees become specialized in their particular field. He said: "Talent is not only a raw talent it's something that we need someone to do something and that something will come out of the vision, mission of the company objectives of the companies …where the company wants to be". He comments on the UAE population saying that there is an imbalance between nationals versus expatriates and that nationals need to be funded by grants for TLD to give them more opportunities to improve themselves. Generally, all participants agreed that talents are dedicated in something that considers them high status or high value.

Whelan, Collings and Donnellan (2009) maintain that a number of authors alternate between varying meanings of the TM label in HRM. Some researchers view it as limited merely like an old folktale of the HR process, such as Recruitment, Leadership Development, Succession Planning, and so on. Another group of authors seem to believe that progress is based on the need to manage an elite group of people following the organisation's need for flexible staff. A third group emphasize managing talented individuals only, and the last stream of research studies merely focus on certain positions or levels of potential staff who can affect the organisation in terms of achieving a competitive advantage.

5.4 Importance of TM to HR Program

5.4.1 The Assessment of Talent Supply and Demand

The assessment of talent supply and demand must start at an early stage. Parents should notice the talented child's natural talents and thereafter train him/her on those strengths and skills on a daily basis. After years of development he/she will eventually make an active contribution to the country, whether in sports, education or the professions. The interviewee gave the example of her own

parents when they observed that she is intelligent in mathematics, so they encouraged her to be an engineer and then gradually from the school level, onto college and soon after, she progressed to become a CEO. She added that, children are extremely talented at school due to computer automation and social media (P10 2012).

These days, the demand for talent in the competition and war for talent is a real threat to any company that contains talent but does not consider TLD. If this neglect continues, then eventually it leads to increased staff turnover, which affects the business. One of the core elements of TM is that "organizations need to consider carefully the actions they taken for a sustainable talent supply" (Bhatnagar 2008; cited in Kim & McLean 2012, p. 572). P10 (2012) agrees with this pointing out that expatriates and locals can complement each other in the workplace, yet the UAE population has less talent supply, therefore companies have to bring in foreigners to complement locals at work.

5.4.2 TM in Government, Bank, Private and Semi-Government Sectors

In comparison to the private sector, the semi-government sector has been prompt to attract UAE nationals and has modified salaries and the grading system to reflect this policy. The interviewee had looked into it and noticed that it is a bit lower to bring them on board, such as a call center position. The P3 (2012) mentioned that it is really hard to convince locals to work and stay longer in these types of position. The P4 (2012) comments that, in the UAE, nationals are less in term of numbers compared to the number working in the private and public sectors. In fact, he believes that government sector or semi-government have both sections Training and HR, he agrees with the researcher that recommendation for training must come from the line manager, so although the organisation places employees on job training programmes, they are not adequate. A lot of people need special programmes of skills development, and more attention and opportunity should be given because specialist TLD provision is usually missing.

During the boom, in 2006 until early 2008, the interviewee said: "The UAE nationals were not given a chance to develop themselves in semi-government and private sectors. Having said that, semi government has gone through various circumstances for the past few years especially in retail market that made it. If they resigned that might be a loss for a company but as they are still working in the country this could be considered as part of the organization's Corporate Social

Responsibilities (CSR). Again retention is very challenging, and competition is tough in the market, especially in Dubai." He was open and frank about saying that a person needs to have subsidy from government or holding group to compete in the market because of these challenges. He also comments that:"Nationals will not be interested to do some jobs that Asians are currently doing regardless of the salaries. It could also happen that locals might do the jobs where the salaries are not worthy. Therefore government or private sectors should support the fund to encourage locals to work and get their salaries from this fund, segregated between aforementioned two sectors" P4 (2012). This idea was also supported by the P3 (2012). He said that the UAE population is in the minority, and government cannot always help all nationals further: "Not every day, government will have limits to accommodate all this nationals' graduation. Yes, we are very minor people here. I do not know those demographic people" so the government accommodates nationals by forcing organisations to offer jobs in the future by increasing nationals' percentage of employment in the organisations and subsidises the salaries because locals expect higher salaries. At the same time, there is a mix of nationalities of employees who are serving customers who share the same languages which helps to communicate the message rapidly and solve problems accordingly. In the main, the Emirate of Dubai's economy relies on tourism and trade. However the trade industry is also very beneficial for Dubai Jebel Ali Port & Free Zone and now with the new airport it contributes 60% of their revenue from imports of the Middle East that comes through Dubai port and feeds the Emirate and the Middle East which makes this port a crucial strategic economic entity to Dubai according to the interviewee. In this area, locals are not given enough chances yet. The CEO said that he tried to hire locals in his company but despite many attempts, locals are still a minority in his company. "There are 6,000 companies in the free zone. In the market, there are 50,000 companies. Only Majid Al Futtaim [private sector] accepts UAE nationals, even in the higher position there are people keeping them." The P3 (2012) was supported by the P4 (2012) in this area although there was some disagreement expressed on this perspective by the P10 (2012).

5.4.3   Stereotype

"There are lots of expatriates that have negative stereotypes about nationals that they want to get promoted immediately, and miss work so they do not instruct them" claims the P3 (2012). On other hand, the P4 (2012) says: "I'm sure there is no specific stereotype about them because these people are educated enough and they are really hard working" but then he remembered when he was a

trainer, he dealt with programs in coordinating with ENDP (Emirates National Development Programme) where he created the HR and Emiratisation department six years ago. He points out: "but I can tell you from my own experience that nationals are not working hard, they want high salaries and less working hours and refuse to work as subordinates under Asian supervision". He used to hear these kinds of things said. He believes in some areas there are a large number of nationals who are not like the expatriates managers thought, whereas a few of them are.

Another of the interviewees expressed disagreement with the other participants' shared viewpoint. He states: "Not really. This culture I'm not blind but I don't see this culture. We work one team and this who's good, who's faster, who's serving the customers you know, who's attentive that's it we never saw this discrimination no." She thinks that this has not even happened between men and women. Expatriate Directors are supportive towards those young nationals; training and monitoring them, see the potential in them, placing them in the right positions and giving them responsibilities. This is the culture that they work on and leads them to success. Building on her point of view here that "ladies want to be recognized and see how they are dynamic which threaten others, but they are all working as a network".P10 (2012).

This P1 (2012) says he has heard that Emirati women work better than Emirati men and he saw that they are dedicated and they want to improve. He has faith that it is a cultural thing, and trusts they will have the freedom to maintain their working lives so that they are "not going to be like my mother or grandmother, is-locked in the house" Similar to Saudi women, they pursue degree subjects and want to do marketing as it is an opportunity. Our ruler H.H Mohamed Bin Rashid advocates supporting women's ambition to pursue their work careers. The interviewee believes that everyone has negative points though they want to be a CEO from the first day of graduation, he said he had heard an Egyptian had said that, which is as applicable to an American as an Emirati. However he affirmed that this is only the kind of thing he has heard. He added, his personal thinking was that he has been in this region for years; and declares that he has no major personal experiences of negative stereotypes.

5.4.4   Challenges that facing TM training, Learning & Development.

The challenges were quite dramatic around the time of November 2009, when the P1 (2012) recalls how the semi government restructuring established to retain a specific number of employees most of whom were not aware about what happening in the organisation. Many were confused and said things like: "It's the government, it doesn't have any money left, therefore do I really want to work

for them?" he added that at the time when interviewing candidates for the jobs, they declared the vision of the organisation while they were simultaneously seeking resources for the organisation's needs so that it could grow in the future and deliver revenue for the partner. He said: "This is the value and how its run. Yet it has not adjusted dramatically but it is much better than 2009".

For one part of the semi-government organisation, it was scheduled for closure so that its biggest problem was that no one will work in the organisation after 2015 and employees knew about its schedule, so it has a complex HR retention system. Government jobs are safe like USA and UK jobs also Abu Dhabi. The P1 (2012) remarked that government jobs are "safe" (i.e. secure employment) whether one is based in the US, UK or Abu Dhabi (UAE). According to Morada (2002) more than 50% of "Nationals are not given well-structured efficient training". Yet, "Training and development are essential for continual learning for employees to get on the job training" learning from that type of training and boost their skills (UK Essays 2003). Those types of skills include: Basic literacy skills (mainly for labour in manufacturing to read, write and understand the charts and graphs), Technical skills (in new technology and new structural designs in the company which mainly applies to the management levels), interpersonal skills (for all employees to learn how to listen, communicate and be effective in the group), problem solving skills (chiefly for those who perform non-routine tasks, like managers however it extends to most employees within any organisation) and last training in ethics and social responsibility (especially important for all new hires and should be routinely conducted in induction programmes also covering all employees as a periodic intervention based on corporate values. Typically, moral and ethical values and behaviours should be instilled at an early age (Robbins 2001, p. 626).

The P1 (2012) mentioned that there were many business demands and challenges that keep him up at nights. He comments: "The portfolio started 12/14 billion dollar, by June 2015 this organisation needs to pay banks and lenders back some billion dollars, with the awareness of no more jobs in 2015". Therefore employee retention was difficult to sustain because everyone knew the organisation was due to fold in 2015. On the theme of government jobs being safer than other sectors, he compared USA and UK governments jobs with others, and noted that the events of 2009 and 2010 did not impact negatively on Abu Dhabi jobs. Employees were not affected like many government and semi-government organisations in Dubai where there was substantial restructuring and downsizing in many organisational entities.

One of the challenges facing all employees is that work needs some patience to reach high-level positions. The P4 (2012) shared his previous experience when he worked in a Petroleum Company. There was a program to bring nationals in as a site manager or petrol station manager. They were required to start with filling petrol for the cars, mopping the floors and of course wearing uniforms so no doubt they accepted the jobs for their development and have long-term career access to those future managerial jobs. The idea is that the manager must go through all of that to understand the subordinate's works. This is not an easy role to perform, and some people declined the offer, who did not have a long-term vision of their career whereas others accepted and moved on into high level positions, because they understood the process and learnt the roles of subordinates. It is clear that individual's flexibility, proactive career planning and understanding are all crucial as is their degree of ambition and thinking on where they want to be.

Another TM challenge in the UAE is attracting those nationals who have high school diplomas or a higher diploma to work for organisations. The P3 (2012) commented on a position in that call center that was offered at 8K and they could not find any nationals to join the company. He then offered 11K and still he could not find any national candidate because of the salary expectation of 14-15K combined with short travel distance conditions and not located in Jabel Ali. He declares that he does not know about the government scale salary for fresh graduates and how much they pay. In addition, it is common to have high turnover in this particular post all over the world due to the fact that it is a routine and boring job. He understood the nature of the job as he explained that call center staff imagery like a machine, trying to sort out the exports/imports issues often under negative circumstances and people unpleasantly shouting at each other. Even so, the employees try to find solutions to retain their customers. Despite the fact that there are those people who have stayed in the job more than five years, he is trying to make it a more interesting position and place of work. Consequently, he found various alternatives and solutions, by moving talented employees into different functions internally, breaking the routine and getting them out of a rut by providing incentive schemes for those staff that show high motivation. Also there is a scheme for rewarding an employee of the month based on rigorous criteria with AED 1000/- price, giving certificate, announcement, and offering a career ladder for them to become a supervisor. He conveyed the impression that all of those career levers, he understands, and also knows the causes of high employee turnover, which is often due to similar and routine difficult tasks encouraging people to

quit. Additional challenges arise in areas of staff recruitment where there is the need for specialist expertise. It is often hard to find sufficient numbers of nationals who are trained software programmers and who are qualified to be Information Technology Manager. He commented that some have the correct technology background but are looking to be an Information Technology Manager from day one because he suggested: "this is an Indian-dominated field". Also, it is really difficult to find locals who are willing to work under the typical conditions of the IT area of specialization and as well have good work experience and are sufficiently technologically savvy.

Tolbize (2008, p. 12) has discussed the problems that may arise between traditionalists, baby boomers, Generations X&Y in turning the ship around with different perspectives arising from Four-Generations(Tolbize 2008, p. 12). Attitudes and values are very different in a number of respects between the old and young generations including towards their work. However, comparing the young generation with baby boomers, both display a concern for the work-life balance, to be more independent, and have more flexibility, whereas the job from their perspective should be meaningful and interesting. Both generations desire to obtain more training and learning opportunities, which it is absolutely right for organisation development. Being savvy and comfortable with technology typifies Generation Y, although some are cynical about their organisations' capabilities to retain and reward them in the future (Cascio 2006; Gibson et al 2006; cited in Barnett & Davis 2008). Figure 4 shows four critical areas of TM which are also relevant to effective design and implementation of TLD.

Figure 4 – A Talent Management Wheel (Researcher)

The TM wheel shows the importance of T&D in the linking of various HR functions. While business strategy is not explicitly represented, it is implicitly noticeable that with so many functions in HRD there are critical issues of alignment between business strategy, TM and TLD. Essentially, the development organisation is linked across "performance management systems, succession planning systems, and competency management systems" (Bersin 2006).

5.4.4.1   Lack Of Talent

There are many causes related to lack of talent:"… one of them retired talents and have fresh with no experience, thus if missing talents in the country, will renew foreigners visas for another three years same as UAE system" (P1 2012).

In a large number of western countries, demographic movements clearly highlight employee development factors and issues of retention as well. The generation of baby boomers are about to retire. According to DeLong (2004) between 1998 and 2008 the proportion of the old generation in the workforce was expected to increase with increased ages for retirement and reducing volume of school leavers and university graduates annually entering the labour market, while the proportion of the younger generation workers was predicted to shrink it will over time become more dominant (Barnett &Davis 2008, p. 722).

5.4.4.2   Emiratisation

The Emiratisation programmes need to take into account where the number of locals in contrast to expatiates makes a big difference, the lower the percentage different the less there is need to create policy incentives and positive action. The P1 (2012) says: "No doubt". An Emiratisation program can't create 10 years' worth of experience overnight no matter how well it was written". Every country requires a policy for developing its national talent, whether it be, for example, the UK, USA, and South Africa and organisations have in turn to decide on the number of external and internal resources for development. However, this interviewee stated that he did not see any Emiratisation programme at this semi-government business unit level and personally he did not feel a need to have it by restricting the number of jobs. Emiratisation programmes need to take into account the proportion of locals to Foreigners, taking into account that 20% vs. 80%, which it is a

huge difference would be twice the ratio in the general population which stands around 1:9. He adds, that TM programmes cannot just create five or ten year's worth of global work experiences.

The Hay Group (2012) study on TM in the UAE argues that the government is paying billions for high potential nationals to retain them and firms are spending large sums of money on leadership programmes. Apparently employees preference is to work with someone they know "as family, and friends are felt to be more reliable than unknown applicants, though company policy assists the Emiratisation department in the workforce" (Forstenlechner 2010; cited in CIPD 2012, p. 210).

All of this gradual effort to develop talent and the vast literature about TM leads us to question whether these TM systems and programmes within different organisations are effective or not?

The P10 (2012) said that "we train employees and locals especially to multi-task, therefore we verify if he/she can contribute well in the organisation". This means that he/she must be willing to perform well in the country. Definitely, young Emiratis are free to be dynamic in any place for many causes and enjoy their lives, such as getting married, building houses and purchasing vehicles. But if they were in 30s, they would be more likely to go on to postgraduate study and try hard to get promotion. The interviewee said that he hates employees who cannot multi-task.

Supporting this programme the P3 (2012) comments that they are working with Tanmeer (Emiratisation recruitment agency) because it is a real challenge to get locals in trade and logistics, as there are so few of them.

Nationals might be interested to do the work and have skills but not with the salaries offered, so instead of bringing foreigners in to do the work, they can offer locals the job and provide salary subsidization from government or private sector funds. Subsidizing these jobs, for instance, by 50% from the company that offered the jobs and 100% from the fund would help to attract nationals into these jobs. In other words, the company will pay the budgeted salary for a particular job that is paid for a foreigner and the extra wages will come from the fund in order to encourage nationals to join the organisation as well as continue their studies said the P4 (2012).

When following this point view, before thinking about the Emiratisation and TLD programme we should look into the organisation and decide which jobs are needed, then decide the skill-set they

need to fully achieve the objectives to make money regardless of the nationality of the employee or whether he/she is in/outside the city. Moreover, the P1 (2012) says: "I personally think there is a bit of a problem on retention, because finance is not attractive" he comments that no one will stay in any case due to the financial matter of the business unit, and he believes also nationals who have the necessary skill set will often decide to move on and change organisation. This can create major problems. The P4 (2012) presented the Emiratisation programme in the UAE as not implemented sufficiently strongly. It is only fulfills the quota requirements related to getting the correct number of nationals employed especially in the banks. He says: "its aim to give a job and transfer the knowledge to enhance these people. I heard there is a Chinese saying which says don't give me a fish teach me how to catch the fish". Some nationals will gain employment and receive training and then will be headhunted by another bank. Instead of bringing in fresh employees and training them which can cause problems of motivation and retention as well as waste time in the banking sector. The right aim according to Emiratisation policies is to hire nationals, train them and develop their skills. "It's all about developing then offering a job it's not only just offering a job and then after a few months those guys quit" (P4 2012).Resignations have been known to increase due to negligence and not given the new employees a sufficient amount of meaningful work tasks and experiences. The P10 (2012) mentioned that the semi-government and private sectors have to have equivalent methods of recruitment, selection and assessment, especially in terms of their approaches to interviews. "By 2020, if the semi government said ok, the government will have 50% nationals working, and this percentage and the system programme must be monitored by the government. The government should also have a policy and practice for this system by dealing with locals and USA universities/colleges who should be a part of an advisory team to take the graduates through the training and reach a huge number of them by complimenting the other nationalities"(P10 2012).

In 2009, during the recession the management decided to make redundant employee whom the organisation did not need and were not likely to contribute sufficiently to the organisation. A list of the nationals and others nationalities was compiled, and all line managers were asked to prepare a list for use in issuing redundancies, however, a few months later, the government declared that organisations should avoiding including nationals in the list for redundancy (P1 2012). This is an example of the lengths that the government were prepared to go to protect nationals so that they would continue survive in their work careers and in all aspects related to employment.

5.5   Supporting factors for TM

5.5.1   Internal

Overall, the organisation in the study supported TLD for staff who were identified as needing to have an improved skill set and BUs conducted most on-the-job training and less often, off-the-job training.

5.5.1.1   Leadership Style – Role & HR Role

The P1 (2012) explained how organizational leadership includes creating a formal role and function for managing talent, as is shown in the diagram below.

Figure 5 - Responsibilities for Talent Management (Researcher)

He suggested that if HR is the area which is frequently recommending training courses to managers, then it goes to executive managers, and then on to senior managers creating a trickle-down effect. This is the practice, they have in their company; however HR cannot decide and verify who needs training or rewards at the first stage to retain staff. Ideally, HR comes in at the second stage after line managers' recommendations for training. At a later stage HR later consults appraisals ratings, job analysis records and reviews the recommendations for training that they need, subject to the department's objectives. In addition to that, people in the organisation should take into account talented employees' work experience to-date and should assume that:

[t]he roles of HRD are critical for global organizations, not only to support talent in order to generate better performance but also to develop employees who have global potential that will lead to a sustainable talent supply for the organisation (Kim & McLean 2012, p. 574).

The P4 (2012) proposes that everybody should be responsible for TLD. He believes KPIs should be part of the training when the programme of TM is in place. One of the line manager's objectives is to develop and train or transfer knowledge to subordinates and ensure it is going ahead, so he believes that to have a dedicated department who are fully responsible for TLD is the best way forward. The point of view of the P10 (2012) is that each manager in her company acts as an HR manager, and the real HR manager is in fact the recruitment manager. This means that the recommendations for training will come from the line manager, because he/she is the one who can see the potential of his/her staff individually and that is often not so directly or frequently observed by the HR manager. Further, leaders in the organisation need to focus on TLD and how to develop the new generations to be more creative and solution finders.

Leading and managing people also are one of the key challenges in reducing high levels of employee turnover. Some researchers identify specific job elements that are most likely to develop adhoc leaders in various aspects of working for the organisation while reducing the possibility of resignations. Leaders in organisations should use managers' responsibilities to identify and create more challenging jobs with openings for career progression. Sustaining challenging jobs means matching leadership skills with the appropriate levels of reward. Raising the intrinsic motivation of jobs is important if leaders are to reduce employee turnover in their organisations (Blass 2007, p. 8).

5.5.1.2   TM Forging New Leaders

The P10 (2012) used to request to be provided with the entire set of performance appraisal forms for the full year and personally consulted them to identify who had a lot of achievement and appeared to be worthy of promotion.

The diagram below presents a framework for effective TM that conceptualizes the activities in four steps from design through to delivering the work for the organisation.
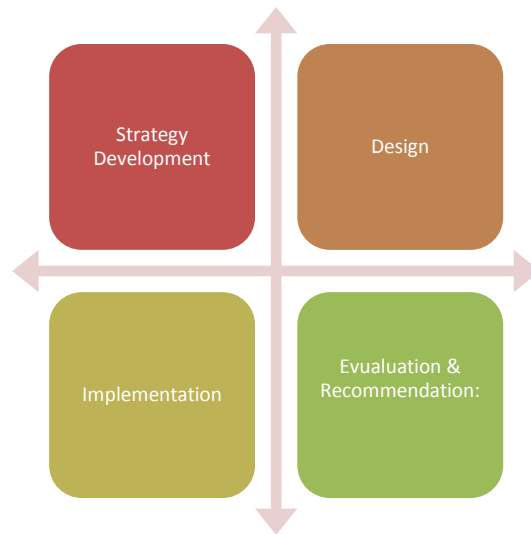
Figure 6 -TM Frameworks in Four Steps (Researcher)

The first step is Strategy Development. This should be well organised, systemized, and designed for TM solutions by involving the core business stakeholders to create an environment of TM recognition, development and retention.

The second step is Design. For HR practitioners who operate TM solutions, and should design this step to attract talent, select, and then develop and involve them once the businesses have established the strategy.

The third step is Implementation. The purpose of this step is to assist customers to design and deliver TM architecture and ensure the right tools are used to motivate the entire group of stakeholders.

The fourth step is Evaluation & Recommendation. The purpose of this stage is to measure the success and return on investment for the business. This is usually based on management data and financial contribution to the business. This assists with evaluating and improving returns which links with encouraging behavioural changes, obtaining new skills and achieving high levels of employee satisfaction (Chumakova 2013).

5.5.2 External

Dubai gained benefits from the migration of people from European counties to employment in Dubai while their economies were in deep economic recession. Expatriate employees working in the government and semi-government sectors of the Dubai economy in general do not want to lose their jobs and give up their salaries, because they hold guaranteed jobs. The P1 (2012) commented on this that the major support for TLD is having expert staff employed who can train, develop and transfer knowledge from/ to the existing staff.

5.5.3 Organisational Strategy

In terms of the semi-government strategy for business growth and employment, the P1 (2012) states that the recruitment comes full flow while Dubai is growing and was amended quite dramatically by redundancy in 2009 during the period of restructuring. Yet some employees were unaware about what is happening around them, he said. A common feeling developed that the semi-government sector has no money left to survive, and normally people want to sustain their period of employment in a comparatively secure place. Therefore, during the BU job interviews, he shares with candidates and draws their attention to the old vision of the organisation and makes it clear that the long-term strategy is still achievable. The business has slightly improved compared to how it was in 2009 but still employees are quitting for jobs in other organisations and sectors.

Workforce reduction strategies have some risks attached. A talent manager may borrow the supply chain management principle of how to manage a business portfolio. In supply chain management it can be risky to rely on one supplier due to the over-dependent relationship it can create. TM applications have been publicized in many big organisations, often with each section being held responsible for their profits and losses as well as maintaining their TLD programmes. However, many of these divisions do not find time for TLD because they would need assistance to cover the gaps while the employees are not available for work. Increased demand for Talent can encourage organisations to manage their talent needs and developing high potential employees as a form of investment that balances all parties' interests [employer and employees] as well as develops the skill base in society. People working in development oriented organisations understand how talent will lead the business to greater success, especially if the competitive advantages identified are managed

strategically. The figure indicates the key factors relating them to understanding the work requirements through job analysis:

Figure 7 – Job Analysis and Linked HR Activities (Researcher)

Initially, organizations cannot hire the right staff unless firms have an accurate job analysis to inform their recruitment and selection activities. This analysis should include a Job description, Job specification and competencies and skills in line with the aims and objectives of the business (CIPD 2013).

Another interviewee said that the talent programme that they invested in for nationals was a fruitful and prestigious, expensive programme called the Dubai Leadership Program. This programme has developed more than a hundred Nationals, beside some other programmes, however, this is not sufficient for developing talent in the semi-government sector. It has to be implemented in parallel with TM by giving opportunities for developing work experience such as will be acquired when managing and leading a company. However, according to the P4 (2012some nationals have not been recipients of organizational TLD initiatives which improve their career potential, and so they have moved on to join other firms within the country and utilized the progression advantages from that programme. He argues that a talented employee is a person who meets the organisation needs, to do something that aligns the company objectives and performance where the company wants it. These

initiatives must be approved and communicated so that management knows the needs of the organisation of course how to recruit and deploy bright talented employees.

The P4 (2012) explained that every semester there were nationals graduating at different levels, and in specific majors without gaining relevant work experience. In the UAE, people need to be trained, developed and given opportunities, because there is a gap in a large number of occupations and work specializations creating an unnecessary imbalance of employment between locals and expatriates. He highlights, comparing this with western countries, where the priority is given to their locals in jobs. The education system needs to review it. Despite the fact that the government invests a huge amount of resources for training and developing nationals to enhance their skills, this development should be done before the graduation and not after. He suggests learning English, which it is a business language, adding to his/her mother language to cut unnecessary time and money, being spent on the development of language fluency later. Talent development is how the country and its organisations are aiming to achieve their missions and vision They are creating jobs and filling vacancies by staff who need development and are non-experienced locals. It becomes unreasonable for some of them to have to be sent abroad to gain the necessary educational, training and work experience. He suggests therefore, investing in locals through training and development programmes lasting for twelve to eighteen months as a part of a CSR policy and practice to develop nationals and offer them jobs. Nationals should be subsidized to pay for their subsistence during registration on the programme and shortly after completing the training. The aim for the organisation should be to grow their experience and develop their skills so that over time they will replace expatriates. However, what is happening more often at present, is that companies are offering them routine administrative management jobs and not encouraging them to take on technical roles which will enhance their skills. The task allocation and job specialisation has to be based on the nature of the company and its areas of business. He said that he must admits that in his opinion it is wrong how it is currently running in some government and semi-government entities. He implied that he was not really that excited by the development processes currently implemented, and especially in retail.

While it is clear to everybody working in the company that the retail industry is a central part of the business and the commercial future for this semi government organisation, but still retail packages are unattractive for locals with fluency in English, which makes it quite a challenge to recruit and

retain them in this market. The lack of available labour with the required levels of skills and work experience may be one of the major reasons for more intense local competition in acquiring and retaining talent (Strack 2008; cited in Kim & McLean 2012, p. 572). Indeed, locals have the potential to obtain many more theoretical and practical techniques relevant to their workplaces, and actually they may turn out to be more efficient and effective choice of employment group for the organisation in the future, "which is why it is crucial to provide state-of-the art training" (UK Essays 2003).

Even though it is frustrating to train and develop someone who then quits later by handing in their resignation, a leader has to understand there will always be setbacks and should not become distracted from TLD goals, which involve continuous effort to train and develop staff, and to identify new potential. The P3 (2012) was proud to share the example of the support of his ex-boss by mentioning these words: "He always said in one of his meetings that how much time they need to hide from the sun with their hands but the sun will always shine". Which means that manager cannot hide employee's skills as they always shine up to the sky.

5.6   Training, Learning & Developing Processes

The P1 (2012) says that the organisation is putting the employees on TLD programmes. Some are sent to educational studies abroad; some on training programmes, and some on leave for two days to do things of a developmental nature. In terms of the resources available for TLD the priority goes to locals because they are in the minority. Therefore, if training has five suites, three will be for locals and the other two will be sourced from other nationalities. He is concerned about how best to make the place exciting and get people to stay to improve the company's future growth and profitability. On contrary when the economy improves, the organisation will need to revise the salaries, update job analyses and invest more money in TLD. In the short term, this organisation is not willing to train and develop all talent; however, a leader needs a contingency plan so that the full development potential of the company is realised. The P3 (2012) confirms that there are locals specialized in some majors but unfortunately not in all areas of need. Thus he is willing to recruit fresh nationals to train and develop them in to the senior and management levels equipped with the right skills and excellent talent. Also he is ready to support the government with training and developing more nationals in skills in the transportation, trade and logistics industries and certify them in basic and

advanced levels since he has training facilities available in his company. He says that he personally spots talents and puts them in the right positions based on their tendency and skills. These TM procedures are represented in Figure 8 and are broadly consistent with the interviewee's expressed points of view.
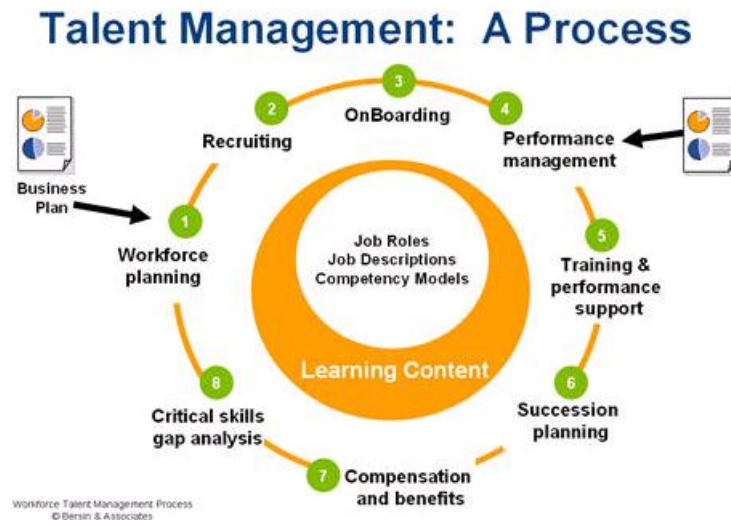

Figure 8 - Succession Planning (Bersin 2007)

The P4 (2012) says Talent is a matter of organisation sustainability or future, which keeps the TM and succession planning cycle going. A business need for talented resources is the reason behind the continuous demand for talent. He provided an excellent example of a family business, where a father teaches, trains and develops his kids to take over his place in the future and run his business. He goes on to say: "that's how I translate talent", however in reality, this semi-government organisation is not developing nationals to the same extent. He advises that the management should be open-minded, and sometimes be prepared to make sacrifices and to put considerable effort into training employees from the beginning so that they can reach higher levels of performance and success. Another participant said, the approach in their company is executed by an evaluation process held every three months by the line managers, in order to avoid miscommunication between parties. Those who need training programmes will be communicated to HR, and HR will determine what training they need to coordinate and when it should be delivered. The training budget therefore is invested in aspects of TM. However for reasons of cost effectiveness, there are three in house

training programmes provided per annum, when the P10 (2012) takes photos and hands out certificates to the successful trainees.

The workflow process shown below in Figure 9 can help HR practitioners to organise TM programmes by following these TLD steps and assessment processes accordingly Chumakova (2013).
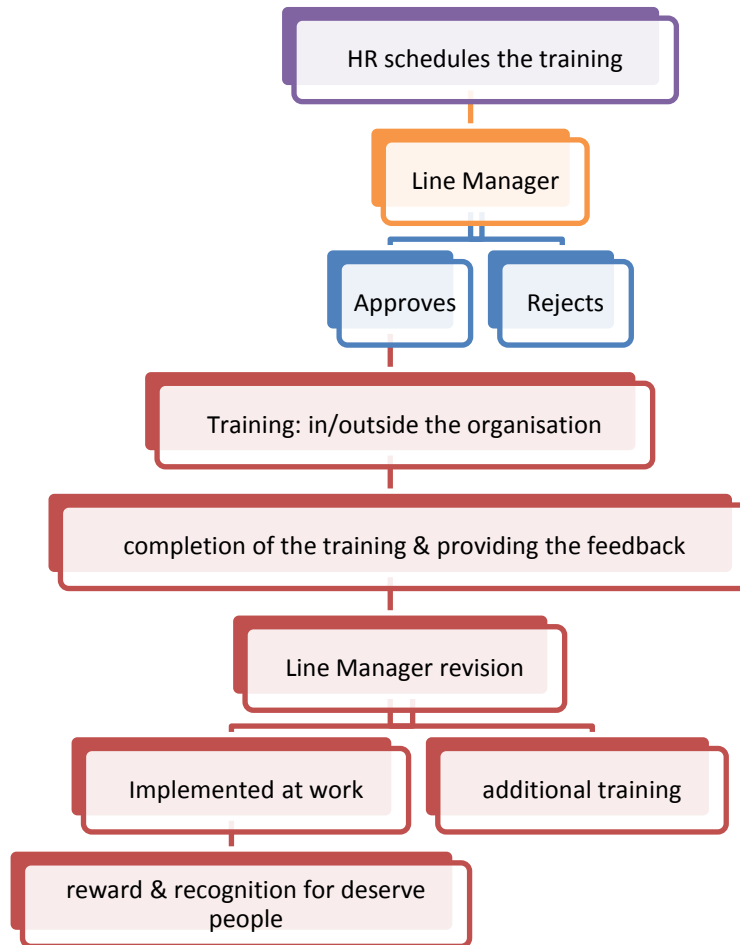
Figure 9 – TLD Steps (Researcher)

5.7 TM - Training & Development Steps

Selecting the appropriate TLD goals and programmes can help to retain talent in workplace. The checklist below, presents a set of simple steps which TLD practitioners can follow:

1. Training schedule

2. Training venue and materials (flip chart, texts, projector, handouts)

3. Training Assessment (exams, individual/group discussion/debates, role play)

4. Training processes with TM software which can catch the attention easily, are quick to cover and efficient in assessing the basic training outcomes.

In fact, talent will move jobs quickly whenever they feel that their careers are stagnating and they see that they are receiving no development for their future. It can also be hard to replace them and painful to have them leave the organisation relatively quickly (Chumakova 2013).

5.8   Practical Examples of TM Programmes

The P1 (2012) suggests that TM practices can be implemented by following the expertise of employees and watching them learn day-to- day. They can acquire workplace knowledge very quickly especially in a small company. It becomes easier then to run a bigger one and work flexibly so as to develop the required skill-set.

The P10 (2012) talks about implementing new projects and how the management then automates these projects after the processes are well understood. In 2008, this interviewee's company followed the safety and health environment department's declaration for developing a paperless environment. It is a challenging project to convince others to automate and work without paper. Building awareness and training them covered all age groups and involved automating customers' details so that they are available electronically and can be accessed whenever they are needed. That is an example of talented work whenever it saves money, time and effort enabling people to work efficiently and providing them with more time to focus on other projects. She states, "Fishes survive when they have water, and humans needs oxygen to survive as well. Talents are the same. They need promotion to survive. They are looking for support and responsibilities [in their organisations]".

Therefore, it is justifiable that semi-government organisations should run training and development in a professional manner. Ideal models of T&D processes in general have been presented by Bratton & Gold (1999, p. 283) which are shown in Figure 10.

The
British University
in Dubai
الجامعة
البريطانية في
دبي

Figure 10 – Ideal Model of T&D Processes (Researcher)

To implement TLD effectively in organisations, trainers should follow an accurate development tracking programme, such as on-the-job or off–the-job training. Informal training might be unprepared or unplanned like casual meetings or solving work-related problems. In contrast, on-the-job training includes formal mentoring programmes, apprenticeships, job rotation and understudy (work shadowing and mentoring) assignments. Off-the-job training requires significant investment in a formal budget for training and related expenses. It might be live classroom lectures, public seminars, internet courses, including video tapes or computer media and group activities such as role plays and satellite television or Skype sessions. The majority of modern training is conducted by e-learning or computer based training and training over corporate intranets because these are efficient and fast processes of TLD delivery and communication. These forms of TLD can be managed by computer-based products, assigned to people with relevant expertise and job titles or based on specific, customised training technologies (Noe 2005, p. 2). Individual training styles often use a diverse range of methods and activities such as reading, listening, watching and participating based on which style is most likely to motivate and convince employees. An over-reliance on one method or single medium or location is likely to be ineffective and special arrangements will often have to be made for those employees who do not learn new knowledge and skills that well. It is standard practice for a needs assessment to be conducted prior to training (Robbins 2001, p. 625-628). However, there are cases where training can be harmful such as when trainers are unprepared; the training is boring, over-lengthy, missing out key materials or presenting unused ones. Also, there

are hazards relating to training employees who may become scared about their job security fearing that they will be replaced once they transfer their knowledge and share their experiences with others. Therefore, the direct line manager should ensure that his/her staff are trained comprehensively and evaluate them including by issuing relevant tests to see how their performance increases using pre- and post-tests. Effective TLD practice will often have to incorporate off-the-job training, because it forces employees to focus more on change and the future. This TLD should be led by experts/professional trainers and delivered in ways that sometimes breaks the routine office times (Bratton & Gold 1999, p. 282).

5.9   Measuring Effectiveness of TM

The effectiveness of TM can be measured to some extent through the appraisals' mid-year reviews and last year's agreements. This means that management can identify talent leading for some employees to raises in their salaries, bonuses, and for some individuals, promotion. "So we said as a group of 4 senior people who run this place 'First we have to measure and then we have to link compensation'" (P1 2012). He claims that he is looking for real followers and is comfortable with some work circumstances that are ambiguous and uncertain. He appraises their skills and assesses them, similar to managers in others BUs. On the other hand, introverted people, who are unable to deal with customers, should they suit for backward jobs the (P3 2012).

The P1's (2012) perspective, is that TM should be based on recruiting talent with good education qualifications, so governments may invest, support and promote them at an earlier stage of their careers in to positions offering challenge and responsibility.

The P10 (2012) voiced a similar perspective to theP3 (2012) saying that line managers must know how to analyse and understand operations through direct contact with employees and attention to different levels of production. Storey (2007, p. 103) proposes it is important to conduct assessment/appraisal to focus on finding solutions, achieve a diverse number of customer orientations and handle different tasks. The interviewee described her dislike for employee who have problems but do not know how to solve them and lack the necessary coping skills. They should know how much it costs, and how long it takes. She says she is really excited about the UAE government's Excellence awards programme; on an educational level and on the local as well as the

federal levels. These government supported schemes motivate effective work practices and improvements in management systems and techniques along with rewarding employees through compensation.

In summary, TM brings many advantages to semi-government organisations. It can augment leadership connections, increase retention, reduce employee turnover, improve business results directly through excellent financial outcomes as well as indirectly. Hence, many organisations recognize the importance of leadership development and sound processes of management succession that have the capacity to "strengthen leadership bench strength"(Barnett & Davis 2008, p. 723).

CHAPTER 6 - CONCLUSION AND RECOMMENDATIONS

After analyzing the collected data, the study arrived at a viewpoint on the organisation's needs for TLD and activities within the HR/TM areas. Employees need to develop themselves by seizing the opportunity to learn from other experts and making a concerted effort to acquire new experiences and knowledge. The government has to support nationals by creating a fund for UAE nationals in order to employ, train and develop them, reward the supportive organisations and impose penalties on the others.

The organisation should empower the HR department to leverage TLD since all are agreed that to have a positive effect on the organisation, which leads to competitive success, there should be a close linkage between TLD and company performance. The company's results should be made highly visible and their relationship with employees' performance measured and managed. Inevitably, organisations experience critical growth conditions and contingencies that impact on their company, like what happened over the last few years of the world economic recession. However, this indicates how it is important for the management to consider carefully the role and contribution of TLD. TLD can support and implement organisations' objectives and will work more effectively when employees understand the strategic direction clearly; so that they can act and contribute in relevant and supportive ways. Those individuals who are identified to have special talents will boost the organisation's progress in achievement of its objectives and help to establish stronger results than before.

It was mentioned earlier that this dissertation research aims to build awareness of the importance of empowering HR Departments. They have important roles as leaders and champions in their organisations to activate TM in terms of TLD. The literature review and empirical interview study reveals the significance of TLD in the semi-government sector, and it is critical to motivating and improving employees' performance so that they contribute towards creating a successful organisation. For TM to be globally successful, Kim & McLean (2012) recommend that one of the more valuable HRD roles in organisations is creating structured talent development systems along with developing global competencies. Utilizing similar values, systems and HR resources tends to increase organisational efficiency, for instance, cost effectiveness. It is important to activate cooperation between individuals and groups as well as increase communication between organisations and attend to maintaining flexibility when positioning talents. Ensuring TLD and TM's relevance to the local market and cultural context should not be ignored: "talent developed for the specific market and culture can result in better performance" (Kim & McLean 2012, p. 575).

In future research studies, there should be further focus on the topic area of TLD since there it is not much literature academically or generally available. All of the fifteen interviewees expressed their ideas and emotions about TM and TLD, provided informative ideas and answers and talked in a relaxed and helpful way, which helped me to complete this research. It is recommended the policy makers, managers and employees pay more attention to the following objectives:

- ➢ To set up appropriate TLD studies at both general and academic levels for TM and work seriously to balance them, so researchers do not experience to many difficulties when searching for resources
- ➢ Improvement of TLD operations in the organisation, as recommended below:
- a. To build an accurate awareness regarding TLD in all aspects and give opportunities to all in order to know the talent and where they fit
- b. The leaders/seniors need to understand their roles and provide feedback to boost the expertise and motivation of the workplace
- c. Organisations need to invest in HRD roles and provide sufficient budgets for internal/external training
- d. To create a talent department in the semi-government organisation and support HRD in its TLD activities for talented employees, this will be supported by a government programme

e. The usage of new technologies for distribution of fast and efficient training

f. Emphasize the training methods and learning styles to employees to motivate and encourage them to participate and apply their newly learnt skills

The management may rely on real time TLD, learning management system, and consolidation with business (Noe 2005, p. 410).

The table below summarises the observed prevailing issues and makes recommendations for TLD and TM.

Sr No.	Prevailing issues	Suggestions	Suggested by
1.1	Lack of sufficient education infrastructure and institutional systems	UAE needs to develop this system instead of sending kids abroad	P1 2012
1.2	Development of talent in the home	Must start at homes where the parents have to think in better way and linked family, schools, companies and community together for given opportunities	P4 2012
2.1	Lack of critical mass of Emiratisation programmes	Having a mix fund from government and non-government, private sectors to subsidies and develop them in various majors. Having a dedicated department that can work closely with the firms	P4 2012
2.2	Successful TLD programmes of 12 -18 months duration	Shared between sectors to retain and develop nationals, enhance the skills, and tools to gain knowledge and know how to handle all jobs and be responsible. Also providing wages for encouragement	P4 2012
3	Lack of knowledge	There are thousands companies in Jabel Ali, if they can transfer knowledge, and then contribute millions for the fund to develop the strengths skills more and more	P4 2012

4	Training programmes are not sufficient	Despite Dubai Leadership Program, there should be other trainings. It has to have comprehensive trainings by providing knowledge and experiences and gain for supports from others	P4 2012
5	Lack of jobs for nationals	Do replacements process of expatriates' workforce by giving expatriates an objective to develop locals for certain period. Ones the time completed, the position must taken and hand it over to the locals so locals can learn and got the jobs	P4 2012
6	Lack of generic programmes for preparing future talent	Should take a place for the business to keep sustaining whether nationals or non-nationals, it has always have second, third or fourth line ready to lead firms. This is the nature of life because talent is the future	P4 2012
7	On-the-job training for more cost effective TLD provision	There are budgeted training program for solution finder, prefer to have on job training, where line managers know who can be a future talents, how and what to do	P10 2012
8.1	Investing in nationals	Should government has federal law instruct long term objectives for nationals to train them	P3 2012
8.2	Increase the supply of locals into the workforce	Increase locals supply and punish firms who are not implementing the local law	P3 2012
9	Talented employees are not managed properly in the country	Should government establish detect talents from childhood, schools then universities to monitor and manage them and how to retain, grow, motivate and improve them by offering right jobs	P3 2012

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APPENDIX

<u>Introduction</u>

In the cave Surat in the holy Quran, Allah said:

$$فَوَجَدَا عَبْدًا مِّنْ عِبَادِنَآ ءَاتَيْنَٰهُ رَحْمَةً مِّنْ عِندِنَا وَعَلَّمْنَٰهُ مِن لَّدُنَّا عِلْمًا ﴿٦٥﴾$$

Sahih International

Which means; and they found a servant from among our servants to whom we had given mercy from us and had taught him from us a [certain] knowledge.

Another evidence of training and develop procedures which needs to be followed by trainees

$$قَالَ لَهُۥ مُوسَىٰ هَلْ أَتَّبِعُكَ عَلَىٰٓ أَن تُعَلِّمَنِ مِمَّا عُلِّمْتَ رُشْدًا ﴿٦٦﴾$$

Sahih International

Moses said to the guy who been recommended by Allah: "May I follow you on [the condition] that you teach me from what you have been taught of sound judgment?" which indicate that Islam encourages humanity to learn as Allah sent Moses to get trained from a servant a science or a knowledge. However a servant answered him that you won't be able to learn and as its need some patience and needs abilities to obtain from knowledge. That indicates the challenges of training, learning & development, which need a tendency to enable people to gain for knowledge. (Holy Qur'an 1.66)

On contrary, at **Dark Ages** Period of European history from the fall of the **Roman Empire** in the 5thcentury to the 9thor 10thcentury. The term appears to imply cultural and economic backwardness

after the classical civilization of **Greece** and **Rome**, but indicates more an ignorance of the period due to the paucity of historical evidence.(Cannon 2002) those people did not follow Allah (the lord) instructions that mentioned in the holy bible as they kept the training and development for certain segment (priests, rich families and king & queen relatives).

Consequence, UAE is Muslim country so it follows same vision of Islam of training and development. So the government is encouraging the education ministry to train and develop locals and non-locals by providing all type of facilitates that help to support them by the previous and the current presidents. (P10 2012) said:

> "If it were we were not talented we will not be where we are here today. If our grandparents and our grand leaders were not talented (0.5) and I will tell you as Sheikh Rashid bin Saeed al Makhtoum and Sheikh Zayed al Nahyan (0.5) they were that you know they were the seeds. They put the seeds and it's grown now to the tree which gives more seeds and I'm not flattering and I (0.5) you know by heart and soul this is how it is you know. I look at Jebel Ali (2.0) who built it, when it was built and what it is doing to the Dubai market now and what is it doing it how it will be in thirty years from now and who is also giving us all the support to forecast it for the next thirty years so I'm saying that again we are blessed by this leadership and [Speaks Arabic] enlightened the way in all forward (0.5) yeah and I have I have no more than you know what I said.

The UAE stands for United Arab Emirates, it is an Arab country which located in Arab Gulf from the north, bordering from the east Sultanate Oman and from the south and west kingdom Saudi Arab. The capital of the UAE is Abu Dhabi. The population is reaching eight million and our currency is Dirham's. Below are displayed the UAE flag and the map location in the geography.

Talent Management Questionnaires

Macro Level: Talent Management As A Societal Issue

1. What is talent? How is it defined in the Emirates?
2. Who defines talent in the Emirates?
3. What drives talent management initiatives (external vs. internal drivers) in the Emirates?
4. Are there any challenges facing talent management in the Emirates?
5. What is your assessment of talent supply and demand in Emirates?
6. What is your assessment of talent supply and demand in your specific sector of work?
7. What do you think about representation of locals versus expatriates in the Emirates?
8. What do you think about the Emiratisation policies?

   PROBE: What is the role of Emiratisation in management of talent in the Emirates?

9. Are you aware of any good practices for managing talent in the Emirates?

Organisational Level: Talent Management As An Organisational Issue

10. What is your organization's approach to management of talent?

    PROBE: How is talent defined in your organization?

    PROBE: Who shapes this approach?

11. Whose (individual vs. department) responsibility is management of talent in your organisation?

12. Do you have particular priorities for managing talent in your organisation?

13. Do you have particular talent needs in your organisation?

    PROBE: Key talent shortages/needs

    PROBE: Horizontal and vertical representation of Emiratis/expatriates

    PROBE: Turnover

14. Can you please tell us about the current talent management **practices** in your organisation?
    PROBE: What do you do in terms of:
    a. Recruiting and selecting talent
    b. Retaining talent
    c. Widening talent pool
    d. Returning talent
    e. Training and development
    f. Repatriation

    g. Promotion
    h. Diversity policies
    i. Work-life policies
    j. HR flexibility

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

    PROBE: How do you measure/monitor:

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

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

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

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

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

Individual Level: Talent Management And Individual Employees

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

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

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

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

24. Is there a talent manager in your organisation?

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

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

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

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

Overview And Future

28. Are there any challenges facing the future of talent management in your organisation?

29. In your opinion, what could government do to promote effective management of talent in the Emirates?

30. In your opinion, what could organisations do to promote effective management of talent in the Emirates?

31. In your opinion, what could individuals do to promote effective management of talent in the Emirates?

32. In your opinion, what could other stakeholders do to promote effective management of talent in the Emirates?

33. Would you like to make any additional comments on talent management in the Emirates?

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

Thank you very much for your participation in our study.