

**THE PROJECT MANAGEMENT OF TALENT
MANAGEMENT PRACTICES**

ممارسات ادارة المواهب و كيفية ادارة مشاريعها

by

EBTIHAL JASSIM MOHAMMED ALTAMIMI

A thesis submitted in fulfilment
of the requirements for the degree of
DOCTOR OF PHILOSOPHY IN PROJECT MANAGEMENT
at
The British University in Dubai

September 2020

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البريطانية في
دبي



The
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ABSTRACT

In this thesis attention is given to aspects of talent management within projects and is based on the assumption that organisational success depends on the capacity to attract, develop, and retain high quality personnel for specific roles. The project management discipline offers a flexible means of implementing and meeting the challenges of talent management.

Qualitative and quantitative research were used and case studies regarding the effectiveness of projects aimed at managing talent in public sector organisation within three police forces in the United Arab Emirates were examined. In addition to data collected from secondary documents, several human resource managers, talent management managers and team members were interviewed. An initial pilot case study was conducted in the Sharjah Police involving the distribution of 100 questionnaires in different departments.

It is noted that from the perspective of rigorous professional project management, there is no explicit concept of project management of talent management in any of the sample organisations studied in this research. Clearly, this constitutes a major shortfall in project management implementation in talent management which should be addressed by the police forces as well as in other public and private sector organisations.

Despite certain limitations, this thesis does contribute to knowledge on project management and talent management in police forces in the GCC and Middle East. The GCC and MENA region are under-studied areas in the academic and practitioner literature on talent management and the project management of talent management, especially in public sector management contexts.

For future research, it is recommended that a combination of action research and case study research is conducted. Overall, it is concluded that there are no major political or cultural obstacles in developing more sophisticated and functional project management of talent management policies and practices in police force organisations in the GCC and MENA region.

Keywords: Project Management, Talent Management (TM), Innovation, Public Sector

ملخص

يتمحور البحث في هذه الأطروحة حول تطبيق علم إدارة المشاريع في عملية إدارة المواهب، و أيضا خلال عملية تنفيذ المشاريع. يوفر علم إدارة المشاريع أساليب مرنة من شأنها المساعدة في تطبيق إدارة المواهب ضمن الهيكل الوظيفي والإداري الأساسي للمؤسسة ويحقق أهدافها الإستراتيجية في نفس الوقت. استخدمت هذه الأطروحة اساليب البحث الكمية والنوعية واعتمدت دراسة بعض الحالات بما يتعلق بمدى فعالية إدارة المشاريع في إدارة المواهب .

تم إجراء دراسة تجريبية في مؤسسات القطاع العام ضمن ثلاث مؤسسات شرطية في دولة الإمارات العربية المتحدة. بالإضافة إلى البيانات التي تم جمعها من المستندات الثانوية ، تم إجراء مقابلات مع العديد من مديري الموارد البشرية وأعضاء فريق الموارد البشرية و تم إجراء دراسة حالة تجريبية أولية في شرطة الشارقة تضمنت توزيع 100 استبيان في مختلف الإدارات من منظور الإدارة المهنية للبحث تبين أنه لا يوجد وعي واضح لإدارة المشاريع في إدارة المواهب في أي من عينة المؤسسات العامة التي تمت دراستها في هذا البحث. وهذا يمثل عائقا في تطبيق إدارة المشاريع الأمر الذي يجب معالجته من قبل قوات الشرطة المختلفة وكذلك في منظمات القطاعين العام والخاص الأخرى .على الرغم من بعض العوائق ، فإن هذا البحث يساهم بزيادة المعرفة حول موضوع إدارة المشاريع في إدارة المواهب في كل أجهزة الشرطة في دول مجلس التعاون الخليجي والشرق الأوسط. حيث تعتبر دول مجلس التعاون الخليجي ومنطقة الشرق الأوسط وشمال إفريقيا من المجالات التي لم يتم دراستها جيدا في الأدبيات الأكاديمية في ممارسة المواهب والموارد البشرية التقليدية وفي إدارة المشاريع المطبقة في إدارة المواهب خاصة في بيئة القطاع العام.

توصي الباحثة بأن يكون هناك جمع بين الدراسات التجريبية للحالات (case study) و بحث واقعي عملي (action research). لتحسين الممارسة والمعرفة العلمية في قطاع الشرطة خاصة ومؤسسات القطاع العام. بشكل عام توصلت هذه الدراسة إلا أنه لا يوجد معوقات سياسية أو ثقافية تحد من تطوير نظام وظيفي حديث ومتقدم لإدارة المشاريع في ممارسات وسياسات إدارة المواهب في الإدارات العامة لقوى الشرطة في دول مجلس التعاون الخليجي والشرق الأوسط وشمال أفريقيا إن وجدت الرغبة.

كلمات مفتاحية: إدارة المشاريع، إدارة المواهب، القطاع الخاص، الإبتكار

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LIST OF DEFINITIONS AND ABBREVIATIONS

ADCO	Abu Dhabi Company for Onshore Oil Operations
ADPF	Abu Dhabi Police Force
CIPD	Chartered Institute of Personal & Development
COP	Community of Practice
CSF	Critical Success Factor
CSR	Corporate Social Responsibility
FAHR	Federal Authority for Government Human Resources
GCC	Gulf Co-operation Council
GTM	Global Talent Management
GTMP	Global Talent Management Principle
GTMS	Global Talent Management System
HRM	Human Resource Management
IPMF	Dubai International Project Management Forum
IQ	Intelligence Quotient
KM	Knowledge Management
KPIs	Key Performance Indicators
KS	Knowledge Sharing
LMS	Learning Management System
MENA	Middle East and North Africa
MOI	Ministry of Interior
MSP	Managing Successful Programmes
NASA	The National Aeronautics and Space Administration
NESC	The National Electrical Safety code
PDP	Personal Development Plan
PIP	Project Implementation Profile

PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
R & D	Research and Development
RBV	Resource-based View
SHRM	Strategic Human Resource Management
SHRM	Strategic Human Resource Management
SMART	Specific, Measurable, Achievable, Realistic, Time frame
TM	Talent Management
TM	Talent Management
TMD	Talent Management and Development
TMT	Top Management Team
TQM	Total Quality Management
UAE	United Arab Emirates
US	United States
USA	United State of America

CHAPTER 1: INTRODUCTION

1.1 Introduction

Any organisation using projects to implement strategic goals is likely to fulfil at least some of its internal or external management activities through methods of project management. This thesis is concerned with understanding how project management (PM) contributes to talent management (TM), as well as learning more about the potential ways projects can be utilised in the management of talent. There are numerous theories and frameworks on TM, which advocate a wide range of management policies and practices. The majority of academic and practitioner publications on TM however do not devote much attention to the project management of talent, preferring to concentrate on mainstream methods of human resource management (HRM) and strategic management. This research therefore investigates ways that talent is managed in public sector organisations in projects and through PM. The introductory chapter outlines the key concepts of this research.

The thesis concentrates on the behaviour school of project management which since the 1970s has focused primarily on managing people in teams who are working on projects. In this context, Turner, Anbari & Bredillet (2013) recommend that project-oriented organisations should adopt new HRM practices that are different from the ones stated in traditional theories of HRM. Turner et al advocates that the behaviours of project teams must be included in the models and explanations of HRM in projects.

1.2 Research Overview

There are numerous ways projects can assist with the management of talent. The TM literature does refer to programmes and projects (e.g. Cappelli 2008) however, the majority of TM theories and frameworks emphasise the roles of executives, managers and specialists without giving much attention to the particular contributions of project management. It is important research is conducted which examines how organisations use projects in TM, and recruit and select their project managers based on the changing work environment and cultural differences (Ahsan *et al.* 2013). Furthermore, recruitment in project contexts that are directly or indirectly related to TM has not been extensively addressed in the literature although there are research publications available on relevant topics such as project team selection (Tseng Huang, Chu & Gung 2004). Arguably, one of the greatest challenges any organisation faces is the ability to recruit and retain talented personnel (Ahsan *et al.* 2013; Hiltrop 1999; Hughes & Rog 2008). In addition, development through projects can assist with both the development and performance of the talent pool in achieving strategic TM goals.

Simonton (2011) traces TM back 150 years to 1865 in the areas of entertainment management, sports, and education. However, its incorporation into business management theory did not occur until the late 1990s and the following decade when a study called “The War for Talent” was published by McKinsey in 1997 (Chambers *et al.*, 1997); also see: (Axelrod, Handfield-Jones & Welsh 2001; Michaels, Handfield-Jones & Axelrod 2001). The study indicated that the demand for talented employees was much higher than the supply, which led to the predicament of talent deficiency. Over the next ten years, a significant number of HRM practitioners acknowledged the

value of TM and academics became increasingly more involved in research studies on talent scarcity (Tarique & Schuler 2010), with the consequence that the TM field grew as an area of management theory and practice.

Human resources are very important for achieving a project's goals and objectives and supporting the vision of the organisation. Organisations which manage talents within their project members have been found to achieve greater project success rates and have also reduced the risk associated with their projects. This gives such organisations significant competitive advantage over their competitors. Aside from that, TM within a project includes career development and training, and recruitment. Therefore, this means that TM actions assist organisations to enhance the performance of project management. Further, the project's objectives can be aligned with organisational strategies through TM initiatives. TM is capable of fostering innovation among project team members which can also support the project's sustainability and long-term success. There is less published research on TM in the Gulf region, and publications on TM in projects are even more rare. Al-Ariss, Cascio, & Paauwe, (2014) observe that in addition there is a lack of TM frameworks available for studying TM in the Middle East and North Africa (MENA) region.

1.3 Research Problem

The main research problem investigated in this PhD thesis is how TM can be managed through projects. The project management of TM is examined through a single case study of a UAE public sector organisation. The case research design includes analysis of both projects that are explicitly understood by members working in the organisation as TM, as well as projects that are categorised as belonging elsewhere in the organisation structure, policies and practices. Some of the areas explored in this thesis include, innovation, strategy, leadership development, knowledge management (KM), HRM, and particularly employee recruitment, motivation, development and retainment. In addition to the areas of exploration, developing new theory that can contribute to academic knowledge and the understanding of project management. It is intended that the research for this thesis identifies alternative methods of implementing TM, even when it might not be fully understood in the organisation as either TM policy or TM practice.

This research will try to address the research problem by investigating the following questions. These questions provide the opportunity to explore the problem in a great detail and give recommendations on how talent management practices will be integrated into the government sector:

1. Do organisations which manage talents within their project teams achieve greater project success rates and reduce the risk associated with their projects?
2. Does TM within a project include career development, training, recruitment and enhance the performance of PM?
3. Can the project objectives be aligned with organisation strategies through TM initiatives?

4. Is TM capable of fostering innovation among project team members which can also support the project's sustainability and long term success?

Questions are being addressed to both senior officers and junior administrative staff of the UAE government allowing the researcher to investigate and get a better understanding of how TM practices are implemented through the organisation structure.

1.4 Research Aims, and Objectives

The thesis studies TM in a government organisation and how it can be implemented by the development of a new framework that is specific to the UAE, GCC and region, as well as, supportive of organisational sustainability. The research considers TM in the UAE government context. It studies the effects of TM and its impact on both senior officers of the organisation and junior administrative staff. Due to rapid economic growth and development in the UAE, as well as, various factors in the region, efficient state organization, talented human resources are essential for security, stability and further growth. Whereas the purpose of many organisations is to grow and meet their goals efficiently and effectively there is not enough research on TM and its project management in public sector contexts, especially in the MENA region.

Aim

The aim of this research is to investigate TM policies and practices and its application in the government sector. To achieve this aim, the researcher defined a strategy, followed objectives and developed research questions inspired firstly, by the reviewed literature on TM, recognising best

practices of TM and PM, and secondly, by discussion with experts and academicians. The questions were also inspired by PM practices as it relates to TM and working within teams in the organisation, and to what extent TM was viewed as a project by the organisation. The assumption was that TM was being treated as a project. The questions were then drafted and designed to uncover these existing practices and how they affect the individual performance of the employees and the role project management of TM plays within the overall corporate strategy. To get the wider perspective on TM, both officers and administration staff had to be included as part of the research. The staff members who were invited for the interviews were high ranking officers from top and middle management who were acting on direct instructions from the senior management at the highest level of the organisation. Some members of staff occupied the ranks of captains and lieutenants, and some were civilian administrative staff. However, both civilian and military staff in the interviews were directly involved in TM and had sufficient experience in the field of TM and PM. The outcome of this research will provide a new framework for better understanding project management practices in TM for governmental organisations. Further, this research will provide recommendations for leadership and human resourcing for improving government practices further. The study will consider both senior officers of the UAE government and junior administrative staff in positions related to TM practices throughout the organisation.

The specific area of the public sector addressed in this thesis is the police force and the effectiveness of projects. The case study focuses on the organisational systems and projects used in the UAE police forces. In particular, the researcher focuses on a wide range of TM practices which are planned and executed as projects. Many of these projects are not primarily known in the organisation as TM, but as other related areas of organisational and management operations

(Thunnissen 2016). The case study data collection and analysis are confirmed by an extensive prior review of the literature on TM theories, frameworks, policies and practices. The empirical case study has been designed to contribute to academic knowledge and inform best practice in TM, and its project management, in the police force and in other public sector organisations. It is envisaged that at least some of the findings from this case study will contribute to improving TM policy and practice in the UAE, and especially the project management of TM.

Objectives

The objectives of this research are:

1. Review the literature on TM policies and practices with an emphasis on understanding TM practices in the government sector.
2. Investigate the implementation of TM in the government sector in the context of project management.
3. Develop a conceptual framework for understanding project management practices in TM in government organisations.
4. Assess and evaluate the project management of TM in the UAE police forces and through empirical case study research, refine and revise the conceptual framework based initially on review of the literature.
5. Identify recommendations on how to better implement TM policy and practice in the government sector.

1.5 Research Gap

The existing gap in the literature is in part due to the limited amount of attention given to-date to project management by academics specialising in TM, and at the same time, the limited number of publications on the project management of TM in specialist project management journals. This thesis examines the idea that TM could be implemented more systematically and innovatively in government organisations through management approaches informed by the project management disciplines. Furthermore, due to the vast developments in the UAE's economy along with various political, cultural, and labour market factors in the region, there is a need for improved understanding of TM as a coherent set of management policies.

The research in this thesis is based on the assumptions that TM should be deliberated and measured, and, this can be achieved effectively through project management. There have been some studies published related to the project management of TM, but none are specific to the MENA region. Taking into consideration the situation which enabled the UAE to win the competitive bid for EXPO 2020, the UAE constitutes an interesting country context for examining innovative management policies such as TM in organisations, they also have a good reputation worldwide for use of projects and project management practices.

The UAE police forces organise and implement a large number of their organisational strategies through projects. There also are several initiatives that have been established in areas of TM, however, the TM concept is less understood than is the discipline of managing projects.

The Ministry of Interior (MOI) launched a new government excellence system where TM practices are part of the excellence key performance indicators (KPI) to be achieved. This element of excellence is now considered mandatory and is becoming a KPI which must be implemented. The main practices which are concentrated on, and are considered essential, are managing skills, future competencies, continuous learning, and the empowerment given to talented people. This study will contribute to addressing the gap on TM and PM practices. There is an absence of sufficient literature which tackles the issue of PM policies and practices in TM in the government sector. Even though the TM practices are enacted to some extent, they are located across several departments such as the Strategic department and HR. This thesis will argue that they need to be recognised and identified.

The management of TM by organisations in an elaborate and coherent manner is currently a comparatively novel concept in the UAE and much of the GCC region, with little literature available on its state of development and progress. It is only in recent years that organisations, in the public and private sectors, have become consciously aware of the importance of TM policies and practices as major area of HRM. Currently, TM has not been incorporated substantially within the professional discipline of PM in the sense that recruiting and retaining talent is not viewed as a fundamental area of project organisation and management.

In several public sector organisations in the UAE, TM is handled as a procedural policy separate from PM, whereby many of the senior HR managers still consider PM as a discipline for implementing complex construction projects rather than involving people's talent or skills in an elaborate manner. Nevertheless, such PM practices do exist in the organisation by default rather

than by design. The gap between TM and the project management of TM however is closing steadily, as HR managers become increasingly aware and competent in PM of TM, this is a phenomenon which can be detected empirically within organisations where TM is being practiced.

Most of the research conducted in the MENA region countries has focused on the shortage of talent and the difficulty of retaining employees and developing them globally (Gallardo-Gallardo & Thunnissen 2016). Furthermore, there are many TM practices implemented in government organisations but frequently it is embedded and not clearly shown in formal organisational structures. Also, people might practice TM but do so in different ways and under different departments within their organisations. Moreover, people are often not aware of the importance of systematic TM practices and its influence on organisational performance. Consequently, they might not know how to implement TM in the workforce so that it has maximum likelihood to be effective.

The scholarly literature has not deliberated in much detail on TM and project management and how they are related to each other. TM has been defined in many different ways and the specific definitions and concepts identified and used in this thesis, inevitably will affect the analysis of TM and evaluation of how it relates to project management. The body of academic and practitioner literature on TM offer very few frameworks and ideas that represent TM and its project management. This thesis covers the area of TM policies and practices and their implementation through projects. New frameworks will be designed to explain the relationship between TM practices and project management in three main areas: sustainable lifecycle, global TM and behaviour management.

1.6 Novelty of the Research Problem

The importance of this study is, firstly it will shed light on the TM systems in a police force as one example of a public organisation. Many studies have been conducted concerning TM but they adopt a global perspective and few concentrate on the UAE and even less on the public sector. Second, this research aims to be relevant to police force chiefs and senior managers interested in the effective implementation of TM. By studying TM in the police force the researcher hopes to assist organisations with delivering their strategies effectively. Building strong human resources through TM is likely to contribute to successful organisational performance (Kearney 2018). This thesis aims to identify best practices in TM, as well as HRM, that could be recommended to improve TM systems and organisational performance.

TM affects the function of HRM activities and tasks in a wide range of areas, including resourcing (e.g. selection, recruitment, job rotation, succession planning), performance management (e.g. formal and informal appraisal, mentoring), training and career development, change management and optimizing the overall performance of the organisation (Olstein, Marden, Voeller, & Jennings 2005). In a TM study of over 38,000 employees from 42 countries completed by the Manpower Group in 2011, it was found that talent shortages have a high impact on organisational performance. In 2013, talent shortages rose from 13% to 19% in organisations. In addition, a moderate impact due to talent shortages was experienced by 35% of organisations surveyed. These relatively high percentages indicate that TM has an influential relationship with performance and should be considered a critical issue for senior management. Moreover, the demand for project managers is estimated to increase by more than 40% in the UAE by 2020 which is expected to be equivalent to

57,731 employment opportunities (Project Management Talent Gap Report). This indicates the importance of managing TM practices effectively through projects to ensure positive performance.

The Sharjah Police is one of the most important governmental departments in the emirate of Sharjah. It has approximately 6000 employees working in different departments ranging from internal administrative work to external and shift duties. Leadership positions for talented employees are needed to cope with the development happened in the country and to reach the goals, mission and vision of Ministry of Interior (MOI) in the UAE. Higher management claims that many employees are not in the right position. This study investigates and evaluates the TM system and its relationship with TM practices in the organisation in order to recommend possible solutions.

The variety of roles within police force organisations need an effective TM system to discover the talent in people and support them so that they use their talent and develop their potential to achieve the organisation's goals and objectives (Fryer 2016). It requires effective TM practices to manage the high number of employees who have different skills, knowledge and abilities and direct and coordinate them towards sustainable levels of excellent performance. This study assesses how efficient the TM practices in the organisation and makes recommendations for instigating more effective TM operations.

1.7 Scope and Limitations

The empirical research for this thesis study will cover the organisational and policy context of the MOI, in general, and headquarters of the Dubai Police in more detail. The researcher conducted a

qualitative study of the departments for Human Resources, Innovation, Strategy and Future Foresight which is where most TM practices are implemented. During the meetings with the employees in those departments, the researcher was open to discovering the need to conduct meetings in other departments whenever research participants indicated that they are practising TM. A qualitative study and review were performed on the TM practices in the Sharjah Police and its different departments in the form of a pilot study.

The main research limitations for this thesis are related to the lack of sufficient regional literature on the subject which can be considered as UAE-specific, because most of the research completed on this subject is based on contexts from outside of the MENA region. Nonetheless, the empirical literature from other countries provides a worthwhile basis for formulating research questions and studies. Also, a major practical limitation is the general lack of awareness amongst many HR managers in the UAE about established procedures and practices in TM. For this and other reasons, TM tends to be practice in public sector organisations in the UAE functioning only at a rudimentary level occurring by default rather than by systematic design. Therefore, TM or TM in PM is not yet considered an institutionalised practice.

A particular shortcoming in the UAE is that most HR managers have a traditional and somewhat limited understanding of PM as consisting of predominantly a complex set of operations more typical and appropriate to the building of a construction project. The research for this thesis is as interested therefore in what managers are not doing as well as what they are doing in terms of handling TM as projects involving deployment of multiple staff members and teams. The background assumption made is in some ways also a limitation, as the author's view is that PM has

the potential to make a profound impact on the design and implementation of TM and can be managed in organisations in multifaceted ways. If this study and future research reveals that PM of TM has far reaching practical consequences for management policy and practice, then, there will need to be major improvements in the MENA region made to the recruitment and training of managers in TM and TM in PM.

1.8 Research Significance

The research questions are addressing how talents within project teams can achieve project success and at the same time minimize risk for a project. In addition, it is important to further explore the way that TM is included in all career development, training and recruitment of senior officers and administration staff skillset. Then TM is explored on a more tactical basis by investigating its influence into different government strategies. Finally, the research is intent on looking deeper to address aspects of TM as an enabler of allowing innovation for increasing government sustainability and long term success. It will address questions such as: How to do succession planning (filling positions) in a project? How to select talented team members for a project? And how projects will affect TM practices in the organisation? The demand for project managers will increase more than 40% in the UAE by 2020, an estimated 57,731 employment opportunities according to the project management talent gap report.

Large companies and large government organisations are facing a rapidly moving and highly competitive global environment which requires them to respond to the problem of sustainability and to deal with the talent challenges of having the right human resources at the right time and in the right position during all economic situations (Schuler, Jackson & Tarique 2011). Moreover, the

shortages in the global talent pool makes this topic a very important one in today's business environment (Burgess, Propper, Ratto, & Tominey, 2017; McDonnell, Gunnigle & Lamare 2010). What is more critical is that, there are existing needs for highly skilled team members to do their job with high standards and deliver the results required from the project in order to achieve the strategic goals of the organisation. In this decade, many organisations are moving from an ambition for growth to one that emphasizes sustainability (Noe, Hollenbeck, Gerhart, & Wright 2017). This is a development which requires them to look more deeply into how they manage their internal resources. Many TM researchers argue that organisations should differentiate their top performers from the rest of their employees and use a different HR architecture.

Organisations have multiple initiatives to implement their strategy, and possessing the appropriate talent will help them progress towards implementing those initiatives successfully. According to the Project Management Institute (PMI) in the US, 88% of business leaders consider strategy implementation important. Managing talent effectively will unlock capabilities so that excellent results are more likely to be achieved. Many strategic changes can occur successfully through project management methods of implementation. The project manager's focus should not be solely on technical skills; indeed he should focus on all skills as a project's complexity increases. Projects, programmes and portfolios are sophisticated methods and systems for the implementation of strategic goals and initiatives of the organisation (Lycett, Rassau & Danson 2004).

The right talent is very important for executing initiatives in order to gain competitive advantages. It is often argued that in those organisations where TM is aligned with strategy, they are likely to have a higher rate of success than where TM is not so effectively aligned. "Talent management is

likely to become increasingly important to strategic implementation and execution at my organisation in the next three years” was agreed with by 72% of respondents in the PMI survey (2014) ‘Rally the talent to win’. On the other hand, according to talent leaders in this same survey, only 58% indicated that they agree with the statement that, “Business strategy implementation and talent development/retention policies” are aligned in the organisation (see: Lycett, Rassau & Danson, 2004, on strategic alignment of projects with programmes).

Four out of five organisations struggle to find the right candidate for any given project. The talent shortage is expected to become worse, and the PMI predicted that between 2010 and 2020, 15.7 million new project management roles will be created globally across seven project-intensive industries—with few people available to fill them. According to the PMI: “one third of HR professionals and less than one fifth of business leaders say TM policies and practices consistently support strategic programmes and projects”. They note that as TM is used more for project management, more project professionals will be developed.

Table 1-1 TM Processes – Key Enablers of Strategic Initiatives

TM Processes – Key Enablers of Strategic Initiatives	HR Professionals (% who say process is a key enabler)	Business Leaders (% who say process is a key enabler)
Learning and skill development	68%	63%
Recruiting and sourcing talent	68%	52%
Workforce management, skills management, and deployment	62%	59%
Leadership development, high potential identification, and succession planning	64%	59%
Employee performance management and progression	63%	55%

Source: PMI (2014), p. 9

According to the *Rally the Talent to Win* (2014) survey, determining talent needs for implementing and executing strategic plans is a difficult long-term challenge. The results reported are as follows: acquiring (57%), developing (58%), and retaining (57%) talent. One in four HR managers considers their organisation to be mature in managing project talent through these practices, which are: identifying the required competencies, recruiting outside talent, and assessing and sourcing internal candidates. Project talent—or potential talent—does not always become apparent and talented employees do not routinely self-nominate and advocate their skills or potential. Furthermore, internal data from, for example, HR teams or departments are not always comprehensive or made readily available to business leaders. The *Spotlight on Success* PMI Survey

(2014) research report finds that when organisations successfully communicate the importance and prestige of working on projects and programmes that drive strategy, recruiting internal talent becomes easier (also see: Shehu & Akintoye 2010). Therefore, it is important to develop project managers to be equipped with more than just technical skills

1.9 Research Design

The research design is based on two major components, the first element is reviewing the diverse contemporary literature published on the subject matter of TM and PM, for example, Shehu & Akintoye (2010) and Lycett, Rassau & Danson (2004). And the second, involved conducting a set of interviews with HR managers and professionals based on a semi-structured schedule of questions. In conducting these interviews with executive and line managers, HR and talent managers, they were all recorded and then transcribed and translated into English. In the data analysis, interviewee's' answers were summarised, cross-compared and interpreted in relation to the research questions for the thesis. The purpose of this research design is to inform future PM and TM policy and practice based on actual empirical experience and contemporary practices in the UAE combined with knowledge obtained through critique and evaluation of the academic literature on PM and TM. The interviewees were selected from across a wide section of the organisation from different departments who have direct relation with TM, Training, HR and development. In Dubai Police, the researcher selected the interviewees from those departments who are directly involved with managing talent and discovering outstanding employees. The emphasis in Dubai Police was on creativity and innovation as it relates to talent, how to inspire staff and employees to come forward and present their ideas.

1.10 Research Strategy

The organisations which were approached and researched for this thesis were three major Police Forces. The type of personnel interviewed included both officers and administrative staff, such as HR managers, recruitment managers, training managers, coaches, store managers, and administrative employees who were directly involved on a daily basis with TM. The interview discussions were based on a set of 15 open-ended questions that were focused and specific to the subject matter of the PM of TM.

The interviews were recorded, then transcribed and translated. The answers were compared and analysed. Even though some of the TM practices were part of a formal PM project or programme, most often HR managers were only doing this unconsciously as if by default. For example, on the subject of knowledge management (KM) many managers said that they do not incorporate it in TM, but in reality, they did automatically do so implicitly and simply were not aware of its existence. Likewise, in relation to the PM of TM, it was sometimes performed as a matter of routine practice without managers and other employees thinking critically about how it was explicitly organised or implicitly managed.

The empirical case study on the UAE police forces concentrates on the headquarters of the Sharjah Police in the pilot study and the headquarters of the Dubai Police in the main study. At the outset of these two studies, the researcher endeavoured to identify the specific organisational structures and roles for TM. No TM department or management function exists as such in these organisations.

In Dubai Police, TM is most evidently part of the responsibility of the Centre of Innovation. Further, some TM roles and activities have been assigned to the Knowledge Management department, and, selection and recruitment is principally the responsibility of human resource management (HRM) (Obeidat, Tarhini, Masa'deh, & Aqqad 2017). In addition, it was clear to the researcher that a number of TM systems, activities, tools and techniques are practiced within various ongoing projects in these police forces, although they might not be recognised as such as TM practices.

Consequently, the research strategy has had to remain flexible on what is considered to be TM or relevant to TM in relation to academic perspectives debated in the literature as well as the different ideas, attitudes and perceptions of personnel in the police forces as to what constitutes TM. For example, what might appear to an HR professional to be an obvious example of TM policy or practice, may in this government organisation context be considered predominantly as “innovation” or “KM” or “strategy” or even “HRM” (Weisburd & Braga 2019). Inevitably, this relative degree of confusion or disagreement as to what does and does not constitute TM means that the researcher has had to make a number of interpretations and simplifications on what should be considered (i) TM and (ii) the project management of TM.

1.11 Main Contributions to Knowledge

This study provides a valuable contribution to the pool of knowledge in the literature on TM, especially for the UAE and the MENA region. This study sheds light on the new thinking paradigm on TM and PM in public organisations, especially police forces. There is a theoretical justification for TM practices in the public domain that precedes actual implementation of the policies. PM in

TM is not an option, but rather a necessity. What is beneficial for the Abu Dhabi Police Force in terms of TM, innovation, knowledge management and knowledge sharing and team formation is applicable also in the Sharjah Police and the Dubai Police forces, and, more importantly, in all police forces, security organisation and public interfacing organisations. Those organisations who offer a direct service to society anywhere can benefit from the new paradigm in TM and PM in TM being established in the UAE. The Abu Dhabi Talent Management Centre was established in 2017, and we have 3 years of actual data, by tracking progress. This available data constitutes a body of knowledge and serves as a good general outline for police departments everywhere.

A review of empirical TM research by Thunnissen and GallardoGallardo (2017) shows that only a small minority of TM publications is focused on public sector organisations. Education and healthcare seem to attract the most academic interest (e.g. Erasmus, Naidoo, & Joubert, 2017; Day et al., 2014; Groves, 2011; Paisey & Paisey, 2016). However, police organisation and public security organisation have had little or no research, especially in the Global south. This thesis has merely scratched the surface on TM inside police organisations in the UAE which is quite relevant to all GCC (Gulf Cooperation Council) countries, and the wider region.

A good example lies in the Abu Dhabi Police Force. When the police organisation cultivates the talent of a member of staff who is a chess champion, and supports the development of such talent, eventually the force will have a top notch strategist among its ranks, because chess is a game based on strategy and forward thinking. Furthermore, the tabulation of a data base for talent can come in handy in times of natural disasters, even such mundane skills like cooking or housekeeping can be

useful when a disaster strikes. The rule of thumb learnt from this study, is that no skill, or talent can be overlooked, no matter how simple it may seem.

Many studies have been conducted on TM during the period 1998-2020 but few of them concentrate on this region or the UAE. It is worth mentioning here the positive recent development in the UAE whereby in 2019, a new Ministry of Impossible was established by the UAE government; one of their main objectives is to discover and retain talent. This doctoral thesis can be seen as providing ideas and recommendations acting as a starting point to build upon; offering organisational management guidelines for the future directions of UAE organisation to implement PM systems of TM and talent acquisition. This is especially important given that the UAE government is currently developing new formal guidelines for its 2021 Vision to publish. This thesis contributes in supporting the UAE government's efforts and objectives because it presents important practical insights on the current status of TM in government organisations. In particular, this thesis has implications for TM theory in relation to PM, and offers practice-based recommendations which could improve organisations' capabilities in effectively managing their human resources.

1.12 Overview of Chapters

Chapter One sets the stage for the thesis by outlining the aims and objectives and explains the issues faced by the researcher and the research scope and limitations. Furthermore, it introduces the novelty of the research problem. It poses the research questions and establishes the research design, then it finally summarizes the thesis, its main contribution to knowledge and the conclusion.

Chapter Two offers a comprehensive review of the literature on PM and HRM. This chapter defines the term PM and how it relates to project leadership and the project lifecycle. It examines several important dimensions of project teams and their success factors. Next, this chapter analyses issues including organisation strategy, programmes and portfolios, quality project management and the management of quality management. In the closing sections of this chapter the Balanced Scorecard and excellence approaches to quality management are appraised. Finally, the topics of SCR and sustainability in projects are addressed.

Chapter Three moves on to examine the issues of HRM, HR theory and practice, and its relationships to PM. Also, the chapter reviews key issues of employee development in PM, and HRM practices in project-oriented organisations. The latter sections examine how strategic human resource management (SHRM) and TM is influenced and managed by the senior leadership of organisations. In addition, this chapter identifies the concepts of TM, PM, KM, knowledge transfer and sharing, as well as training and coaching. At the end of this chapter there is a brief analysis and summary with conclusions.

Chapter Four of the thesis outlines the design and methodology of the empirical research which uses qualitative research and quantitative case studies of police force organisations. It explains the main types of sources used and explains how the data were collected. It further articulates the analytical tools, methods and procedures employed in the research, as well as explaining and justifying the conceptual framework.

The research for this thesis used a qualitative and quantitative research design and methodology. It stated a goal for the research by identifying a research question, chose a research area and appropriate methodologies, and designed a framework with a time limit for the empirical study. It also selected methods for collecting and analysing data and evaluating them to answer the research questions. Quantitative interviews were used as the primary method to gain the required knowledge on TM, in addition to pertinent literature and publications on TM and PM which were reviewed, consulted, and cited in the thesis. This chapter then describes the two main case studies for the thesis. It explores and assesses TM practices within a private sector and public sector organisation and were conducted principally by interviewing a sample of HR professionals and TM managers. This chapter of the thesis presents a succinct summary of the methodology used in the research and closes by identifying the ethical considerations and issues of researcher reflexivity.

Chapter Five gives the results of the empirical research and explains and reports on the findings of the two pilot case studies; the first study being on innovation in an SOS system, and the second one is about the provision of a security service monitoring people's properties when they are away from home. The results for the pilot case study of the Sharjah Police Force which investigated the relationships with TM systems and its effectiveness regarding TM practices in the force's headquarters and the second pilot study case, entitled Dubai as an innovative city, have been included in Chapter five primarily to explain the UAE context. Comparisons of the findings of the two studies were made and illuminated through figures and tables. Both case studies revealed that strategy, leadership, and availability of resources can contribute positively towards innovation. In addition, both case studies established that communication and knowledge sharing between the manager and project team members impacts innovation diffusion and dissemination of knowledge.

Furthermore, it was found that the main drivers for innovation are the strategy, resources, leadership style, knowledge management and seamless communication within the organisation from top to bottom. Conversely, if the decision making is made by top management in conjunction with outside demand it will have less affect within the team and no knowledge contribution will be made to the process of resolving problems.

Additionally, the main study results for TM were clarified at the end of this chapter. A Group have an internal system of tests and interviews for new recruits and for existing employees through their annual evaluation and categorization on a form called the 9 mix Grid. This process evaluates employees into nine distinct levels of talent according to their levels of performance and future potential. A Group encourages the personal development of its employees through training, involving them in the decision-making process and by allowing them to plan their own career path. In ADPF however, there is less of a direct link between performance management and TM. The ADPF maintains and uses a highly structured TM database to assist with forming project teams so that the right candidates are recruited and selected for the task.

Chapter Six, the Discussion chapter explains the significance and contribution of the thesis. It considers the pilot research results and their interpretation in relation to issues of KM and innovations in the organisation. As demonstrated in the Abu Dhabi Police Force study, talent thrives best in an organisation that establishes a democratic work culture that both encourages and rewards creative contributions from all members of the team. The study disclosed a positive relationship between the TM system and practices of TM which are recruiting preparing and staying. Additionally, the studies revealed that involving management in the recruitment process

improves the processes of developing knowledge and skills and that linking the TM system with the organisation's strategy will increase retainment and employee involvement. In both private and public sector organisations, the TM system and practices are, to some extent, structured and pursued in a conscious and thoughtful manner.

Chapter Seven identifies various frameworks that would improve our knowledge and understanding of PM and TM. These frameworks are Knowledge Management, Sustainable Business, Life Cycle Theory which blend to produce the conceptual framework of sustainable Life Cycling. Another framework is a macro-level one with a focus on managing multinational organisations in a complex environment. It integrates international relations, multiculturalism and change management theories to produce a global talent management framework.

Finally, **Chapter Eight** presents the thesis conclusions and main recommendations, and makes recommendation for policy makers in the future. Some of these recommendations include aligning the goals and activities of the hiring managers with those of the UAE Ministry of the Impossible. The Abu Dhabi Police Force TM Centre established in 2017 with the aim of discovering and caring for talent is found to be a positive example to follow. Awareness campaigns are also important to spread the culture of TM and talent discovery. It is highly recommended for hiring managers to both consult and contribute their feedback to the guidelines set by the FHAR, the Federal Authority of Human Resources which has issued a good practice guideline on how to attract, care and retain talent. Several of the research recommendations advocate assigning personnel to the appropriate projects and linking processes with HRM. These processes, in turn should be designed to suit the project-oriented organisation. After the project is completed, all knowledge and skills learned

should be linked to the employee's overall performance appraisal. Finally, it is highly recommended to make the knowledge and skills learned an enduring, collective property of the organisation, so that future employees can use, benefit from and add to it.

This thesis empirically contributes to the literature concerning senior management in public organisations and how to improve the management of talent. It also contributes to ideas in organisational strategy in public organisations for dealing with future projects. The research enables organisations to gain competitive advantage in relevant areas and increase overall performance, considering critical organisational agendas connected with strategy, innovation and KM.

CHAPTER 2: LITERATURE REVIEW- PROJECT MANAGEMENT

2.1 Introduction

This chapter reviews the literature on projects, project management and how it relates to HRM. Firstly, projects and project management are defined and described and then, the literature is reviewed on project leadership and project lifecycle (with all of its stages), project teams, and project success factors. Second, the literature defines clearly various concepts of talent management, HRM, and the similarities and differences between them. Also, the concept of talent management is defined, and belatedly the research looked at the TM practices and the impact of the Covid-19 pandemic on the TM landscape, and how policy makers and hiring managers have responded to it. The pandemic sped up the adoption of social and physical distance and remote working and may be pointing the way to the future of global talent management. It hindsight, and towards the end of the review the research looked at the impact the Covid-19 pandemic had on Dubai and its ability to sustain and manage its talent pool, in light of the enormous challenges posed by the pandemic. Additionally, the changing IT capacities, movement away from traditional work practices and the increased adoption of remote working made talent more mobile, and therefore, created a global market for talent for which employers will compete, irrespective of geographic location. (Washika Haak-Saheem 2020) .Finally, this section covers the relationship between them and project management and how it is projectised in organisations (Badewi 2016). Then, knowledge management and innovation are included in the review of relevant literature specifically in relation to how each of them is important to talent management.

2.2 Recent and most cited literature on talent management

Talent management (TM) can be described as the activities and processes that involve the systematic attraction, identification, development, engagement, retention, and deployment of those talents which are of particular value to an organisation to create strategic sustainable success (e.g. Boudreau & Ramstad, 2005; Collings & Mellahi, 2009; Scullion, Collings, & Caligiuri, 2010).

Talents are seen as unique strategic resources, central to achieving sustained competitive advantage (Dries, 2013a), and organisations use TM to capture, leverage and protect these resources (Sparrow & Makram, 2015). Talent-related issues are a major concern of many chief executive officers (CEOs) (Bhalla, Caye, Lovich, & Tollman, 2018; Groysberg & Connolly, 2015), and more than 75% of CEOs highlighted the scarcity of essential skills and capabilities as a key threat to the growth prospects of their organisations (PWC, 2017).

The following analysis was done using Scopus and Google databases. The author used similar keywords for identifying a different spectrum of recent publications. More specifically in Scopus the author used the following query (TITLE-ABS-KEY ("talent management") AND TITLE-ABS-KEY (public AND sector)), seventy document results were identified. The author decided to focus on the most recent cited papers in the area of TM and PS for revealing the best results. The below table describes the 9 articles and 1 conference paper that is recent and cited most in this field.

Mousa et al., (2021) through their research on Egyptian public schools conclude that there are not clear systems for TM. This research also argues that TM systems are irrelevant in most of the cases due to corruption, age and religious discrimination. Another recent piece of research done (Alves et al., 2020) looked at employee branding to be used as a vehicle for attracting and retaining more human resources. The authors used a qualitative study by investigating 172 sample of individuals working in the public sector in Portugal. Results identified that individual's affective commitment increases when individual engagement is increased in terms of involvement with the organisation. Grant et al., (2020) explores public sector participants from 24 organisations in Scotland for investigating the effects of inter-organisational cooperation for both developing and implementing TM practices. Their findings revealed HR actors have difficulty in combining different TM practices. Further (Luna-Arocas & Lara, 2020), look more on the impact of TM on service performance with the mediating effect on organisational commitment. A sample of 104 government employees were investigated and results indicated that the understanding of affective organisation commitment as a mediator is essential in understanding the relationship of TM and performance. Another interesting conclusion of this research is that it stresses the importance of the need for public organisations to work more towards affective commitment on top of TM frameworks for achieving better productivity.

Another piece of research done by (Clarke & Scurry, 2020) focused more on the factors associated with influencing the success of TM programs in the individual levels. The research looked on 68 public sector graduates from TM programs based in United Kingdom and Australia (Clarke & Scurry, 2020). Findings revealed that TM strategy and TM implementation as well as employee brand (similar to (Alves et al., 2020) is important for shaping employees expectations. It is

important to note that this research also stress the importance of line managers to have to focus more on implementation of TM. Additional (Cross Walker, 2020) investigated more the existing gaps in TM literature and relative barrier. The author identified the need for public sector organisations to implement practices to improve both the structure of work and the existing HR practices. The need to fight bureaucracy as it was revealed from this study is important to how knowledge is shared in the context of TM. Kravariti & Johnston (2020) also did a systematic literature review on TM. Findings from their study revealed that most of the research topics came from the private sector. Their research suggest that the definition of TM for the public sector should focus on describing individuals that possess competences, knowledge and values for public service common cause (Kravariti & Johnston, 2020). The authors also suggest that TM depends on the context in which it is implemented, whether it is inclusive or exclusive and the way that TM could drive an organisation's culture or how it can facilitate recruitment strategies is vital. Additionally, the authors suggested that even though TM originated in the private sector it can bring many benefits to the public sector. Mensah (2019) looked at the mechanism through which TM practices influence employees and suggested that in order for organisations to realise the full benefits of TM they will have to inform managers of the TM pool member status. So communication and awareness are important factors. Finally, Tyskbo, (2019) did an explorative research study looking at Swedish public hospitals which revealed TM was not an official process assessed in the performance appraisal but more recognised in an informal way. The following table summarises the most cited recent papers investigated from the Scopus database.

Table 2-1 Most recent and cited papers investigated in the Scopus database

Authors	Title	Year	Source title	Cited by	Author Keywords	Document	Source
Mousa M., Massoud H.K., Ayoubi R.M., Murtaza G.	Why Him Not ME? Inclusive/Exclusive Talent Identification in Academic Public Context	2021	International Journal of Public Administration	2	academic talents; egypt; higher education; human resource management; talent identification; Talent management	Article	Scopus
Alves P., Santos V., Reis I., Martinho F., Martinho D., Sampaio M.C., Sousa M.J., Au-Yong-oliveira M.	Strategic talent management: The impact of employer branding on the affective commitment of employees	2020	Sustainability (Switzerland)	3	Affective commitment; Employer branding; Personal marketing; Strategy; Talent management	Article	Scopus
Grant K., Garavan T., Mackie R.	Coaction Interrupted: Logic Contestations in the Implementation of Inter-organisational Collaboration around Talent Management in the Public Sector in Scotland	2020	European Management Review	1	institutional logics; inter-organisational collaboration; public sector; talent management	Article	Scopus
Dang N.T.T., Nguyen Q.T., Habaradas R., Ha V.D., Nguyen V.T.	Talent conceptualization and talent management approaches in the Vietnamese Banking Sector	2020	Journal of Asian Finance, Economics and Business	1	Banking sector; Talent; Talent conceptualization; Talent management; Vietnam	Article	Scopus
Luna-Arocas R., Lara F.J.	Talent management, affective organizational commitment and service performance in local government	2020	International Journal of Environmental Research and Public Health	2	Local government; Organizational commitment; Service performance; Talent management	Article	Scopus
Leggat S.G., Liang Z., Howard P.F.	Differentiating between average and high-performing public healthcare managers: Implications for public sector talent management	2020	Australian Health Review	1	Competency; Management development; Performance management	Article	Scopus
Clarke M., Scurry T.	The role of the psychological contract in shaping graduate experiences: a study of public sector talent management programmes in the UK and Australia	2020	International Journal of Human Resource Management	4	fast track; graduates; line managers; psychological contract; public sector; Talent management	Article	Scopus
Cross Walker T.	Inclusive talent management in the public sector: theory and practice	2020	Transnational Corporations Review	3	knowledge transfer; public sector; social capital; Talent management	Article	Scopus
Kravariti F., Johnston K.	Talent management: a critical literature review and research agenda for public sector human resource management	2020	Public Management Review	4	influential factors; public sector; Talent; talent management; transferability	Article	Scopus
Mensah J.K.	Talent management and talented employees' attitudes: mediating role of perceived organisational support	2019	International Review of Administrative Sciences	6	banking sector; commitment; perceived organisational support; quit intention; satisfaction; talent management	Article	Scopus
Tyskbo D.	Talent management in a Swedish public hospital	2019	Personnel Review	6	Exclusive; Public sector; Qualitative; Talent; Talent identification; Talent management	Article	Scopus

Source: "Scopus." [Online]. Available: <https://scopus.com/home.uri>

Following the same investigation, the author tried to reveal the most cited papers overall from Scopus database. As it can be observed from the table ... Thunnissen, (2016) is the highest cited paper. This research tried to explore more TM practices for making suggestions for a broader and more balanced theoretical framework that will have greater influence to the organisational. Findings of this study indicate that the organisation and the talented employee, two critical players in TM, have different perspectives of the intended and actual benefit of TM. From an organisational standpoint, TM is beneficial because the company may shape and implement a TM system that suits its needs. From the employee perspective skilled workers needs to be satisfied with planned and real TM practices.

The next table (Table 2-2) was developed in the same methodology as above. Therefore, it is revealing articles that are recent but also most cited in the Google Scholar database. (Omotunde & Alegbeleye, 2021) study had looked at TM from a different perspective, it has similarities with my thesis as far as impact on job performance is concerned. Job performance as the discharge of statutory duties or functions based on a worker's field of expertise. The performance of these statutory duties is geared towards the accomplishment of the objectives of an organisation. Hence, the extent to which the university achieves its basic objectives depends largely on the job performance of library staffs. Kravariti & Johnston, (2020) as it was also mention on the Scopus analysis done previously published a research which is trying to critically discuss the literature on Talent Management Talent management for public sector human resources. This study acknowledges that public sector research has remained sparse, concentrated mainly in the private sector and highlighting a lack in critical analysis. Most of the research on TM in the public sector stems from consultancy reports which provide recommendations, based on the private sector

experience, of how and why the public sector could benefit from TM (e.g. Hay Group 2011). (Haldin-Herrgard, 2000) research considers tacit knowledge is obtained by internal individual processes like experience, reflection, internalization, or individual talents. While explicit knowledge is possible to store in a mechanical or technological way, like in handbooks or information systems, tacit knowledge is mostly stored only in human beings.

(Sehatpour et al., 2021) research findings are promoting the importance of managerial level involvement in TM especially top and high-rank managers whose cooperation is necessary for the success of the TM plan. (Beheshtifar & Nekoie-Moghadam, 2011) research assumed that there are acceptable roles, and the purpose is matching people with roles. Four main factors in the performance of people in this area are: a) Selection, recruitment, appointment and promotion's) Learning and development. c) Succession planning; and d) Career instructions.

(McDonnell et al., 2011) revealed that one of the most under-researched and discussed aspects of talent management is the area of talent identification, something which this paper sought to redress. According to this research article this is one of the most critical elements of any talent management system because the 'availability of talent per se is of little strategic value if it is not identified, nurtured and used effectively' (Mellahi and Collings, 2010, p.5). "In the context of maximising the strategic advantage of the global workforce through the inclusion of a range of talented individuals of different nationalities reflecting the organisation's global footprint is key". In Dubai and the UAE, generally multinational enterprises (MNE) face challenges to effectively identify those high-

potential and high-performing employees around the global organisation and to ensure they fill the key positions within the MNE's global network. I have touched slightly upon this issue in my research thesis, especially when I talked about knowledge sharing.

(Corner et al., 2021) This article has looked at TM in emerging markets, and UAE is considered an emerging market. Dubai and the UAE in general have benefited from TM practices and talent transfer in the past three decades.

(Maben & Uchil, 2019) This article speaks of delighting and engaging customers as a key challenge faced by organisations in order to be competitive and sustain in the global market. KPI's included both customer's satisfaction and employee satisfaction as key indicators. It is an interdisciplinary approach in which strategic talent management is linked with organisational outcomes of customer delight. It tries to bring in an overall approach in terms of means and ends, the ends being customer delight. This paper is primarily concerned with the talent identification aspect of talent management.

Table 2-2 Most recent and cited articles from Google Scholar

Authors	Title	Year	Source title	Cited by	Document Type	Source
Oluwatobi I. Omotunde , Gabriel O. Alegbeleye	Talent management practices and job performance of librarians in university libraries in Nigeria	2021	The Journal of Academic Librarianship	1	article	Google Scholar
Corner, A.J, Liu, L.A,	Intercultural competencies for emerging markets. A contextualized approach	2021	Telfer School of Management, University of Ottawa, Ottawa, Canada	0	article	Google Scholar
Foteini Kravariti & Karen Johnston	Talent management: a critical literature review and research agenda for public sector human resource management	2020	Routledge Taylor & Francis group	25	article	Google Scholar
Mohammad-Hadi Sehatpour, Behnam Abedin & Aliyeh Kazemi	Talent management in government organizations: identification of challenges and ranking the solutions to address them	2020	Emerald Insight	1	article	Google Scholar
Malikeh Beheshtifar & Mahmood Nekoie-Moghadam	Talent Management: A Complementary Process for Succession Planning	2019	Life Science Journal.	17	article	Google Scholar
Maben, A.S Uchil, R	Talent management strategies and customer delight: A conceptual study	2019	School of Management, National Institute of Technology Karnataka	0	article	Google Scholar
A. McDonnell, C. Hickey and P. Gunnigle	Global talent management: exploring talent identification in the multinational enterprise .	2011	European J. International Management	55	article	Google Scholar
Haldin-Herrgard, Tua	Difficulties in diffusion of tacit knowledge in organizations.	2000	Journal of Intellectual Capital ; Bradford	890	article	Google Scholar

Source: "Google Scholar" [Online]. Available: <https://scholar.google.com.tw/>

All the analysis provided above shows the current trends in the TM literature and give a sense of some of the most cited papers in this field.

2.3 What is a project? and What is project management?

Maylor, Turner and Murray-Webster (2015) have argued that there is no organisation that does not have project activities. Turner & Müller (2003 p. 47) define a project as a "temporary organisation to which resources are assigned to undertake a unique, novel and transient endeavour, managing the inherent uncertainty and need for integration in order to deliver beneficial objectives of change". In addition, a project is also a way of structuring work in the organisation (Bakker 2010) and often considered an essential factor for organisational development (Winter *et al.* 2006). Managers in organisations should be clear about the definition of any project because this is a basis for its success.

The goals of setting up projects are to achieve specific outcomes and to make positive changes in the organisation. Furthermore, projects are organised to solve problems within the organisation by arranging the proper team to do the tasks. Setting up projects is key to the organisation because the intention is to create value. When an organisation makes changes implemented through projects it sets up a project team who will work towards achieving the desired purpose and this can add significant benefits. A project used to be thought of as a tool by which an organisation fulfils specified objectives, but the thinking in more recent decades describes a project as a temporary organisation (Packendorff 1995). So temporary objectives will be established as targets for the organisation to achieve its desired goals.

A project has special features, one of them being uniqueness. This means that there are never two identical projects. Each one will have its own characteristics and structure. Furthermore, it has a beginning point and an end (Turner & Müller 2003). Moreover, projects have an element of uncertainty because the planned outcomes might not be achieved as scheduled because of the different circumstances that projects face. What is more important is that projects are different from programmes which is a set of multiple projects under the same umbrella aimed at maximizing the strategic goals of the organisation and which cannot be delivered by only one project (Turner & Müller 2003). It is also important to mention here project portfolio management where the organisation is managing different projects and programmes together with the same resources in order to reduce uncertainty (Graham 2000; Turner & Müller 2003). Furthermore, the project is also a social process where the focus is on framing the team and the interaction between people (Winter *et al.* 2006). Also, the project is considered a complex system of communications, power relations, planning, and the solving of unexpected problems, including recovering from any sudden shocks (Huang, Masulis & Stoll 1996; Klein *et al.* 2015).

Projects should not be isolated from other projects in the same organisation and there must be an integration of aims. On the other hand, a project may cause conflicts to arise and weaknesses to be exposed (Barker, Tjosvold, & Andrews 1988; Turner & Müller 2003). As mentioned above, the project is a temporary organisation so the role of the project manager is vital and is effectively a chief executive. The project manager should approve the project objectives, plans and assign tasks, and manage the project teams. He should also be open, creative, and deal with uncertainty and risks, controlling the project through the executive level of management decision-making.

Many organisations are developing into project-based organisations (Ahsan *et al.* 2013; Turner & Müller 2003) according to organisational theory (Turner & Müller 2003). The projects are designed within the organisation to achieve specific goals and objectives which assist in achieving the organisation's long-term goals. Those objectives should be SMART (specific, measurable, achievable, realistic and timed). There are many elements of project management, one is that there needs to be an information and communication system in order to deliver the project and monitor the achievement of the project's aims. Furthermore, projects are likely to be managing more changes than the organisation itself (Turner & Müller 2003). To further explain this, as the project is a temporary organisation, it is more flexible toward changes and uncertainties (Turner & Müller 2003).

Projects used to involve the management of technical systems rather than employee's behaviour so not much attention has been paid to HRM (Belout 1998) although the importance of project management has increased since the 1990s (Fisher 2011). It contributes to the organisation's overall performance leading to competitive advantages. Moreover, it is important for project improvement to manage human resources effectively (Söderlund & Bredin 2006) and for projects to have an interest in talented personnel inside the organisation (Chipulu *et al.* 2015).

There are many methodologies utilized for project management, for example PRINCE2, Six Sigma, and Managing Successful Programmes (MSP) (Fisher 2011). The project is a temporary organisation but the programme is aimed toward managing groups of projects to achieve a strategic goal so it is a temporary group of projects organisation (Turner & Müller 2003). It is worth noting

that it is easier to develop a project's theory than an organisation's theory (Turner & Müller 2003). A study conducted by Rowlinson (2007) concluded that during the project's lifecycle stages, team members will almost certainly change and therefore it will affect the implementation of projects, especially in IT innovation (Kamal, 2006). It was also argued that projects no longer represent a temporary organisation as some tasks extend lasting for many years (Maylor *et al.* 2015).

In summary, a project is considered to be a short-term organisation that continues within a larger organisation. A project is organised within the organisation to help develop products and services or to solve problems that have arisen. Projects are not all the same and each one has special features, although one cannot be isolated from the others as they all add value and are set in place in order to achieve an organisation's strategy. Overall, it is important to manage the communications between different project teams in order to avoid conflicts and to reach common objectives. Finally, uncertainty is a key feature of any project as future circumstances and work itself (Gratton, 2010) cannot be predicted.

Project management used to be defined in the 1950s as the application of a collection of tools and techniques to achieve tasks within time and budget to a certain quality (Atkinson 1999). Project management has been described by the PMI (1996, p. 6) as "the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project". Jugdev, Thomas, and Delisle (2001, p. 36) have described project management as "a set of tools and techniques used to achieve project efficiencies". This way of thinking is considered as classical project management but more recent thinking has redefined it as a holistic discipline used to achieve project/programme/organisational efficiency, effectiveness and

innovation. Project management theory has developed considerably over recent decades (Maylor *et al.* 2015) since its early period (1930s - 1950s) of formalization and new concepts have evolved since that era (Svejvg & Andersen 2015). Companies' main purpose is often oriented towards developing their business operations. This is also the preferred working environment in the public sector (Sergio 2011) and Maylor *et al.* (2015) claim it will be key to unlocking competitive advantages in the coming decades. The most recent goal of project management is aligning the project's value in the organisation to strategic goals (Turner 1993). The project is conceptualized as moving through the following lifecycle stages: initiating, planning, executing, controlling and closing (PMBok 2013). Project management concentrates on managing the project lifecycle.

Project management practices are becoming very important (Winter *et al.* 2006) because it is a good method of achieving aims through the effective management of sub tasks. Project management is a reflective practice as the organisation is using current knowledge in current projects and investing what is learnt, in the future (Sauer & Reich 2009). Managing projects cannot be effective by using only one management style, as each project has special features so management will need to differ as there is movement across projects. Understanding how to structure the project's activities and processes of implementation are each essential for managing the project effectively. It is worth mentioning that project management is an emotional process where the workplace can often be stressful. This requires training the project manager in how to deal with the project tasks and staff at every stage, including their individual and collective emotions. The project manager is the 'support player' for the team. Moreover, managing the project's planning phase is vital to the success of the project as one mistake in the planning stage may escalate to ten mistakes during later stages.

Finally, there are seven schools of project management: Optimization school (project time), Modelling school (theory or model in project cost, quality and risk), Governance school (set roles among project participants and relationships between them), Behaviour school (concern about people and teams), Success school (project success and failure factors), Decision school (make decisions through the project life cycle), Process school (towards getting the outcome aimed at), Contingency school (classify projects and select the most appropriate system), and Marketing school (stakeholders' communication) (Klein *et al.* 2015).

In summary, project management is defined as managing the resources available while taking into consideration the time needed to reach the organisation's objectives. Managing starts in the initial stage of the project lifecycle. The planning stage is crucial as the organisation can avoid future mistakes in a project's executive stages if more time is spent on planning. When managing projects, it's essential to align the project with the organisation's strategic values. Also, management style is not the same in all the project's stages and the role of the project manager is to manage all the members of the team and the communications between them to support the project aims.

2.4 Project Leadership and the Project Lifecycle

For successful project leadership, the project manager must possess at a minimum the necessary core skills and competencies in project management. Success in project leadership depends on the project manager's capabilities and behaviours in a range of project management roles and

responsibilities, particularly in relation to effective management and leadership of people (Young 2016).

A study published by Fisher (2010) concluded that there are six important behaviours that the project manager should possess and each skill requires specific sets of behaviours. These skill-sets include: understanding behavioural characteristics, leading others, influencing others, authentic behaviours, conflict management and cultural awareness. It is important to mention that cultural issues can affect the type of skills needed in organisations and it is not always the case that behaviours suitable to the systems and culture of some organisations will suit all others (Fisher 2011).

A common theme in the literature, expressed by many researchers, is the fact that project managers should have effective people skills (Blake & Mouton 1964; Likert & Heyes 1957; McGregor 1967) and what make people skills effective are behaviours and competencies (Fisher 2011). The more successful project managers tend to be aware of the importance of managing people effectively to ensure project success (Fisher 2011).

Fisher (2011) proposed some success behaviours that the project manager should have in certain industries such as, construction, telecommunications, engineering, consultancy, and banking. They are dealing with conflicts, making significant contributions, creating an atmosphere of information sharing, building of trust among people (Kadefors 2004), flexibility, creativity in solving problems, cooperation, good decision making, and imagination. In essence, having effective people skills is more important than technical capabilities.

The project manager's competencies contribute mainly to the project's performance and therefore to the project's success (Chipulu *et al.* 2013). In another related study, it was concluded that generic management skills are required more to be a project manager than technical skills. To explain this further, generic skills comprise of communication, cultural intelligence (Chipulu *et al.* 2015), team management skills, leadership, change management, uncertainty, identifying opportunities and threats the project may face, risk management and quality management (Chipulu *et al.* 2015; Cooper, Grey, Raymond, & Walker 2005).

Organisations generally focus on the above-mentioned skills rather than technical qualifications, first, when employing project managers. According to the project management competency framework, there are three dimensions the project manager should consider in order to meet the required goals. These dimensions are knowledge competence, which means knowledge of project process and tools; performance competence, which means how the manager meets the project's goals by applying his knowledge and skills; and thirdly, personal competence, which is the project manager's attitude, characteristics and behaviours during project activities.

Project leadership is an important aspect and determinant of successful project management and implementation. Leaders in a project setting are responsible for leading the project team throughout the project lifecycle towards successful completion (Anderson 2010; Woodcock 1979). Hence, project leadership encompasses the act of leading the members of a project team and motivating them towards the achievement of the set goals and objectives. Project leadership is concerned with the efficient management of the critical success factors (CSFs) of the project lifecycle, since this

enables project leaders to lead the team to implement the project and doing so within the time available and in relation to other resource constraints (Juli 2011).

A project leader is an individual who is in charge of a project team for the purposes of implementing a particular project. The project leader plays the role of guiding the team throughout the project as they implement the assigned tasks (Thi & Swierczek 2010). A project leader is an individual who is concerned with the outcome of the project and seeks to ensure it is implemented in the most effective manner to achieve the best results. Project leaders engage people, in this case, the project team, to fulfil the project vision and plan, and motivate them by providing an environment conducive for optimal performance (Legris & Collette 2006). Overall, an effective project leader adds value to the project as well as the team throughout the project lifecycle.

For project leadership to be successful in delivering project outcomes, project leaders need to be skilled in their interpersonal relationships so that they interact effectively with the range of personalities of the team members and stakeholders of the project. Effective communication and project leadership is more likely to create a cohesive team, which completes the project lifecycle and achieves project goals (Juli 2011). In this regard, project leadership is an important aspect of project management in that it contributes significantly to the success of the project by managing the team and aligning their goals with that of the project.

Based on the above definitions of common dimensions and tasks of project leadership, a project leader contributes to the effective management and implementation of projects in organisational settings. Project management concerns the various techniques and practices that project managers

and project leaders use in order to set the standards of behavior and performance in their project teams (Legris & Colletette 2006). To achieve high performance, project leadership also requires the capability to motivate project teams by bringing the team members together to solve the many challenges that occur during the project lifecycle (Anderson 2010).

A project lifecycle is the foundation of every project. According to PMI (1996, 2013), a lifecycle consists of several stages of a generic structure including initiating (or ‘starting’), planning (or ‘organizing and preparing’), executing and controlling (or ‘carrying out the project work and monitoring’), and closing. Following an efficient and effective lifecycle in any project is the road to project success, achieving project goals and therefore the organisation’s strategy. Each sequential phase or stage of the project life cycle has to be adequately assessed for its feasibility, and systematically planned and executed.

The planning stage of a project is often represented as the second phase of the project lifecycle. Planning helps to deliver the project on time and within budget. Another word for planning that is used by practitioners is to refer to it as ‘structuring the project’. There are a number of different project issues and resources to include in effective project planning. These include the following types of plan: communications management, cost management, HRM, procurement, quality management, risk management, risk responses, schedule management, scope management and stakeholder management (PMBok 2013, p. 549-550).

Planning for the project cannot be completely controlled because much of it is about forecasting and estimations in environments exhibiting varying degrees of uncertainty. Moreover, in the

planning stage, decisions are made that have contingent effects on the subsequent stages such as the executing stage (Stal-Le Cardinal & Marle 2006). Project planning can become especially challenging for project managers whenever assigned late to a project. There is always a balance that has to be maintained between systematically planning the project and enabling sufficient creativity and flexibility in its actual implementation. Too much planning can stifle creativity and reduce productivity. However, proper planning often cannot be ignored; "failing to plan is planning to fail" (Stal-Le Cardinal & Marle 2006).

At the beginning of a project, the tasks may appear overwhelming to the project managers and their teams since many tasks should be completed within a particular time period and in a definite order. However, the management and performance of the tasks can often be simplified by dividing the project into phases. Additionally, the division into phases helps to structure and streamline the project into a sequence of logical and manageable steps (Silvius 2013). A standard project lifecycle encompasses four phases: initiation, execution, controlling, and closure.

Initiation is the first phase that entails defining and starting the project. It mainly involves defining the scope, objectives, deliverables, and the purpose of the project (Kalaimani 2016). Additionally, the initiation stage includes developing a business case to justify the need for undertaking the project, as well as undertaking a feasibility study, which is the assessment of the objectives, costs, and duration of the project, conducted to determine whether the proposal should be executed. Kalaimani also observes that the phase involves appointing the project team and informing each member of the team on his or her duties and responsibilities. Thus, the initiation phase is sometimes

said to be the most crucial stage in the lifecycle of any project because it is where the project's scope, objectives, team, and purpose are defined.

The execution stage is the longest phase in the project lifecycle because it encompasses performing the proposed tasks. It is associated with building the deliverables that meet the customers' needs and presenting them for signoff (Kalaimani 2016). Since this phase is the longest, Kalaimani argues that project managers often use various management processes, such as cost, time, quality, risk procurement, communication, and change management, to permit them to control and monitor the performance and progress of the project. In addition, the leaders and their teams provide the clients with regular status reports and updates about the project's progress. Therefore, the execution phase focuses on facilitating realization of the objectives of the project. The controlling phase, in contrast, encompasses evaluating the overall performance and progress of the project. Project managers rely on different tools to assess performance, such as project management software and key performance indicators (KPIs) (Baker 2010). The common KPIs include quality deliverables, project objectives, and cost tracking. Consequently, the controlling phase helps the managers and their clients to track and evaluate the progression and performance of the project.

The closure stage, which is the last phase of the project lifecycle, entails concluding the project and delivering the final project document to the client. It also encompasses cancelling any contracts with the suppliers and third parties, releasing the project staff and equipment, and communicating to the stakeholders about the closure (Silvius 2013). Furthermore, after the decommissioning, the project managers perform a post-implementation review to ascertain the success of the project and identify essential lessons, which could help in future projects. Many managers disregard this phase

by arguing that it is pointless. However, the closure stage is essential because it allows the project managers to identify their strengths and weaknesses, as well as communicate key takeaways for future projects.

The project lifecycle helps project managers to structure work in four consistent phases to support effective management. Nonetheless, they can change the phases to suit their project requirements. The project leader should also adopt professional project management techniques to ensure smooth execution of the project. Additionally, project managers should ensure at the end, handover is complete and comprehensive reports are submitted to the clients. This systematic management of proposals simplifies the process of coordinating the many resources and tasks involved, ensuring a successful project lifecycle.

The project implementation process, also known as the executing and controlling phase of the project lifecycle, which involves the successful development and introduction of a project in an organisation and its completion. The implementation process is complex in that it requires simultaneous attention to different variables relating to technical requirements, human resources, and budgetary allocations (Legris & Collerette 2006). As a result, the project leader is faced with a challenging job of ensuring the project is implemented in a successful manner while dealing with issues of fragmentation, role overload, uncontrolled activity, and even sometimes, superficial plans.

In most cases, a typical project manager is expected to implement a project with limited human resources, influence and authority, and just sufficient financial resources necessary to achieve

project goals (Thi & Swierczek 2010). Further, projects are commonly introduced in an environment that is unpredictable, dynamic, and turbulent, and this situation further complicates the role of project managers. Consequently, it is important for the project leader to possess information on the specific factors that are critical for the successful completion of the project, referred to as CSFs (Jugdev 2012). The CSFs are essential in the project lifecycle as they give direction to the project manager on what is vital for the successful completion of the project.

In project management, it is important for the project manager to access the tools they require to help them focus their attention on the important areas of the project and thus set different priorities for each of the different elements of the project. If it is established that a specific set of factors under control of the project manager have a significant impact on the success of the project throughout its lifecycle, the project manager has higher chances of achieving success (Jugdev 2012). The identification of CSFs enables the project manager to channel energy and resources towards the factors which lead to the efficient completion of the project lifecycle (Thi & Swierczek 2010). In addition, focus on the CSFs makes it possible for the project manager to deal effectively with any challenges that they may face during the project lifecycle, thus avoiding project delays and cost overruns.

CSFs tend to be unique to a specific project which means that they are not universal in nature. Different types of project are commonly affected by different factors, and thus the determination of the CSFs by a project manager should be conducted taking into consideration the nature of the project (Juli 2011). Additionally, the CSFs in any project lifecycle can be grouped into four general categories of factors: external environment, organisational, project manager and team, and the

project (Jugdev 2012). The identification and determination of the CSFs in each project, therefore, results in the improved ability of managers and other relevant stakeholders to evaluate the project. In this regard, the CSFs are usually linked to the effects they have on the project in terms of success or failure (Thi & Swierczek 2010). This way, identifying the cause and effect relationship between the CSFs and project success leads to an improved project performance.

Project leadership is concerned with the efficient management of the CSFs of the project lifecycle since this approach enables them to lead the team to implement the project on time and within other resource constraints. It is, therefore, important for the project leader to identify the CSFs in projects so as to ensure the utilisation of the available resources in an optimal manner. Project leadership is considered successful when the leader is able to lead the project team members towards focusing on the CSFs. In conclusion, project leaders need to identify the CSFs in each project to improve the chances of success throughout the project lifecycle.

There is a variety of discussions in the literature between project practitioners and project management researchers on what makes an effective or ‘good’ project manager. Brian K. Muirhead (NESC Chief Engineer, NASA) gave a presentation at the Dubai International Project Management Forum (2014) linking his three decades of work experience on Mars missions with project management, and posed the following problem: “Take a risk, but do not fail!” “How? – By being innovative, creative and adaptive,” he suggested. Muirhead gave the following analogy for a successful project manager and leader, “The project manager provides the glue and the grease for the team.” Belout (1998) argues that the project manager is often considered to be the main factor behind project success and effectiveness. The presence of the project manager in the initial stages

is very important and if assigned too late to the project, it may adversely affect the project's objectives and outcomes (Stal-Le Cardinal & Marle 2006). Project managers therefore are often expected to be leaders who can handle the overall challenges and implement the project so that it achieves the main goals and even leads to extraordinary results. Numerous managerial skills are valuable from the outset of the project and the project planning phase needs management decisions to be taken on the cost, resources, time, communications and activities.

It should be noted here that training the project manager is crucial for the project's success (Belout 1998) since training has a direct influence on the contribution of the project manager and his or her capability to maximise the effectiveness of the project team (Belout 1998). There are other factors affecting project success along with the abilities of the project manager which are the project mission, project schedule, client consultation, technical tasks, client acceptance, monitoring and feedback, communication, trouble shooting, personnel and management support (Belout 1998).

Various debates continue to appear in the academic literature on the differences between leadership and management, and similarly, project leadership and project management. One way of distinguishing a project leader from a project manager, would be in terms of formal position in the organisational hierarchy. Managers in the more senior levels are likely to be familiar with corporate goals and how the project contributes to their achievement and to the vision of the organisation. Project managers who occupy lower levels in the hierarchy more often will be focused on the project's aims and objectives and how to attain them through the project team and as recommended by the project sponsors. The project manager is responsible for successful delivery of the project and its completion across various stages such as planning, execution and closure. Therefore, the

project manager is a vital performer for the success or failure of the project and its quality of project management (Belout 1998), Whenever reference is made to a project leader, it normally has a wider meaning and expectation than when referring to the project manager.

A project leader is a person who has special skills and competencies. Kendra & Taplin (2004, p. 30-33) lists these amongst others as: 'Planning, managing tasks, leading project teams, interfacing with users in the organisation, general information technology, business and human behaviour'. Project leadership is a field of study that is both unique and complex. It is becoming more popular as a result of increasing cases of projects needing delivery in an environment filled with uncertainty which means that project delivery requires additional leadership. The vast majority of information on the leadership traits of efficient project managers, including their competencies and skills, mostly comprises the technical, social and business competencies. These competence lists are beneficial in the sense that they provide a sound basis for one to understand which elements are critical for a project manager based on their project and work situation.

To analyse the essential elements that define project leadership and impact on the success of project management, Pinto and Kharbanda (1995) argued over 20 years ago that project management is growing and evolving to the extent that it is catching the interest of individuals working in a wide range of industries. However, successful project management has also become problematical given the evolution of the environment that individuals tasked with running a project have to deliver within. Project management occurs under an increasing amount of volatility and complexity. Manning (2003) draws attention to numerous aspects, including new elements in the business environment, growing diversity in a project's stakeholders as well as the evolution of unique

technologies, which together all make the process of managing projects a considerable challenge. The strong link between project success and the effectiveness of the project manager mean that it is essential to clearly understand the competencies and skills that lead to effective project leadership.

The environment that a project manager has to work in is often affected by the project type, its characteristics, business environment, and team characteristics. However, the effect of these aspects on the process of selecting a project manager differs depending on the project's expected outcomes (Sense 2003). Whereas the project's characteristics are often not analysed, some researchers have considered this element and established systems of classification. Use of a formal classification system is one way of identifying key characteristics for project leadership. For example, Shenhar (2001) referred to technological uncertainty as a tool to separate different project types. In this regard, technological uncertainty helps in creating more awareness of the project's needs.

Even though various systems of classification of projects and project environments are available it often is hard to identify the essential elements of project leadership. Barber and Warn (2005) point out that the successful management of projects requires competent and reliable leadership. However, they caution that the study of project leadership is complicated because even though it is a well-known management discipline, there is limited empirical research specifically on project leadership. Another obstacle is the broad range of meanings attached to being a project leader. Sense (2003) argues that this term is frequently interchangeable with project management. In these situations, project leadership is a skill that an individual needs to manage a project effectively.

Kotter (2001) argues that there is a growing importance for leadership when the project is being carried out in an environment that is volatile and undergoing a large amount of change.

Both project management and leadership are becoming increasingly recognised elements in today's business environment. More firms are beginning to embrace these two aspects as a result of the increasing volatility and complexity caused by growing levels of diversity. It is notable that there is no single common definition of these two aspects with different authors presenting their interpretation of what project leadership means. In spite of this, it is critical to have a clear awareness of the work required to ensure the successful delivery of projects. This understanding determines what distinguishes an effective project leader. The project team has the capacity in some contexts to enact leadership and be self-managed and autonomous. However, in most settings it is still standard practice to have an appointed project manager who is required to lead and coordinate the project team. In the previous sections, we have considered the issues of project management and project leadership. The next section addresses some of the key considerations facing many project teams and what they typically should do to ensure project success.

2.5 Project Teams

A project team is defined as a social system combining three or more people having a common task toward achieving the same goal (Hoegl & Gemuenden 2001). A project team is always formulated around tasks and all team members know that their interactions will be temporary (Lundin & Söderholm 1995). Many contemporary organisations, including those in the public sector, tend to be project-oriented (Van der Voet, Kuipers, & Groeneveld 2016). In organisations

with numerous projects, HRM can make an important contribution to gaining competitive advantage and improving performance. HRM in some organisations takes an active role in resource decisions such as assigning people to project teams and programmes. The project team can be considered as similar to an organisation which has set goals and finite resources to achieve those goals (Turner *et al.* 2013).

In many countries, project teams are often made up of people from different nationalities, so it is important to understand the national culture of each member in order to avoid unnecessary conflict or misunderstanding and to deliver a successful project. It can be ascertained from the literature that choosing a good project manager and team are both critical for achieving the objectives of projects (Dvir, Lipovestsky, Shenhar & Tishler 1998). A multi-functional team is one type of team which an organisation may use in its management of projects. This type of team tends to be composed of different types of employee coming from different areas of the organisation to collaborate on tackling tasks and solving problems (Gung *et al.* 2004). Since the 1970s, many companies in the US, such as General Electric and Ford, have used this type of team as a way of structuring their organisations.

The quality of teamwork has a great effect on the performance of the team. A study conducted using 575 members, team leaders and external managers reveals an association between team performance and project success (Hoegl & Gemuenden 2001). To achieve high performance, project teams should have confidence in their project's capability and be highly motivated (Turner & Müller 2003). In addition, project team members need to dedicate themselves to completing their project tasks since projects often are dependent on the fulfilment of multiple tasks either in

sequence or simultaneously (Maylor *et al.* 2015). The main method of communication within the project team is horizontal and therefore is different from a traditional, hierarchical organisation, where much of the decision-making is based on vertical lines of coordination and control.

It has been said that "Team is a verb, not a noun" (Brian Muirhead, Dubai International Project Management Forum, 2014) and this is a statement that the project manager would do well to keep in mind because it is often a challenge to bring the group together to work as one collective entity. If a conflict arises during the project, the project manager should focus on solving the problem because often the team's main conflicts are issues of value or culture. Regarding the virtual team, it is important to manage communications between staff, particularly when the team members are drawn from different countries with a mix of cultures and expectations. In addition to that, trust is an important element for managing project teams because lack of trust between the team often has been found to lead to failure. Trust is often more problematic to engender and maintain in virtual settings whenever team members are not accustomed to collaborating with each other. Difficulties with trust also occur in virtual work whenever individuals or sub-groups hold negative opinions about each other and creating trust can be more difficult in these frequently asynchronous and geographically dispersed contexts of global virtual teams (Lee-Kelley & Sankey 2008).

2.6 Project Success Factors

This literature review covers the issue of projects, their success, HRM in projects, and TM, respectively. In this thesis, it has so far been argued that project management is playing a vital role in modern organisations. It is defined as activities over a period of time toward attaining one or more objectives (Cheng & Dainty 2005). Furthermore, it has been discussed how project

management initially concerns managing schedules, costs and quality of outcomes. Moreover, project management has attracted many researchers into the field of organisation theory (Belout 1998). On the other hand, some of the published literature claims that the field continues to lack "education, training, development and the future of project management as a professional occupation" (Cicmil, Williams, Thomas, & Hodgson, 2006, pp. 684). Also, it has been frequently proposed that applying project management to an organisation adds value and improves its performance (Foti 2005) as long as the projects are aligned with the organisation's goals and strategy.

The project should be effective in reaching its aim and fulfilling the organisation's objectives. However, some project members see project management as merely adding to the employee's workload rather than adding value to the company. In the literature, projects have predominantly been managed as technical systems and less use has been made of the behavioural approach (Belout & Gauvreau 2004; Belout 1998). This means that the organisation is more commonly primarily focused on achieving the financial plan of the project and the final quality outcome rather than on changing the behaviour of the team in terms of interaction, activities and opinions.

The scholarly literature on project management has concentrated on theoretical models for project success and there has been comparatively little research done using empirical evidence to inform and develop theory (Belout & Gauvreau 2004). The success factors and failure elements of projects have been widely acknowledged in the literature and have established an area of interest for researchers. Project success has been a focus in the literature for at least 40 years (Hoegl & Gemeunden 2001). Rubin & Seeling (1967) tackled the issue of the impact of the project's manager

experiences on the project and how they impact on the project's success or failure (Belassi & Tukel 1996).

According to the factors affecting project success, most of the literature has mentioned these factors as if they are universal assuming that all projects are the same (Dvir *et al.* 1998) although it has involved limited agreement amongst researchers on the precise success factors (Pinto & Slevin 1989; Dvir *et al.* 1998; Shenhar, Dvir, Levy & Maltz 2001). In addition to that, defining objectives is a crucial factor influencing the ultimate success of a project (Stal-Le Cardinal & Marle 2006). Also, project success factors are different across different project life cycles and through the various stages (Jugdev & Müller 2005). It is important to distinguish general factors correlated with project management success that may differ from some of the specific factors related to individual project success (Meredith, Mantel, & Shafer 2017). Focus is now given to the general factors known to affect project success. A study addressing 136 European projects was executed between 1994 and 2000 by 23 organisations which initially found that the factors which affect project management success are budget problems and delays in schedule, but they did not consider HRM as one of the key drivers of success.

The success of projects means different things to different people (Judgev & Müller 2005). The literature has acknowledged some critical factors for project success. Shenhar, Levy & Dvir (1997) suggested four elements, which are: project efficiency, impact on the customer, direct and business success, preparing for the future. Others have considered stakeholder satisfaction as a success factor (Pinto & Mantel 1990). Most of the researchers have considered personnel as one of the

main factors (Belout 1998; Pinto & Covin 1989; Pinto & Mantel 1990; Pinto & Prescott 1988; Pinto & Slevin 1989).

Ten very important factors of project success that have been developed by researchers are: project goal, management support, project schedule, client acceptance, personnel, technical tasks, communication, monitoring, trouble shooting and client consultation. Below is a selection of CSFs developed in the literature from 1976-1987. Some researchers mentioned the importance of personnel factors on project success, whereas others did not.

Belout (1998, p. 23) defines the success of a project as based on the following criteria: 'technical performance, efficiency of project execution, managerial and organisational implications, project termination, technical innovation, manufacturability, business performance, and employee personal growth.' There is agreement in the literature that projects, especially innovative projects, need good teamwork to be successful. There is another important factor: personal growth, which refers to what the employee has gained through the project such as increased skills, competences and attitudes (2001). Many factors affect project success during the project lifecycle (Belassi & Tukel 1996) and they often depend on the project structure, which can be developed by a tool called the Project Implementation Profile (P.I.P) (Belout 1998).

According to Belout & Gauvreau (2004), the CSFs are: project mission, management support, project schedule, client acceptance, personnel, technical tasks, communication, monitoring, trouble shooting and client consultation (Belout & Gauvreau 2004). So, while HRM (or personnel management) and specifically selecting good project team members, contribute to project success

there are many other elements that also have an effect. Many researchers have also focused on failure factors sometimes even more so than success factors (Belassi & Tukel 1996). Clearly, it is important to identify potential failure factors so as to avoid them during the project lifecycle.

The literature recommends studying the chief factors associated with project failure because when they are identified they become easier to avoid (Pinto & Mantel 1990). Some of the failure factors for typical projects include choosing an unsuitable project manager, lack of planning, lack of communication, improper managerial principles, improper management systems, and unsupportive senior management (Belassi & Tukel 1996). Many projects fail as a result of social issues in the team including misunderstandings of project goals and objectives. A project can fail if the team members are not aware of the priorities in their project and might also fail due to changes in the project, staff turnover, and management errors.

Project success has been described by Kendra & Taplin (2004) in terms of social and technical design element (see Table 2 below). Consequently, the project manager is considered as one of the critical micro elements affecting project success. Both social and technical project management design elements lead to project success. The project manager is arguably the principal human resource assigned to any project team and is responsible for communicating key values to team members. Thus, selecting the appropriate project manager is a key factor influencing project success.

Table 2-3 Kendra and Taplin's Project Management Design Elements (by organisation level)

ELEMENT TYPE	MICRO	MACRO
Social	Project manager skills and competencies	Organisational structures at the project level
Technical	Performance measurement systems	Supporting management practices

Source: Based on Table 3 by Kendra and Taplin, 2004, on p. 33.

The project success open system cultural model expresses the four factors affecting the project's success, which are: project manager competencies, performance management, and process and organisation design (Kendra & Taplin 2004). The model recommends that these factors should be taken into consideration by the organisation through its cultural values in order to ensure success. It has been argued in the literature that the structure of the organisation has a direct contribution to the project's success because it affects the level of the project manager's authority and skills and the competencies of the team. One group of researchers have argued that people can be the main factor in project failure (Al-Ahmad, Al-Fagih, Khanfar, Alsamara, Abuleil and Abu-Salem 2009; Sumner 1999, 2000).

The project manager and his team must, in the execution stage, focus on finishing the job and the tasks to be completed according to the time schedule and budget (Shenhar *et al.* 2001). For example, in the UAE, Yas Mall was a project that finished on time although it was not completed efficiently which resulted in problems with the electricity supply and a temporary generator had to be installed. The following framework compares the success and failure factors of project management where personnel are considered to be a possible failure factor.

Table 2-4 Strategic stage & Tactical stage

Strategic stage		Tactical stage
Success Factors	Mission	<ul style="list-style-type: none"> • Client consultation • Personnel • Technical tasks • Client acceptance • Monitoring & feedback • Communication • Trouble shooting
	Top management support	
	Schedule/plans	
Failure factors	Mission	<ul style="list-style-type: none"> • Trouble shooting • Personnel • Technical tasks • Schedule/plans • Client acceptance
	Client acceptance	

Source: Pinto & Mantel (1990), p. 274

Interestingly, Pinto *et al.* (1990) concluded from their quantitative study that the main factors contributing to a project's success are mission, senior management support, and schedule. In these authors' assessment, personnel should be considered as a tactical rather than a strategic factor. Furthermore, they argue that good selection of staff is irrelevant unless it is backed up by team building. The principal responsibility for team building practices rests with the project manager who should become acquainted with all of the team members and understand their strengths, attitudes and preferences. Equipped with this knowledge, a project manager is more likely to be able to build a cohesive team which can achieve the goals of the project (Moxon 1993).

Belassi and Tukul's (1996) highly cited paper on critical success/failure factors identifies a wide range of criteria relating to projects, project managers and project teams as well as their wider environment. Belassi and Tukul (1996 Table 2, p. 143), compare and contrast seven publications known in the literature at the time of writing which offered varied perspectives on success and failure factors. Martin (1976) proposes a straightforward set of essential steps throughout the stages of the project from initiation to closure, those being: "define goals, select project organisational philosophy, general management support, organise and delegate authority, select project team, allocate sufficient resources, provide for control and information mechanisms and require planning and review".

Locke (1984) concentrates on the design and implementation stages of the project emphasising central considerations for managers who are responsible for projects as "making project commitments known, project authority from the top, appoint component project managers, set up communications and procedures, set up control mechanisms (Schedules, etc.) and progress meetings." Cleland and King (1983) provide a broader set of considerations than Locke but likewise concentrate on issues of organisational management of projects. Their list reflects, as does Martin's (1976), the full set of project stages ranging from feasibility through to closure. Characteristic of their set of factors is the prominence given to embedding the project successfully within the organisation and its wider environment - "project summary, operational concept, top management support, financial support, logistic requirements, facility support, market intelligence (who is the client), project schedule, executive development and training, manpower and organisation, acquisition, informational and communication channels, and project review".

Sayles and Chandler (1971, p. 05) concentrate on the project manager's perspective seen from a project systems viewpoint listing a set of essential roles and project responsibilities facing any project manager running a project - "project manager's competence, scheduling, control systems and responsibilities, monitoring and feedback and continuing involvement in the project".

Baker, Murphy and Fisher (1983) adopt a perspective typical of a Project Management Office (PMO) specifying the resources and activities central to project success. They specifically mention the importance of task orientation and lack of organisational bureaucracy - "clear goals, goal commitment of project team, on-site project manager, adequate funding for completion, adequate project team capability, accurate initial cost estimates, minimum start-up difficulties, planning and control techniques, task (vs. social orientation), absence of bureaucracy".

Pinto and Slevin (1989) attend more directly than do some of the other lists to issues of power and key internal and external stakeholders necessary for project success. Similar to several of the other authors they also attend to technical project management requirements such as 'technical tasks and monitoring and feedback.' - "top management support, client consultation, personnel recruitment, technical tasks, client acceptance, monitoring and feedback, communication, trouble shooting, characteristics of the project team leader, power and politics, environment events urgency".

Morris and Hough (1987), by comparison, do not explicitly mention internal and external stakeholders except for 'community involvement.' Similar to Martin (1976), they are one of only two lists to mention financial issues. Their set of factors attends to a number of challenges and problems likely to arise in the project environment such as politics, finance (economic), social,

technology, and legal factors. Unlike Pinto and Slevin, they do not directly refer to the material/natural environment - "project objectives, technical uncertainty innovation, politics, community involvement, schedule duration urgency, financial contract legal problems, implement problems". Belassi & Tukel (1996, p. 142) argue that individual factors are rarely the sole source of project success or failure, rather, more often it is a group of factors occurring at different stages in the project lifecycle that are the causes.

Based on Belassi and Tukel's (1996) paper on critical success/failure factors, it is evident that a wide range of criteria must be considered relating to projects, project leaders, project managers and teams, including the wider environment. The main aim of this thesis is to develop a new framework for organisational TM through projects. Having addressed some of the key issues relating to projects, project leadership, project managers, project lifecycle, project teams, project success and failure factors, the following sections of this chapter concentrate on the organisational (internal and external) environment, notably, organisations' strategies, quality management and sustainability.

2.7 Organisation Strategy, Projects, Programmes and Portfolios

The question of how to implement a successful strategy in project management involves knowing how the project strategy is aligned with the corporate, business and operational strategies of the organisation (Arto, Kujala, Dietrich & Martinsuo 2008; Johnson, Scholes & Whittington 2011; Shenhar & Patanakul 2012). These are the three key strategies that projects, programmes and portfolios should be aligned with so that they contribute to the organisation's objectives and goals. Corporate strategy is the organisation's strategy as a whole, and often is subdivided into various divisions and business units (e.g. Johnson *et al.* 2011, pp. 230-261; Maylor *et al.* 2015). The

business strategy (e.g. Johnson *et al.* 2011, pp. 194-228) focuses on core and new emerging business and how to win in the market, typically it involves key strategies concerning issues of cost, quality and innovation leadership in the organisation's markets (e.g. Hall 2004; Kenny 2003; Meskendahl 2010; Murray 2009).

The operational strategies typically involve issues of implementation (Grundy & Brown 2002; Ritzman 2002). Projects, programmes and portfolios frequently have their strategies defined and detailed in alignment with these three wider organisational strategies (corporate, business and operational). Portfolios consist of programmes and projects. Programmes involve a number of projects and are frequently more ambitious in their goals and objectives than any single project. Thus, projects are the smallest level of analysis and more short-term, followed by programmes and then lastly portfolios (Jugdev *et al.* 2001; Maylor *et al.* 2015; PMI 1996).

Inevitably, not everything can be planned or predicted whether it be at the organisational or project levels. Moreover, there are systems of responsibility and accountability where the main people responsible for strategic decisions are the executives serving on the board of directors. This group of executives are most likely to be well informed about issues in the macro and micro environment of their organisations, and will appreciate the issues of competitive advantage and relative business performance (Transitions for Business 2015). Projects must be linked directly to achieving the organisation's vision and mission. However, often the main problems with project success and project alignment to the organisation's strategy exist in the context of strategy implementation (operational strategy). Therefore, it is critical that projects have a plan for (organisational) strategy implementation or execution (Goffin & Mitchell 2016).

In organisation's that are not project-based, it is essential to identify who is responsible for strategy in relation to project strategies, project plans and project implementation. Senior managers must understand the role of projects to be able to appreciate the links between project performance and organisational performance (Fernandez & Rainey 2017). Likewise, middle managers should appreciate how their short and medium term concerns in their work relate to projects and the realisation of project goals. Similarly, project managers and their project team members have an important role and contribution to make in the various aspects of strategic analysis, strategic choice, strategy formulation, and of course strategy implementation.

In the public sector, exactly like the private sector, the macro, external environment is often unpredictable. Therefore, it is equally important in the public sector to plan for unpredictable and even unthinkable events, including both natural and man-made occurrences. A black swan event (Nafday 2009) is precisely one which has low probability but high consequences, furthermore, it is usually difficult to predict or even prevent.

Preventing a black swan event is difficult but it can be managed and controlled through methods and techniques of risk management. Risk management is one of nine project management knowledge areas identified in the Guide to the Project Management Body of Knowledge (PMBOK Guide, 6th Edition, 2017). Risk management is the way to manage the uncertainty by planning, identification, analysis, responses, monitoring and control on projects (Churchill & Coster 2001).

First, the organisation should identify the risks by formal and informal methods of risk assessment (Collier, Anthony, Berry & Tburke 2007). This is a very important stage which acts as a bridge to reaching the subsequent stages of risk management. Moreover, in terms of employee participation and quality management, it is worthwhile including all employees in these risk management procedures and processes. One reason for including more than top management personnel in risk management is that employees and project teams will have useful ideas and experiences to share when analysing the external and internal environment of the organisation and its projects. For example, the full complement of managers and other employees will be useful in identifying and refining PESTEL analyses (del Marmol & Feys (2015), possibly even moving issues from “black colour” (uncertainty) to “grey colour” (i.e. lower uncertainty).

2.8 Quality Project Management and the Project Management of Quality Management

Quality project management is an important facet of the management system, ensuring that goals and objectives are set for a particular course of action. It involves all the processes and activities required to achieve project quality within the organisation. Project quality management’s end goal is to ensure that the success of the project meets the customer’s satisfaction. It also strives for the continuous improvement of products and services. Both the activity of quality project management and the project management quality are each a response to the demand for quality management incorporating distinct inventive techniques (Cleland & Ireland 2002). The processes of quality management should be directly linked with processes of organisational control. Quality project

management aims to achieve desired objectives in the management of projects encompassing the principles of success, commitment, and sustainability (Noe *et al.*, 2017).

The first facet in the quality management process is planning. According to Cleland (2002), this is the most basic feature of quality project management and cannot be avoided. Planning involves several activities that enable a project to achieve its intended goals. Strategic planning requires a roadmap that supersedes the whole process in terms of an overall vision which is shared amongst the different teams in the project. Planning is responsible for setting plans with solid objectives, goals, tasks, budgeting and time frames. The project leader has also to be identified and must be competent enough to steer the whole process to a positive end. All of the other personnel and project sponsors have to be able to make a commitment to the project until completion. Project success is a key factor of any quality project management process and constitutes the main benchmark determining the efficiency of all quality project management processes (Cleland 2002).

In quality project management, there are five main components which are vital for project management. The first one is a matrix which incorporates the division of responsibilities carried out by different personnel. Project planning comprises the process of splitting the project's functioning into different sections calling for different accomplishments related to the matrix. An information subsystem is another component which provides general information about the project and all the communication involved in the project's configuration. Project monitoring encompasses the full monitoring of the execution functions and evaluation of both the pre- and post- functions of the project. Cultural ambience is also a crucial element in quality project management. It is also

important for the HRM team as well as other project leaders to make informed decisions regarding the project.

The implementation of a project is an extensive process within any organisation. It involves selecting a goal, planning for it, and then making a final execution. The main goal of all projects within organisations is to create unique and distinct value for the customer and for this to be successful it requires a quality project management process. The quality of any organisations' projects depends on the availability of resources, including the time that the project is estimated to take. Quality project management centres on making the correct decisions at the right time and at the minimum cost. Some transnational corporations that are well known for implementing quality project management processes include Microsoft and General Motors (GM). In addition to setting clear goals, effective processes of planning and project execution, Microsoft, GM, and other organisations, all depend on team work in order to achieve the project's vision and improve the current and future processes and functioning of the organisation.

2.9 The Balanced Scorecard and Excellence Approaches to Quality Management

The Balanced Scorecard and Excellence models have been widely adapted in many organisations in recent years. Both of the models are designed to monitor and assess business performance, but each has strengths in different areas. The European Foundation for Quality Management (EFQM) business excellence model focuses on the current performance of the organisation seeking to identify opportunities for improvement based on its standard criteria. It applies the principles of Total Quality Management (TQM) and is similar to versions used to evaluate organisations for the

EFQM quality award (e.g. EFQM 1999). EFQM requires professional assessors to evaluate the actual performance and areas for improvement. In comparison, the balanced scorecard looks for a 'step change' in an organisation's performance by setting strategic objectives. It offers an improved management control system based on the understanding of the current performance of the organisation against its strategic objectives and goals (Andersen *et al.* 2004; Kaplan & Norton 1992; Lawrie and Cobbold 2004).

Furthermore, one of the primary advantages of EFQM is its capacity for using the organisation's outputs to drive continuous improvement (EFQM 1999). Similarly, a major strength of the balanced scorecard is it refreshes and renews the scorecard every two years for refining the scorecard model (Andersen *et al.*, 2004; Cobbold *et al.*, 2004; Olve *et al.* 1999). So while both of the models are useful for achieving organisational excellence each of them is a more appropriate tool for different tasks, as is explained in the table below.

Table 2-5 Task & Organisation Excellence

Task	Model
Process improvement programme	EFQM excellence model
Enable external benchmarking of company process	EFQM excellence model
Checklist indicating the good practice used for business planning	EFQM excellence model
Improve understanding of cause and effect at improved management decisions and actions	The balanced scorecard
Prioritise strategic initiatives	The balanced scorecard

Align activities with strategic priorities based on vision and mission statement	The balanced scorecard
Focus management agenda more on future strategic issues than on historic financial issues.	The balanced scorecard

Source based on: Shulver, Lawri, House & Street 2007, p. 3-5

2.10 Corporate Social Responsibility (CSR) and Sustainable Project Management

The strategic vision of the organisation in recent years has had to take into account a wide range of issues relating to environmental sustainability. Consequently, the traditional functions of planning, controlling and budgeting, in order to achieve the required goal of the project and ultimately the vision of the organisation, have been increased to include a wider range of metrics to achieve professional outcomes by combining the project members' talents and knowledge.

Management most often thinks of three aspects in relation to globalisation and commitment to the environment, namely, their economic, social and environmental objectives. In addition to these three aspects, there are often management concerns around sustainability, innovation and corporate social responsibility (CSR). It can be argued that if the project supports innovation and sustainability, it also supports CSR. However, if the project makes very intensive investments in innovation, it sometimes will be harder to be sustainable due to the resources required for innovation, which may burden the organisation eventually affecting its overall sustainability (Nambisan, Lyytinen, Majchrzak, & Song 2017).

Globalisation has reduced the parameters under which companies compete with each other, and often they relate to CSR, innovation and sustainability (Nidumolu, Prahalad & Rangaswami, 2009). Innovation has become particularly critical for enterprises in developing competitive advantage since the companies that are more innovative in terms of their products and services often will gain an edge over their competitors (Adams, Bessant & Phelps, 2006). Interestingly, CSR has also become a core objective of businesses as they try to respond to the complex social and environmental challenges affecting society, especially with the increasing debate on the adverse effects of global warming on future generations. Therefore, it is important that we include these three important concepts and develop a good idea of what they mean specifically in relation to organisations' projects. Although there are many different definitions of the term CSR, all of the definitions tend to describe CSR as a way that the organisation addresses social, economic and environmental impacts and manages relationships with stakeholders, namely, employees, the community, supply chains and regulatory authorities (Harvard Kennedy School 2008).

It is important to mention that CSR goes further than philanthropy and compliance, and innovation goes even further by concentrating on the creation of new, improved or original ideas or objects that are of value to the creator (Dance 2008). Most often, innovation is only beneficial to a business if it can be measured in monetary value. Sustainability has become a standard term commonly used within business circles and refers to the capacity or ability of a business to maintain its production or activities without jeopardizing the potential for people in the future to meet their own needs (Clayton & Radcliffe 1997). This means that when an activity is said to be sustainable, it means that it is able to continue into perpetuity. Finally, in contrast a project is defined as a task that can be executed within a fixed period of time and within a certain cost, therefore, it is important to

understand how business projects should be organised to support CSR, innovation and sustainability, which are long-term phenomena that 'outlive' the life of any project.

A business having a CSR programme usually boosts its image among the public as it acts as a public relation programme (Hancock, 2005). The public wants to be associated with a company that plays a part in the development of the society within which they operate, as it is a form of giving back for the profits they have earned. In addition, CSR programmes motivate employees to feel more pride in their organisations through experiences of volunteering and contributing their creative ideas, expertise and time participating in CSR projects (Hancock, 2005). A company with effective CSR programmes has additional opportunities to improve its relationship with regulators, as well as government in terms of compliance with environmental requirements. Moreover, CSR may be used as a marketing tool for businesses as such activity resonates with society, and may be used to educate the community about the company and its products, and thus, is a major factor for competitive advantage (Porter & Kramer 2006).

Innovation also acts as a significant boost towards business success as it allows a business to have a selling point with regard to its product and services (Queensland Government, 2014). This selling point that creates competitive advantage for a business enables customers to see innovation as something that adds value to a company, as well as its products (Queensland Government, 2014). In a saturated market, where products are highly standardized, it is important that a company innovates to differentiate its products from its competitors. In addition, customers are always keen to spend more on novel and innovative products, as well as services, which makes innovation important for financial reasons. Furthermore, changing customer tastes and preferences require

companies to consistently innovate in order to meet current and future trends, which may affect the income of the business (Queensland Government, 2014). In addition, companies innovate to respond to the competition especially whenever significant competitors are involved in extensive R&D so that they provide the most innovative products.

Sustainability is an emerging doctrine of economic growth and development that is important for businesses to participate in especially whenever senior managers are concerned about the future viability of their operations (Clayton & Radcliffe 1997). In particular, a sustainable business is guaranteed returns in the present and well into the future, which is the overall objective of any business. In addition, sustainable management policies and practices assist businesses to engage in ethical business practices in relation to the environment, which is a shared resource and will be used by future generations (Ruckelshaus, 1989). Active organisational commitment to sustainability guarantees business a more consistent customer base in the future, which also plays a part in the decisions on expansion and investment in capital projects in anticipation of future growth of the customer base (Clayton & Radcliffe 1997). Finally, sustainable businesses have been seen to make cost savings by embracing alternative sources of energy, as well as engaging in production that is currently being highly subsidised by many nations.

Although business projects have a known end period, there is a need to organise them in order to support these three measures. This is important because CSR, innovation and sustainability are likely to contribute towards the success of projects. It is important to mention that projects have predetermined deliverables that they are supposed to deliver at the expiry of their term, and thus,

it is these deliverables that are able to be measured by the market based on their support for CSR, innovation and sustainability.

2.11 Projects Supporting Corporate Social Responsibility

To organise projects to support CSR, there is need to create an adaptive culture where the business is positioned to expect and anticipate change. Culture affects how employees interact with their managers and stakeholders from outside the organisation, thus in adaptive cultures employees are well aligned with business values and respond quickly to change (Bredillet, Yatim, & Ruiz 2010). A working environment that fosters an adaptive culture allows not only ideas to flow, but also creates room for mistakes. This is an important ingredient for innovation. Therefore, the creation of an adaptive culture not only within the organisation, but in project teams is important as this may foster product innovation and sustainability (Bredillet *et al.* 2010). In addition, leadership and management support is important in supporting innovation, sustainability and CSR in project teams. Leadership provides the vision that the project team is supposed to pursue, although the leader should only play a facilitator role to ensure that communication is direct among project team members. Where the management supports sustainable programmes, as well as the social and environmental conservation, they should provide resources to project teams that enable them to operate under ethical conditions, involving the community (Auditor General Victoria, 2015) and using resources sustainably.

2.12 Projects Supporting Sustainability

Project teams should be structured so that they are sustainable teams in that they work together to solve problems that face the business heading into the future. However, emphasis needs to be placed on the external environment of the project team as this will inform their acquisition of tacit knowledge, response to stakeholder concerns and address sustainable development of the overall business.

Therefore, when organizing projects to suit the sustainable models of policy and practice mentioned above, the organisation needs to focus on the complexity, managerial cost and time in determining the most suitable model to support innovation within project teams. For example, the innovation Community of Practice (CoP) is less complex and requires less in managerial cost and time compared to ambidextrous organisations, which does not support sustainability and CSR, but is rather complex and costly in terms of time and cost required to constitute project teams.

Another relevant perspective on innovation relates to an open innovation philosophy that induces fresh perspectives, knowledge and inspirations from the external environment that enable the organisation to go beyond everyday rational thinking, by opening up employees' minds to new opportunities and possibilities (Earl 2001). All these ideas and arguments show that it is possible to organise projects in order for them to support CSR, sustainability and innovation.

The customized project management model best informs my approach because it had looked at every organisation as a unique enterprise. Based on the assumption that every project is unique, and no two projects are identical, each having its own characteristic and features. Furthermore, the approach looked at the project as a social process where the focus is on framing the team and the

interaction between people (Winter *et al.* 2006). This was clearly observed in the Abu Dhabi Police Force in the forming of their work teams. Also, another factor to taken into consideration is the project as a complex system of communications, power relations, planning, and the solving of unexpected problems, ... (Huang, Masulis & Stoll 1996; Klein *et al.* 2011) .

The Strategic Talent Management model is the model that best informs my approach in this thesis, it is postulated on the fact the success of the organisation depends on the effective use of strategies toward resources. To facilitate effective strategies, there has to be sufficient or even open access to resources, particularly human resources. In the police organisations which were studied, there was a conscious and elaborate effort on the part of the senior leadership to harness existing resources and put it to a good use. HR strategy has been an area of interest for over three decades and has attracted the attention of many researchers and practitioners (Becker & Huselid 2006). Currently, it can be argued that successful organisations should rely on strategic resources to compete in competitive business markets. There are two types of resources which are considered; tangibles and intangibles. But, in order for the resources to be strategically recognised it has to be consistent with Barney (1991) proposed four factors or indicators, namely, rareness, value, inimitability and substitutability.

It is an organisational objective spelled out in the strategy plan of each organisation to make optimal use of human resources. This is being done by selecting, discovering, and training and developing talent as an ongoing process.

CHAPTER 3: LITERATURE REVIEW-HUMAN RESOURCE MANAGEMENT

3.1 Human Resource Management

HRM involves satisfying employees and customers to achieve competitive advantages (Smith & Blum 2000). HRM or human capital is also defined as the knowledge, talents and capabilities personified in the people within an organisation (Coff, 2002). Human resources are the basis for any organisation to perform its tasks and jobs, although many organisations have reorganised much of their work to be electronic and systemized. Akhtar, Ding & Ge (2008, p. 17) defined the HR concept as the “set of decisions regarding the acquisition, allocation, utilization, and development of human resources” and it has recently been defined as "the knowledge, skills and abilities invested in people" (Todd *et al.* 2011, p. 444).

In addition, Hu and Baer (2012) defined HRM as the ability, skill, motivation, and ‘behaviour’ (Huang & Chen 2007) in an organisation, which leads to quality services, innovation and, in turn, a good financial outcome. Most of the researchers agree that all departments have the responsibility of improving HRM (Keegan, Huemann and Turner, 2012).

Moreover, this literature carefully demonstrates the nature of HR practices and the daily management functions of an organisation and how managers and employees develop their understanding at the planning level. “These HR practices include internal career opportunities, formal training systems, results oriented appraisals, employment security, participation, job

descriptions, and profit sharing. This approach has become known as ‘best practices’ or the ‘universalistic approach’” (Akhtar *et al.* 2008, p. 15).

More significantly, HR is an important department and the base for any organisation to establish and operate successfully. The organisation and implementation of HR is closely related to the firm’s performance (Crook *et al.* 2011). HRM’s work starts the moment the owner wants to hire workers (Boxall & Purcell 2011), and the related practices shape the organisation’s goals and create the values within the organisation (Bowen & Ostroff 2004). Strong systems and good environment policies, which shape employees’ behaviours and values, assist to achieve the organisation’s goals (Bowen & Ostroff, 2004; Elden & Wooten 2001). HRM has been developed into strategic HRM by linking HRM to the strategic goals of the organisation and toward achieving optimum performance. The function of HRM is not just limited to recruitment, training, evaluation, selection and counselling but it has now been extended to serve the core objectives of the business and is treated as an asset. HRM is considered as a strategic management tool, which adds value both at the managerial (Andrews 1965; Chandler 1962) and individual levels (Baker 1964; Baker *et al.* 1983). Managing human resources effectively will assist the organisation to attract qualified employees and motivate them towards performing better and increase their loyalty (Rastgoo 2016).

The HRM department is one of the main departments in an organisation and the absence of its contribution could lead to the organisation’s demise (Youndt & Snell 1995). HRM’s meaning has changed from internal service delivery to the enablement of business strategy (Shergill 2013). Some companies have assigned the HR department to the marketing department, and shifted its focus from employee entitlement to performance, with the employees of HRM becoming

facilitators of project success, reducing the possibility of them becoming even a hindrance to the organisation (Sastry 2003).

In a related study, Becker and Huselid (2006) remarked that there are obvious differences between HRM and SHRM in two ways. Firstly, HRM focuses on individual performance whereas SHRM concentrates on the organisation as a whole. Secondly, SHRM functions to resolve issues in the organisation. So, the role of SHRM is to improve the firm's performance and competitiveness (Wright & Snell 1997) and to serve as a source of competitive advantage (Hu & Baer 2012). The role and influence of SHRM has been studied for over two decades. Important contributions have been made by Becker and Huselid (2006), Wright and Snell (1997), and Wright (1998). At the time of these studies, HR managers began to understand more the importance of looking at the big picture and aligning the tasks of HRM under the umbrella of organisational strategy.

Many previous researchers have focused their studies on the performance of individuals or small groups rather than examining the organisation's performance as a whole (Becker & Huselid 2006; Wright & Boswell 2002; Bowen & Ostroff 2004). Also, Wright and Boswell (2002) and Ostroff and Bowen (2004) have explained that many researchers have concentrated on individual practices of recruiting, selecting, training, development and performance and they have not related them adequately to the strategic goals of the organisation. Some examples of HRM influencing corporate performance can be found in Akhtar et al.'s (2008) study of 122 firms in nine cities. Furthermore, some studies in the literature have focused on the behaviour of employees in organisations (Hu & Baer 2012), with only a few focusing on HRM with reference to the performance of the work system (Wright & Boswell 2002). Batt and Colvin (2011) stated that HR's involvement in an

organisation leads to greater levels of problem solving and higher performance levels. Also, there are few studies that have examined the relationship between high HR involvement with levels of business performance and high customer satisfaction (Gong *et al.* 2010).

Furthermore, it has been argued that HRM practices are related to high performance (Batt & Colvin 2011; Gong *et al.* 2010; Karsen & Ghebregiorgis 2007), innovation performance (Huang & Chen 2009) and that good work systems lead to high performance (Todd, Crook, Woehr & Combs 2011; Toya, Liao, Hong & Lepak 2009). It has also been argued that profit sharing affects financial performance (Akhtar *et al.* 2008). Sels and Winne (2010) found that innovation affected firm performance outcomes and their results also showed that performance is affected by innovation through HRM in the organisation.

In the literature, Hunag (1996) has explained that the term ‘strategic’ is a word used to make HRM part of an organisation’s long-term planning. However, according to Lee & Chee (1996), there is no link between HRM and SHRM. On the other hand, Bae and Lawler (2000) found a strong link between the two, and it is clear from 33 tests of the relationship between HRM and company performance that 11% resulted in a positive relationship (Todd *et al.* 2011) between HRM and performance. Researchers have always debated how to match the HRM functions with the strategy of the organisation to increase competitive advantage (Becker & Huselid 2006). Even when applying strategic HRM, flexibility is needed to adapt to diverse circumstances, changes must be made and practices modified (Wright & Snell 1997). Several researchers have examined the fit between HR practices and competitive advantage and designed a framework on how HR practices contribute to firm performance (e.g., Bowen & Ostroff 2004). In addition to that, different levels

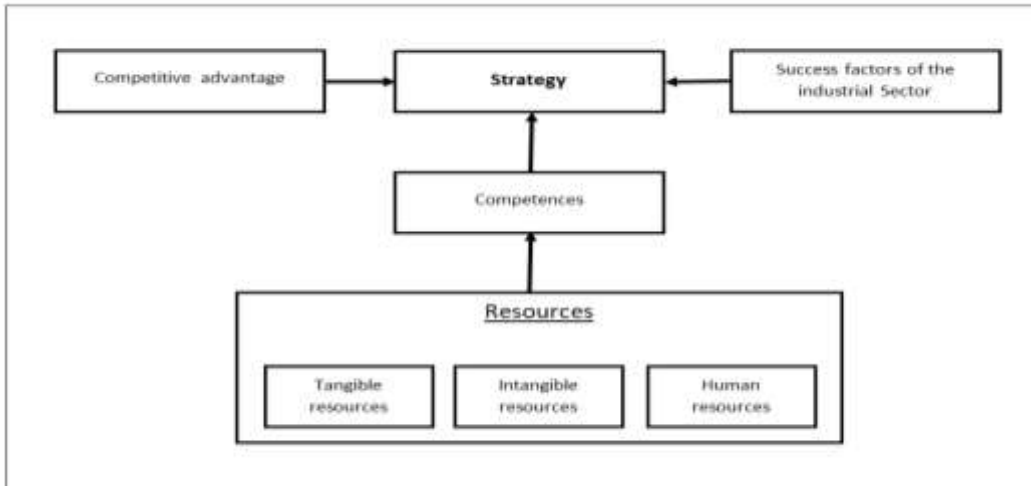
of analysis of HRM were conducted in the literature (Wright & Boswell 2002). However, there is little research on communication or the role of it within organisations (Bowen & Ostroff 2004). It is explained in the literature that the challenge is how to operate the implementation of the SHRM theory in order to achieve successful work outcomes (Becker & Huselid 2006). In relation to the strategic concept of SHRM, several examples can be cited, such as Akhtar *et al.*'s (2008) research on training and development and a novel approach in a Japanese firm which introduced the teaching of English as an HR strategy to improve the performance of the organisation (Tanikawa 2012).

A review of related literature indicates that more studies have been conducted in manufacturing than the service industries (Toya *et al.* 2009) and this is considered a gap in the literature. Added to this, studies have shown that "HRM is a key driver of employee general service performance at about 80%" (Toy *et al.* 2009). Many of these studies were conducted in the USA and a few in Europe and Africa (Karsten & Ghebregiorgis 2007). This thesis attempts to reduce the gap further by studying this issue in the UAE, a rapidly developing country with many employment opportunities. In relation to the available theories and models published in the literature concerning the strategic model of SHRM, they all aim to demonstrate the link between the HRM functions within the overall strategy of the organisation.

Figure 3-1 Strategic model of HRM

Source: based on Phillip *et al.*, 1994

The resource-based view is illustrated in Figure 3-2 and has been used several times and published in the academic literature by authors such as Baer *et al.* (2012) and Todd *et al.* (2011). The model



explains that HRM is a vital element, which supports the competencies and strategy of the organisation.

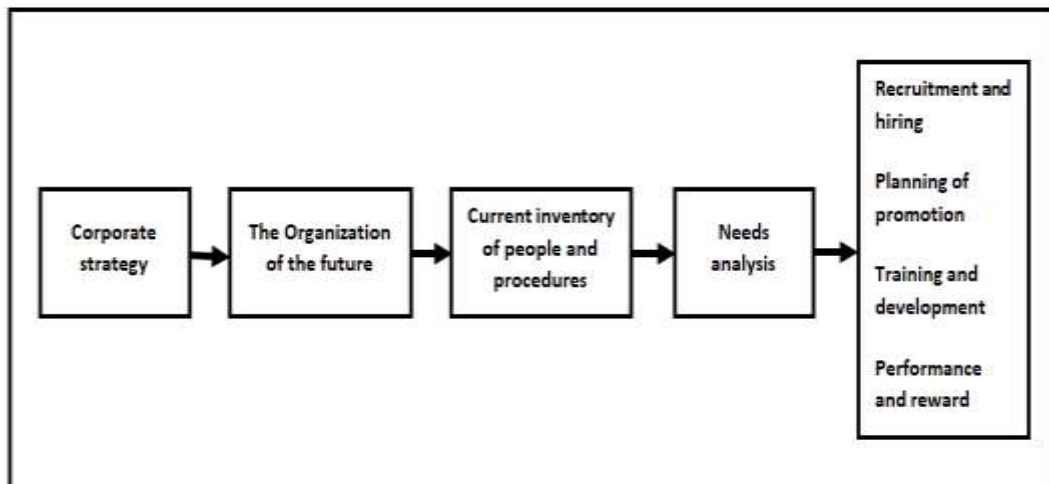


Figure 3-2 The Resource-Based View

Source: based on a Figure produced by Q-Pork Chains, accessed in 2016, (*website no longer available*)

Researchers have supported their empirical research studies based on many different theories like the cause and effect theory (Youndt & Shell 1995). The cause and effect theory helps to make ideas more flexible and easier to understand that every effect has its cause (or several causes) of creation. Resource dependence theory is another theory used in the literature in HRM. According to HR Zone, it is a very useful theory that determines the success of the an organisation by indicating the effective use of strategies toward resources. To facilitate and sustain effective strategies, there has to be sufficient or even open access to resources, particularly human resources. Several other models and theories have been used in empirical research studies, namely the HR outcomes model, the HRM competency model, the human capital theory, and the ability-motivation-opportunity (AMO) model. SHRM understood as a managerial decision-making activity, can be defined as the decisions concerning human development in light of operational and strategic requirements and how they affect performance (Dyer 1984). HR strategy has been an area of interest for over three decades and has attracted the attention of many researchers and practitioners (Becker & Huselid 2006).

There are two points that distinguish traditional human resource theory from strategic human resource theory (Becker & Huselid 2006). Firstly, SHRM theory focuses on the organisation's performance and not that of the individual (Rees & Smith, 2017). Secondly, SHRM looks at HR managers as one of the primary group of agents who can solve organisations' challenges. SHRM's emphasis is on the overall picture of the business and its long-term sustainability, whereas HRM

focuses more on groups and individual employees (Allui & Sahni 2016; Rees & Smith, 2017). Common HRM practices are planning, staffing, appraising, compensating, training and development, and relations between unions and management (Schuler & MacMillan 1984). Moreover, international HRM (IHRM) shifts the focus from HRM practices and employee performance to an overall focus on firm performance in international market contexts (Bowen & Ostroff, 2004).

3.2 Resource-Based Theory and Human Resource Management

In the current century, it can be argued that any organisation should rely on strategic resources to compete in competitive business markets. Those resources are different in nature and are both tangibles and intangibles, but for a resource to be strategically recognised, it has to fit with the four indicators consistent with Barney's (1991) recommended resources. Those indicators are rareness, value, inimitability and substitutability. Barney (1991) proposed four factors or indicators of the potential of the resources to create better competitive advantage:

1. The value of the resource;
2. The rareness of the resource;
3. The inimitability of the resource; and
4. The substitutability of the resource.

The idea is that these are the strategic resources generating (when effectively managed) a sustained competitive advantage. In strategic management, there is considerable literature available that discusses how to sustain competitive advantage from the perspective of market positioning in industries (Porter, 1985). However, according to Barney (1991), the firm needs to establish a specific configuration of internal resources to gain a sustained competitive advantage.

Resources can be defined as tangible and intangible assets (Ross *et al.*, 1996; Werner, 1984), or skills as advocated in Prahalad and Hamel's (2003) study, or strategic assets (Amit & Schoemaker 1993), or something that organisations count on to reach their goals (Helfat *et al.*, 2007). This difference in definitions is problematic for the researchers using the resource-based view (RBV), so accordingly it is crucial to define the meaning of the concept of resource. In this research the resource is defined as assets and capabilities available in the firm, which help to detect and respond to the opportunities in the market. This view of resource specialization is also agreed to by Amit and Schoemaker (1993). In their view, assets specialization is important to establish a strategic resource and firms that seek a competitive advantage need to specialize in something. The resource-based view by Barney (1991) provides the link between resources and competitive advantage based on the assumption that strategic resources are heterogeneously distributed across the organisation, which means that competing firms possess different resources and capabilities even if they are competing in the same market or industry. Accordingly, that implies that some firms are more capable in accomplishing the work activity than their competitors. The second assumption is resource immobility, which means that some of the resources last for long periods.

According to Barney's (1991) definition of competitive advantage in an organisation, it is referred to as the ability of the organisation to create and implement a valuable strategy that is not implemented by other competitors at that time. The types of assets required for such characterization are defined, for example by Williamson (1985), as site specificity, physical asset specificity, and human asset specificity. Site specificity means that the immobile production stages are located nearby each other because that will reduce the cost of the transportation and

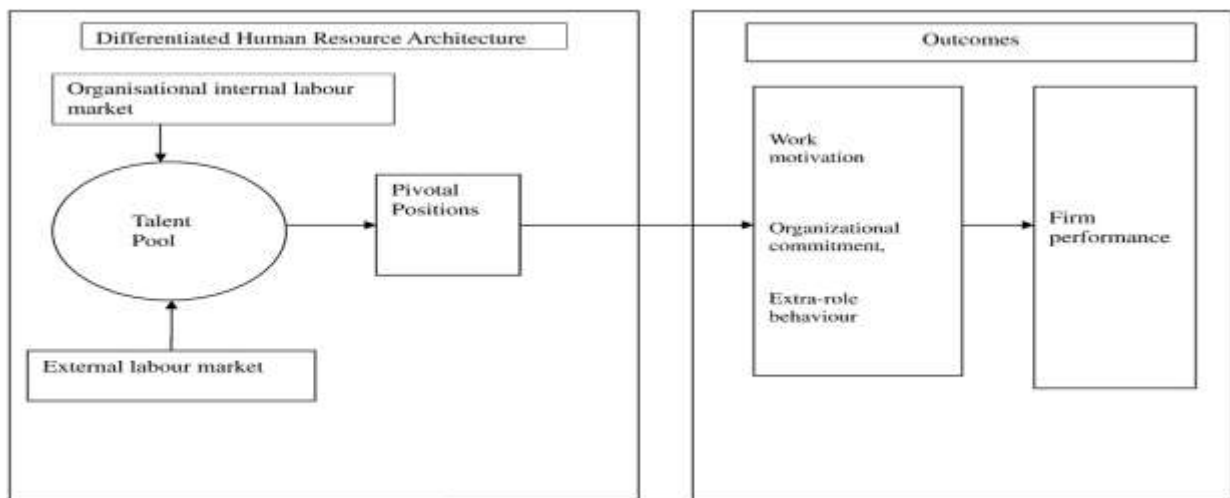
coordination activities. Physical assets are the machinery, tools and equipment, while the human assets are the assets related to know-how such as level of education, experience and effective communication. All those assets help the organisation in performing better (Asanuma, 1989).

Talent philosophies have been proposed to vary along two dimensions. (M. Meyers, M. van Woerkom, J. Paauwe & N. Dries, 2020). The first dimension captures the assumed rareness or exclusiveness of talent, ranging from the assumption that very few people are talented (exclusive) to the assumption that everyone has talent (inclusive) (Iles, Chuai, & Preece, 2010; Stahl et al., 2012). The second dimension captures the assumed malleability of talent, with the assumptions that talent is either a stable (innate) or a developable (acquired) construct at the two extremes of the continuum (Howe, Davidson, & Sloboda, 1998). The combination of these two dimensions leads to four distinct talent philosophies all of which have different implications for the nature of TM: the exclusive/innate, exclusive/developable, inclusive/innate, and inclusive/developable talent philosophy (Meyers & van Woerkom, 2014).

Human resource management has long been known to focus on the administrative and bureaucratic perspectives, but as has been argued in this chapter, recently scholars have been moving towards more strategic HRM perspectives. Consequently, intangible resources are receiving more attention as a major strategic element in any organisation (Martín-Alcazar *et al.*, 2008). Human capital is now considered as a primary resource in any organisation (Nyberg *et al.*, 2012) mainly because the employee's contribution is one of the main factors contributing to the organisation's success and long-term survival (Jiang *et al.*, 2013).

The resource-based theory by Barney (1991), described earlier, is three decades old, but it has gained progressively greater attention as managers and investors have become more convinced of the value of intangible resources as a fundamental basis for organisations sustaining their competitive advantage. This emphasis on resources creates a strong connection between HRM and applications of resource-based theory. A strategic view of HRM enables scholars to connect HR practices to other perspectives such as employee innovation practices (Armbruster, Bikfalvi, Kinkel, & Lay 2008; Ichniowski, Shaw & Prennuchi 1997) and firm performance (Gong *et al.*, 2009). The diagram below (Figure 3-3), taken from Collings and Mellahi (2009), emphasises the importance of competitive organisations employing differentiated human resources aligned with an identified talent pool serving pivotal positions that are of critical strategic importance for achieving high performance.

Figure 3-3 Strategic Talent Management, Talent Pool and Pivotal Positions



Source: Collings & Mellahi, 2009, Fig. 1. Strategic talent management, p. 306.

Talent philosophies can also be defined as the ‘fundamental assumptions and beliefs about the nature, value, and instrumentality of talent that are held by a firm’s key decision makers’ (Meyers

& van Woerkom, 2014). In other words, talent philosophies capture how senior (HR) managers define talent, who they regard as talented, how valuable they consider talented employees to be, and how they think talented employees should be deployed to maximise performance. As such, talent philosophies resemble mental models that have been extensively researched in the area of cognitive psychology and cognitive science (e.g. Craik, 1943). Mental models are cognitive representations of reality that influence individual reasoning, decision-making, and behavior. (Meyers & van Woerkom, Jaap Paauwe & Nicky Dries 2020).

3.3 Human Resource Management in Projects and Project Management

HRM is one of the crucial components of all organisations, and among its important roles is to contribute to the success of an organisation and simultaneously create a competitive advantage over other organisations. HRM is the fundamental process of project-oriented organisations finding ways in which they can acquire and utilize human resources and improve relationships between employees within the organisation. HRM policies and practices directly affect employees' day-to-day working experiences and their relationships within their organisations. This indicates the significant role that HRM plays in organisations.

The same principle applies to project-oriented organisations. Project-oriented organisations have specific extraordinary features within their project organisation of HRM that are not similar to a normal organisation's functional HRM structure and processes. This distinction has become a major area for research and practice within academic and practitioner communities working in the field of project management. Project-oriented organisations should have a strong project management culture (van Marrewijk 2007). The basic feature which defines these organisations as

project-oriented is their ability to shape their policies and practices for work, organisation culture and strategy, and integrate them in order to execute a strategy when executing projects. The incorporation of HRM in project-focused organisations therefore needs to be a strategically aligned approach to the organisation (Huemann, Keegan & Turner 2018).

The project management literature addresses issues concerning people and resources both inside and outside of the context of HRM. In addition, a comparatively recent stream of literature in project management addresses issues to do with people in projects by challenging the need for HRM departments or specialist HRM teams in project-run organisations (Olaison & Revang, 2018; Thuillier, Fuller & David, 2018). The literature on TM is certainly more recent than those in HRM, which has its roots in personnel management, whereas TM arose over 20 years ago with McKinsey's publications on the topic from 1998 onwards. Therefore, TM needs to be considered in project management contexts both with and without HRM departments or teams in the organisation. The central topic in this section of the thesis is the project management of TM.

Project management involves the process of allocating different project personnel to the new projects and other programmes, for example, through HRM. Project recruitment has some similarities with the standard recruitment processes adopted in an organisation but the difference lies in the aspect of project orientation. The employment of the workforce in a given project in an organisation is voluntary, in that it concerns responses obtained through internal adverts (Eskerod & Jepsen 2005) as well as recommendations by line managers, project managers and HRM specialists.

Assigning specific personnel to a given project by HRM in an organisation is crucial because it can affect the firm's ability to retain or lose employees. There are several career dynamics to be taken into consideration with regard to project allocation decisions by HRM. For instance, some factors, which need to be considered, are people's developmental needs, expertise, and experience among many other issues. Project recruitment preferably should be compatible with both the individual's and the organisation's perspectives (Raja, Green, Leiringer, Dainty, & Johnstone 2013).

In a study entitled *The effect of talent management practices on employee turnover intention in the Information and Communication Technologies (ICTs) sector: case of Jordan* (Maha Al-Dalahmeh; Mária Héder-Rima; Krisztina Dajnoki 2020) the authors have maintained that during the decade starting in 2000, the importance of talent management has emerged in the business world as a strategic dimension in the organisation (Stevens, 2008; Jafari & Khanmohamadi, 2016). TM has a great impact on an organisation's performance by minimizing the costs of the hiring process; it also increases the productivity, fit ability, and output of a firm (Colling & Mellahi, 2009). When an organisation applies TM, it creates tremendous opportunities for competitive advantages (Schuler et al., 2011). Indeed, an organisation's position in its industry is determined by its ability to retain, engage, and develop talent. Therefore, TM is a factor leading to the failure or success of an organisation (Luna- Arocas & Morley, 2015).

3.4 Employee Development in Project Management

Employee development is arguably the most important role of HRM in project management. Often, significant personnel developments take place amongst employees during the course of working on a project. The organisational and project emphasis on development, however, depends on the

leadership style of the project leaders and managers (Eskerod & Blichfeldt 2005). For development to occur, it calls on project owners to perform various motivational roles and duties to the players in a given project such as project appraisals and other support methods influencing project managers' and project team members' development. Some of the methods most commonly used for development include training and feedback (Huemann, Turner & Keegan 2004). This is one of the processes that should be performed by HRM, which has not been recognised in many organisations (Keegan, Huemann & Turner, 2012).

In this process, HRM needs to have correct project policies in place for the management of personnel. The practices should promote the wellbeing of both the project owners and the personnel. The end results of the projects need to be addressed by all the concerned parties in order to ensure the existence of harmony and fairness in the project allocation. If implemented effectively, it should mean that personnel who perform well can be retained by the organisation. The HRM function and practices are very important in project-oriented organisations. HR processes like employee development directly affects the development of employees for a given project. In as much as many research studies and projects are carried out from a managerial viewpoint, it is important to realise that HRM in its project orientation should take into account the perspective of the individual employee as well as that of the project and the whole organisation.

3.5 Human Resource Management Practices and Roles in Project-Oriented Organisations Selection

Selection is a role performed by HRM in all organisations. According to Keegan, Huemann and Turner (2012), organisations employ organic selection processes through HRM in project management. This search for the right talent by HRM can be done for general employment or

specific projects. The selection process for specific individuals to carry out a project depends on the nature of a project and the types of managers driving it (Turner & Müller 2003).

Employment

One of the fundamental factors used to retain employees within organisations is to ensure they take part in interesting projects, which offer exciting challenges. HRM practices of conceptualizing careers are becoming more dynamic (Mayrhofer, Meyer, Iellatchitch, & Schiffinger 2004), requiring flexibility in career development in an organisation (Turner & Müller 2003). In project-oriented organisations, HRM should provide variety and opportunity by offering fascinating work and careers through which employees develop themselves over time. Organisational leaders and other employees within a firm, who are assigned to a given project by HRM, could stay longer in their organisations since they feel that it aligns to their career development. HRM is involved in the process of developing project personnel in organisations in order to improve their competence, knowledge and experience, ultimately leading to superior organisational performance and business outcomes.

Recruitment

HRM within a project consists of three functions: recruitment, selection and training (Belout & Gauvreau 2004; Pinto 1990). HRM and recruitment in project management are increasingly becoming important in the operations management literature (Chipulu *et al.* 2015). However, the HRM and PM literature offer limited studies in recruitment across cultures and effective recruitment for professionals across cultures (Chipulu *et al.* 2015). Recruitment in project management refers to the activities the organisation takes in order to identify and attract talented employees (Ahsan *et al.* 2013). Its role is to recruit employees who can make a critical impact on

the organisation's overall performance. If the organisation has the ability to recruit effectively, it will gain competitive advantages.

Moreover, recruitment should not only rely on the organisation's strategy but it should also be based on the job description and accurate job analysis information. According to a study in the United States, IT recruiters found that there are two core competencies which should be taken into consideration in the recruitment process, which are leadership and interpersonal skills. To explain, these are namely abilities on how to communicate using different skills and how to deal with change. It is worth mentioning that qualifications are needed in the recruitment process and competencies are important as well. According to Ahsan *et al.* (2013), the PMI, as highlighted in their PMBOK Guide, stresses the importance of selecting the right project manager for the project as this contributes considerably to the project's success. Furthermore, the project manager is the person who manages the project and sets its responsibilities (Ahsan *et al.* 2013), its requirements and risks, and balances the project's quality, cost and time. The project manager should hold various skills (e.g., interpersonal skills). Also, the project manager's role should not be isolated from the knowledge and skills required for the completion of the project (Ahsan *et al.* 2013), in addition, the project manager should hold leadership and strategic thinking skills. This is primarily due to the nature of the project's complexity and the unique features required for success. Success in a project is heavily influenced by technology, support from senior management and the project's structure (Ahsan *et al.* 2013).

A study conducted by Ahsan *et al.* (2013) analysed KSA competencies of project managers for multiple sectors and differences in job requirements; the authors concluded that there are five main

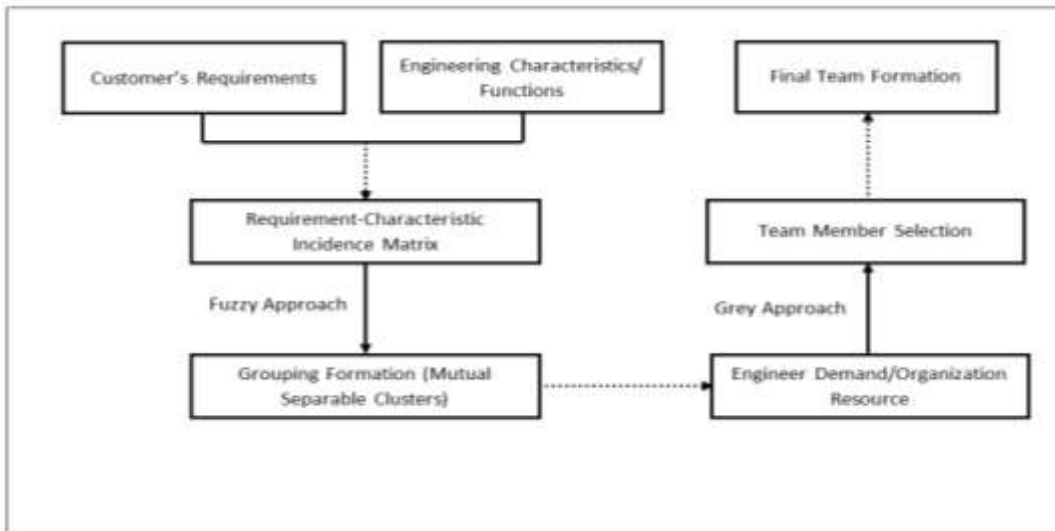
skills the project manager should have, namely communication, technical, stakeholder awareness, time and cost management. The findings also showed that U.S. recruiters are more interested in their project managers' skills and less interested in what experience they have from other organisations. It is recommended that further research is done on how organisations recruit and select their project managers effectively based on the changing work environment and cultural differences (Ahsan *et al.* 2013).

Recruitment in project-oriented companies has not been addressed in the literature and there has been little research done to propose a clear approach for project team selection (Huemann Keegan & Turner 2007; Tseng *et al.* 2004). Selection of team members should be based on customers' requirement and the characteristics of the project (Tseng *et al.* 2004). Related literature has examined team selection in certain situations but is more limited in its informativeness on dealing with uncertain situations (Tseng *et al.* 2004), with the selection process of the team connected with the performance assessment (Fabi & Pettersen 1992).

In a related study, Aust, Brandl and Keegan (2015) explored the responsibilities of the line manager and the project manager regarding HRM practices and the responsibilities of both. To elaborate, the performance assessment, development plan and absence are usually all performed by line managers, although some companies have HRM practices led by the project manager. The literature also mentions the importance of the project manager's ability to select the team requires many skills including in HRM practices, in order to deliver optimal project outcomes through project team members contributions. Below is a framework recommended by Tseng *et al.* (2004) on how to form a project team. We can see the relationship between the requirements and the

characteristics of the function, which is set as the foundation for selecting team members and identifying how the team formation influences the project's requirements.

Figure 3-4 Conceptual framework for project team formation



Source: Tseng, Huang, Chu, & Gung, 2004, Fig. 1. Conceptual framework for project team formation, p. 151

The skills of the project manager and team when combined have to match the project's, for project's goals and requirements to achieve project success. In fact, the fit between project management and project type is important for the project's success (Chipulu *et al.* 2015).

Organisations should recruit employees to the right locations, job roles and activities and in ways that are consistent with candidates' knowledge, skills and abilities. There is however a tendency for employers to focus on the project manager's skills and his standards and competence (e.g., Fotis & Mentzas 2006) sometimes to the detriment of the formation of the total skillset of the project team. To recruit a project manager, Gaddis (1959) proposed that a project manager should have

experience in the field, with his main tasks being planning and following up project processes and outcomes.

3.6 Strategic Human Resource Management Arguments for and against the importance of Human Resource Management

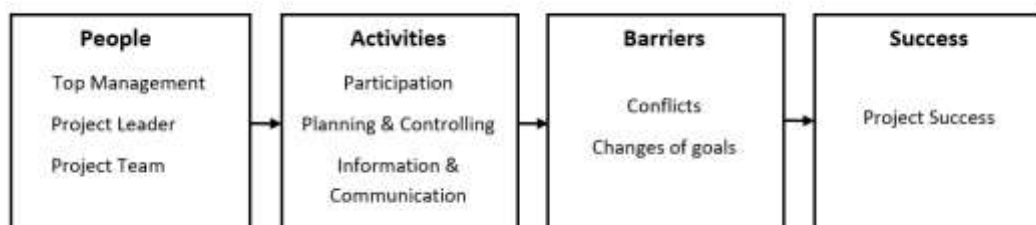
Under this topic, the old saying "Failing to plan is planning to fail", is relevant. The project lifecycle, according to the PMI, is made up of several stages, which are: initiating, planning, executing, controlling, and closing (PM Bok 2013). The planning phase is more important than the other stages because of its effect on the rest of the project (Stal-Le Cardinal & Marle 2006). One mistake in the planning phase might result in multiple mistakes in the execution stage (Stal-Le Cardinal & Marle 2006). One of the functions of the planning stage is to build a project structure suitable for the team members. So, selecting the right people for the tasks needed in the planning stage is essential for the project's success. The team travels through the five stages of the project development life cycle, which are: forming, storming, norming, performing and mourning. It is argued that the project cannot reach its goals without qualified and motivated personnel, so the selection of appropriate team members affects the project's success (Belout 1998).

In some cases the management assigns a project manager too late to the project and this may affect the project's objectives (Stal-Le Cardinal & Marle 2006) because the project manager is considered a vital player in the project's success (Belout 1998). Adequate training of project managers is fundamental as it will affect the project's outcomes (Belout 1998). This is because the team manager may face many challenges during the project execution such as one of the team members

leaving, insufficient time, and insufficient budget. So, it is argued that the manager should be assigned to the project early on to secure the required project outcomes.

Many have argued that projects have numerous factors other than HRM issues affecting their results, with all the factors arguably related to people. People deliver projects, and they alone are able to manage all the project elements, such as deadlines and cost, for implementation (Davis 2002). The diagram below is a conceptual research framework, which shows the staff requirements and the stages of development required to reach project success (Gemuenden & Lechler 1997). It is based on 44 studies that tackled 5,760 projects (1,800 successful , 1,200 unsuccessful, and 2760 uncategorized).

Figure 3-5 The conceptual research frame



Source: Gemuenden & Lechler, 1997, p. 375

For the project management of software projects, a mixed-method research study done by Da Silva, Franca, Suassuna, and Leila (2013) shows that careful selection of team members affects the project's success. Based on the study's results, there are three individual factors related to team building that affect the outcome of the project, and they are personality, behaviour, and technical profile. On the other hand, there are many arguments that have been raised against the statement

that either HRM or SHRM is the main factor for project success and this may be attributed to the premise that project success has a different meaning for different people. It depends on the assessor and how the project's success elements are evaluated (Shenhar *et al.* 2001). The project manager is the person who identifies the project's success factors. Project management means managing the budget, time, and the quality of the outcomes produced, but project management must also consider people as an important factor even if they have not been given a great deal of consideration in much of the history of project management (Bushait & Abdulaziz 1999). Stal-Le Cardinal & Marle (2006) stated that using appropriate human resources contributes only 10% to a project success or failure. HRM is not considered as a main factor in a quantitative study done by Gauvreau and Belout & Gauvreau (2004), which concluded that HRM has only a "marginal" effect on a project's success through the project life cycle.

Finally, on a positive note in favour of SHRM Belout & Gauvreau (2004) proposed that the project's nature will affect the need for careful human resource selection as some projects do not need to select people carefully (e.g., software projects where teamwork is not so important as each member is required to input his section independently in order to end up with a complete program). In contrast, virtual teams are where communication and collaboration are the most important thing for a project's performance objectives, especially if each member knows what his task is, and the value it adds to the project.

3.6 Talent Management in the age of the Covid-19 Pandemic

It has been customary for students and researchers of TM to examine TM practices in light of normal market conditions, scarce resources, global competition for talent and challenges facing

firms to retain and promote talent. However, all of this has changed during the Covid-19 crisis which has caused many companies to either shut down, lay off staff, reduce labour, cut salaries or give their employees extended paid and unpaid vacations. New research has surfaced during the Covid-19 crisis (2020-2021) which has challenged the conventional wisdom and shook the foundations upon which the whole concept of talent management previously laid. But, how permanent and how far reaching these changes will be is an open question. As many experts contend that life before Covid-19 is not going to be the same as after Covid-19, therefore we should brace ourselves for big changes, not only in the practice and application of TM but in all aspects of our economic life. Washika Haak-Saheem (2020) addresses TM from a totally different perspective, it examined the effects of the Covid-19 pandemic on the labour market and labour mobility, remote work, and surplus in talent as a result of the economic slowdown, and massive layoffs. Also, it looked at the Dubai government's response to the challenges faced by the pandemic and the introduction of new measures, such as the Virtual Labour Market and remote working. The new level of flexibility introduced into Dubai's employment market is likely to result in (1) stronger competition for jobs and talent, (2) increased flexibility of work, space and time, (3) active support to assist individuals to find jobs and (4) increased investment in talent retention. Covid-19 has imposed many changes on TM and learning styles have been affected. The future of work implies change, triggering a need to continue to learn, which puts demand and increased focus on talent management. Executives will have to create learning opportunities and make failure safe. It will also mean that executives will have to develop a new "learning style" for managing (Remko van Hoek, Brian Gibson, and Mark Johnson 2020).

The global economy has contracted significantly due to the COVID-19 pandemic. During the second quarter of 2020, the U.S. economy shrunk by 35% compared to the same period of time the previous year (Reinicke, 2020). The Eurozone economy contracted by 12.1% on average compared to the first quarter of the year. Spain experienced the largest drop of 18.5% (Amaro, 2020). These financial hardships are affecting talent management in significant ways. First, many companies have implemented hiring freezes and layoffs. For example, as of the end of March 2020, 42% of companies in the United States and Canada froze or reduced hiring, while another 28% were considering doing so (Willis Towers Watson, 2020). In the United States, the leisure and hospitality industry lost 7.7 million jobs alone in April 2020, which represents 47% of total positions (Franck, 2020). Similarly, about 397,000 people across the European Union lost their jobs in April (Davies, 2020). In other words, the Covid-19 pandemic has wreaked havoc in economies around the world and changed the practice of TM as we know it. This pandemic has created new rules and has caused many TM researchers to re-examine their practices in light of the new conditions. But, the big question still remains - how long are these challenges going to remain and how far reaching and permanent will they be? Even industries traditionally perceived as secure such as the technology sector experienced unprecedented layoffs. In fact, tech companies in Silicon Valley have cut more than 40,000 jobs between March and May, 2020 (McBride & Cannon, 2020). In the United Kingdom and Europe, about 38% of tech companies have frozen most of their recruitment (Wauters, 2020).

In summary, as organisations of all sizes and across industry types experienced significant revenue reductions and budget shortfalls, they faced monumental talent management challenges including hiring freezes and layoffs; salary freezes, canceled bonuses, and pay reductions; how work is done

(i.e., teleworking); and increased employee stress and burnout. These are challenges that, to some extent, had already existed. But, they have been amplified as a result of the pandemic (Herman Aguinis; Jing Burgi-Tian 2021).

3.7 Talent Management

In times of economic prosperity skilled labour and good talent becomes high demand and therefore, they are not easy to recruit. Also, competition between companies and employers increases to attract the right people. As a result, companies must look for other ways and means to attract and retain talent. One of those means is to look inwards for existing and current employees and retrain or / and rehabilitate them to equip them with skills necessary to do the work. This HR policy is considered as creative and thinking out of the box.

Furthermore, companies are increasingly pressured to improve their productivity, reduce costs and maximize profit. TM is seen as one important tools to increase companies' productivity and reduce cost to stay competitive. Since the human capital is considered a major element in the overall resources of the company, its development and training are undoubtedly mission-critical. It simply cannot be underestimated.

Perhaps it is no wonder: workers are digitally connected 24/7, fearful at the prospect of a longer working life, disengaged, and their labour productivity has not really increased over the past 20 years (Lisbeth Claus 2019). As their employment status shifts from gainful employment by a company to multiple independent and less secure worker modalities, they are forced to change careers due to involuntary disruptions or setbacks, constantly needing to re-create themselves, and

build a greater resilience into their career journey. (Lisbeth Claus 2019). Workers, especially the millennials generation, are increasingly looking for flexibility and to the gig/freelance economy for work, leaving stifling corporate jobs where they felt trapped, overworked, demotivated and unappreciated (Clapon, 2016)

The war for talent started in the late 1990s, which was driven by competition among US organisations to attract high-performing employees (Minbaeva & Collings 2013). TM is a new concept in the literature (Collings & Mellahi 2009), where several definitions have been proposed. Ten years ago, Hughes and Rog (2008, p. 746) defined TM as "implementing an integrated strategic and technology enabled approach to human resource management, with a particular focus on human succession practices". The importance of TM is in acquiring talented employees in the organisation, engaging them and, whenever necessary, retraining and reskilling them. Recruiting talented employees is the way to achieve the project outcomes as employees hold the skills and knowledge that are needed. Organisations have the choice to buy talent from outside or opt to build the talent internally (Gold, Oldroyd, Chesters, Booth, & Waugh 2016).

However, many organisations are struggling to manage TM effectively (Minbaeva & Collings 2013). An organisation constantly attempts to utilise its internal strengths to responding to environmental opportunities in the market. Human capital is one of the main resources of the organisation and if their skills, knowledge and abilities have been used efficiently, this will contribute considerably to the organisation's image and competitive advantages in the market. TM has become a topic of increasing interest among HR researchers in recent decades (Garrow & Hirsh 2008) and a very important issue in the creation of successful organisations (Gallardo-Gallardo *et*

al. 2013). Relevant literature lacks a clear definition of TM, its goals (Lewis & Heckman 2006) and its theories (Al-Ariss *et al.* 2014; Collings & Mellahi 2009; Gallardo-Gallardo *et al.* 2013; Hughes & Rog 2008; Lewis & Heckman 2006; Meyer *et al.* 2013).

In addition, researchers have explained TM according to their studies objectives and to compound the matter further, there are many phrases associated with the word talent, namely talent strategy, succession planning, human resource planning, and managing people. Talent as a word comes from the Greek *talanton* (Lewis & Heckman 2006; Meyers *et al.* 2013). In European languages, talent refers to the personality of the individual (Gallardo-Gallardo *et al.* 2013). Talent was also described as the population of the organisation (Silzer & Dowell 2010) contributing to excellent performance (Gallardo-Gallardo *et al.* 2013) and an element that can imprint positive changes in the organisation (Tansley *et al.* 2007) and in creation (Collings & Mellahi 2013) and better ways of operating (Lewis & Heckman 2006). Talent is essentially based on employees' skills, abilities, strengths that hold value. It is not the resources and technology but human capital (Crain 2009) and social capital (Suseno & Pinnington 2018). It is the sum of natural ability, mastery, and commitment and fit (Gallardo-Gallardo *et al.* 2013). Furthermore, some research publication have defined TM as the right person in the right job at the right time (Jackson & Schuler 1990, p. 235; Heinen & Neill 2004; Piansoongnern *et al.* 2008).

Moreover, talent is the effort made by the organisation to build leadership and develop employees toward holding key roles (Rothwell 1994, p. 6) as well as managing the need and supply for human capital and extraordinary talent (Pascal 2004, p.ix). Meanwhile, Hughes and Rog (2008) defined TM as implementing the organisation's technologies and strategies through human resource

practices. Primarily, these are the HRM practices of selection, recruitment, appraisal, retention, training, performance (Iles *et al.* 2010; Silzer & Dowell 2010) work force planning, coaching, engagement, culture and values, rewards and recognition (American Bankers Association and Corporate Executive Board 2009). In addition to the above, TM and HRM often include performance assessment (Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor, & Wright 2012), career development, healthy outcomes and life actualization (Schiemann 2014). Cappelli (2008) defined the process of TM as setting a plan for the human capital, while Blass (2007) described it as empowering and providing the opportunity for human development. Moreover, TM has been referred to as incorporating the best employees in the organisation (Michaels *et al.* 2001). Furthermore, Draganidis & Gregoris (2006) defined TM as the process of developing, managing to know the organisation's needs and preparing for achieving organisational goals. TM processes incorporate ways of identifying the individual training required to achieve the organisation's objectives (Tansley *et al.* 2013). Sonnenberg, Zijderveld and Brinks (2014) have argued that talent and TM depend on the organisation's size, environment, structure and strategies.

In relation to the above, there are numerous reasons why the initiatives of TM should be aligned with HRM policies, practices and systems since TM and HRM combined can contribute more effectively than in isolation to the implementation of the organisation's strategy (Minbaeva & Collings 2013). The literature explains that if the organisation focuses merely on attracting talent, it may fail strategically to deploy them efficiently in the organisation, although talented people are important for performance and organisation's success (Minbaeva & Collings 2013).

Strategic TM is defined as:

the activities and processes that involve the systematic identification of key positions, which differently contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles and the development of a differentiated human resource architecture to facilitate the filling of these positions with competent incumbents and to ensure their continued commitment to the organisation, with emphasis on the identification of pivotal positions and the point of departure for strategic TM system (Collings & Mellahi 2009, p. 311).

Strategic TM is mainly about developing a talent pool of high performers and filling the positions previously identified. Due to the competitive environment in the global market and the importance of human capital in the organisation, HRM has seen a recent shift to TM. The war for talent was first noted in 1997 by a group of McKinsey's consultants (Collings & Mellahi 2009). TM is considered of "strategic importance" (Lewis & Heckman 2006, p.140). Existing TM systems will affect the individual and therefore the organisation's performance through some moderating factors such as, motivation, commitment and behaviours (Collings & Mellahi 2009). Performance here means the employee behaviours, which help to reach the organisation's goals. Other researchers explain the key characteristics of TM by reference to three major concepts: Ability, Motivation and Opportunity (AMO).

The literature on TM is contained within the HRM literature (Gallardo-Gallardo *et al.* 2013), however, Strategic HRM is different from strategic TM (STM) in that SHRM deals with all

employees, while STM focuses particularly on high performers (Collings & Mellahi 2009). Whenever the employees participate in the organisation's strategy, this position is considered as potentially strategic. A study of 40 global companies showed that there is a lack of talent in the pipeline capable of reaching leadership positions (Collings & Mellahi 2009). CEOs are the main people who are concerned with TM issues in their organisation. It is arguable that A-class performers should take the critical roles in the organisation and they must manage the C-class performers. Other researchers have argued that SHRM is no different from HRM (Collings & Mellahi 2009). Managing talent develops internal talent and recruiting external talent (Collings & Mellahi 2009). Some organisations have failed to apply TM and this is considered a challenge to their competitive advantages (Taylor & McGraw 2004; Calo 2008) and a critical factor for success (Cappelli 2009; Ingham 2006). The next paragraphs discuss the six principles that global TM must implement in order to manage talent effectively (Stahl *et al.* 2012; Al-Ariss *et al.* 2014), as well as further review of the available definitions of TM, its scope, goals, and theoretical frameworks (Collings & Mellahi 2009).

Publications in the area of TM are increasing, making it an important area of concern in the fields of HRM and strategic management (Lewis & Heckman 2006). In fact, TM is a main strategic challenge facing today's managers (Collings & Mellahi 2009, 2013) but the focus on TM from practitioners and academics comes mainly from its implementation resulting in superior performance (Bjorkman *et al.* 2007) and competitive advantage (Ashton & Morton 2005).

Moreover, because TM is a relatively new concept in the professional literature (Collings & Mellahi 2009), there are many definitions proposed by researchers. For instance, Hughes and Rog

(2008, p. 746) defined TM as "implementing an integrated strategic and technology-enabled approach to human resource management with a particular focus on human succession practices". The importance of TM lies in acquiring talented employees in the organisation, engaging them and retaining them. Recruiting talented employees is a way to get the outcomes required as they possess the skills and knowledge needed. As was mentioned earlier in this section, organisations have a choice to acquire talent from outside externally or build the talent internally.

In the 1990s, companies began to compete more fiercely with each other in their core operating businesses (Schafer & Festing 2013; Schuler *et al.* 2011). Over the last two decades, TM issues became prominent (e.g. Al-Ariss *et al.* 2014) in the process of resourcing organisations and competitive success (Schiemann 2014, cited in Gallardo-Gallardo *et al.* 2013). In relation to these numerous definitions of TM, it is fair to say that the literature reviews lack an overarching and consistent professional definition of TM (Al-Ariss *et al.* 2014; Collings & Mellahi 2009; Gallardo-Gallardo *et al.* 2013; Hughes & Rog 2008; Lewis & Heckman 2006) and a universal theoretical framework (Al-Ariss *et al.* 2014; Meyer *et al.* 2013). Strategic HRM concepts share many of the same meanings as expressed in TM but concentrate on the functions of HRM rather than the human capital itself, whereas TM has been argued by some its proponents to be focused on both (Collings & Mellahi 2013).

As has been mentioned earlier in this chapter, the word 'talent' comes from the Greek word *talanton* (Meyers *et al.* 2013) and in the dictionary it refers to being good at something (Meyers *et al.* 2013). In European languages, talent is usually seen as an innate ability (Gallardo-Gallardo *et al.* 2013), but there are many definitions of TM provided in the HRM literature (Gallardo-Gallardo

et al. 2013). On the other hand, Silzer and Dowell (2010, p.14 cited in Gallardo-Gallardo *et al.* 2013) defined talent as referring to "the employee population", TM seeks to achieve the excellent performance of talented persons (Collings & Mellahi 2013; Gallardo-Gallardo *et al.* 2013) who can make positive changes in the organisation (Tansley *et al.* 2007, p. 8) and in different ways (Collings & Mellahi 2013).

A common assumption in several definitions of talent is that every employee has his own strengths, abilities and skills, which can add value to the company, although others believe that all technology and resources hold potential to contribute value to the organisation (Collings & Mellahi 2013; Crain 2009 cited in Gallardo-Gallardo *et al.* 2013;). This participation within the organisation by the employee is possible through the use of employee's skills and abilities to make the best of the resources available (Silzer & Dowell 2010 cited in Gallardo-Gallardo *et al.* 2013). The standard assumption and proposition of the equation of TM is that it consists of Natural Ability + Mastery + Commitment + Fit (Gallardo-Gallardo *et al.* 2013). In other words, talent is a combination of complex, intangible resource concepts.

If we move to the definition of talent as management, it is typically the human resource functions of selection, recruitment, appraisal, retention, training, and performance (Chauni *et al.* 2010; Silzer & Dowell 2010 cited in Gallardo-Gallardo *et al.* 2013) but performing them in a better way (Lewis & Heckman 2006 cited in Gallardo-Gallardo *et al.* 2013). Meanwhile, Altinoz, Cakiroglu, and Cop (2013, p. 12) defined TM more restrictedly as aiming to "employ the right person at the right place and at the right time". TM is a part of the whole structure of human resources (Meyers *et al.* 2013). Tansley *et al.* (2013) and Sonnenberg *et al.* (2014) argued that every organisation has its definition

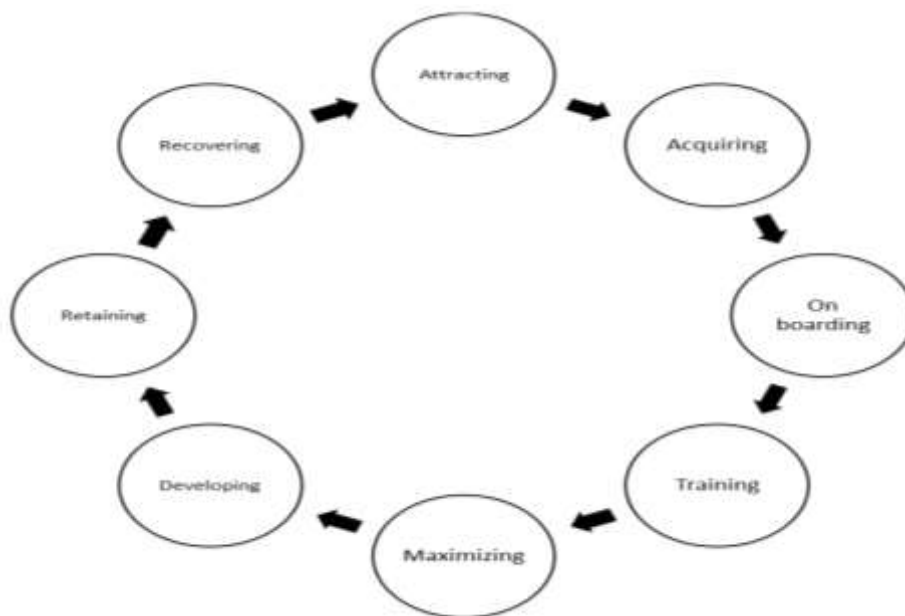
of TM depending on size and the company's culture, structure, and environment. As the definition of TM will change in the future depending on talent strategies (Sonnenberg *et al.* 2014), a definitive definition of TM still remains elusive.

The role of TM is to help all employees to work according to their potential (Buckingham & Vosburgh 2001 cited in Gallardo-Gallardo *et al.* 2013), and to focus on training and development of the employee (Meyers *et al.* 2013). It is debatable whether talent is needed in every position (Collings & Mellahi 2013), meaning to say that the organisation should focus on specific employees only, which would appear unfair to other employees. Sonnenberg *et al.* (2014) remarked that if the person does not understand that he is a talented employee, the TM system in the organisation will become useless, and thus, the TM concept should be disseminated throughout the organisation until it becomes a fundamental part of the culture.

Added to the above, TM practices described by the American Bankers Association and Corporate Executive Board (2009, p. 10) include, “culture and values, workforce planning, recruitment, training and development, coaching, employee engagement, high performance, rewards and recognition, succession planning and talent reporting”. Meanwhile, Stahl *et al.* (2012) explained that the practices of global TM are recruiting, training employees, performance assessment, rewards, employee development and succession planning. Furthermore, new TM practices consider career growth, better health outcomes and life actualization (Schiemann 2014). On the other hand, Stahl *et al.* (2012) and Al-Ariss *et al.* (2014) presented six principles for effective global TM which are shown in the figure below and they clarified that, in their view, the practices of TM are the functions based on the TM principle.

Al-Ariss *et al.* (2014) argue that TM systems should be integrated in every organisation, firstly, by defining what the most important roles are (the mainly strategic roles in the company) and secondly, by developing an internal human or recruitment function. Moving on to the theoretical approach on the cycle of implementation, Schiemann (2014) asserts that an effective lifecycle of talent is described in the diagram below, starting from ‘attracting’ and ending with ‘retaining’. This cycle will not work if one of these stages is omitted. The talent pool, Schiemann represents as sustained by ‘retaining’ and as supplying ‘recovering’ and ‘attracting’, although for the sake of simplicity this section of the original diagram is not reproduced in the figure below.

Figure 3-6 Talent Lifecycle



Source: Schiemann, 2014, p. 282

The American Bankers Association and Corporate Executive Board (2009) proposed that the TM system, when aligned with the organisation's strategy and surrounded with the TM practices

mentioned above, will result in the overall effectiveness of the system, which consists of employer of choice, competitive advantages, high financial performance and sustainable growth.

In the same line of study, Al-Ariss *et al.* (2014) proposed that if the organisation keeps developing their talent and increasing the source, it will gain competitive advantage over other organisations.

In terms of employer-employee relationships, Sonnenberg *et al.* (2014) advanced a theory called Signalling Theory, where TM practice reflects what the organisation expects from its employees and what the employees' expectations of their organisation are. This theory builds a relationship with the employees and is based on social exchange theory, where employees will start to change their behaviour especially their potential toward the organisation.

Talent Management Strategy

The strategic way of managing talent begins with the organisation's goals at first and not the human resource goals (Cooke, Saini, & Wang 2014). Promoting the current talent to the board of directors or using senior management leaders to set the talent agenda in the organisation will often help to improve the quality of talent practices in the company (Lewis & Heckman 2006) so this agenda item should be included in their regular meetings. Furthermore, many organisations tend to link strategy to talent through five-year plans (MacLeod 2008). Hence, it is important to link TM with the strategy of the organisation and disseminate these practices to all departments and employees.

Talent Management Practice

According to Hiltrop (1999), TM can be performed through HRM functions like recruiting, appraisal, training and rewarding. Hiltrop (1999) clarified that some human resource practices for

talented people are opportunities for training, developing skills, rewards, and recruitment from inside the organisation. So, there is a link between TM practices and human resource functions, consequently, organisations must begin to examine the efficiency of HR practices to meet the strategic requirements of TM systems, policies and practices (Taylor 2018).

3.8 Talent Management and Human Resource Management

It is stated in the literature that being innovative in HRM practices increases the productivity of the organisation (Ichniowski *et al.* 1995). The term ‘TM’ is now becoming more understood in both public and private organisations. Many countries are trying to enhance their HRM practices following the recovery from the economic crisis that commenced in 2008. Many researchers have tried to define TM but the debates on TM systems and practices continue in an intellectual environment where there is no agreed-upon definition of the term (Hughes & Rog, 2008; Lewis & Heckman 2006, p. 139; Schafer & Festing 2013). In general, we can describe TM as a unique function that integrates all of the activities and responsibilities associated with the management of the talent lifecycle regardless of geography, from attracting and acquiring talent to developing and retaining it (Schiemann 2014, p. 8). TM is one of the five challenges facing HRM over the last few decades (Minbaeva & Collings 2013). In addition, TM (TM) strategy is defined as applying technology approaches to run traditional HRM functions such as recruiting, development, selection and performance (Hughes & Rog 2008). There are two strategies of TM, one believes that every employee is seen as talent and should be developed and the second strategy termed “exclusive”, thinks that talent stems from a comparatively small group of people and the organisation should take care of them (Sonnenberg *et al.* 2014). TM systems have the capacity to develop better strategies toward the organisation (Smart 2005 cited in Gallardo-Gallardo *et al.* 2013) and help it

to reach goals when executives and managers care about their people resources. Some publications argue that talent is a natural and innate thing (Schiemann 2014) and some practitioners and scholars argue that they do not know if those without it can benefit greatly from training and education within an organisation (Meyers *et al.* 2013).

TM is now a new name for human resources (Lewis & Heckman 2006) although some studies like Meyers *et al.* (2013) described it as a part of HR. It has the same meaning as strategic human resources but it concentrates on HR and human capital at the same time while strategic human resources focuses on human capital itself (Minbaeva & Collings 2013; Torfing, Sørensen & Røiseland 2019). TM's main role is managing the employees' job flow through the organisation by first understanding the internal workforce (Lewis & Heckman, 2006) and assisting the employees to work to the best of their abilities (Buckingham & Vosburg 2001). TM focuses on development and training of employees (Meyers *et al.*, 2013). It is most commonly argued that TM should be aimed at employees in selected positions and not all employees (Minbaeva & Collings 2013) and the employee should be made aware that he is talented employee (Sonnenberg *et al.* 2014). Many of the research publications of this calibre were written in the field of management of industrial engineering. Additionally, a company's image comes from the people it hires (Mukherjee & Sengupta 2011), and the success of the organisation depends on them. The HRM functions of training, planning and rewarding can best determine the TM system's effectiveness as the current study attempts to demonstrate.

Regarding building talent, HR professionals should be involved and possess leadership skills to ensure that the recruitment procedures of employee resourcing are geared towards identifying the

right person and placing him/her in the right place. There is often a link between the implementation of TM practices and the HRM systems and procedures established in the organisation (Taylor 2018). TM practices should be aligned with the organisation so that projects can be executed for managing people, proactively managing retirements, leadership and employee succession planning (Groves, 2007), ensuring knowledge transfer and project alignment with organisational policies, and implementing rewards so that it has a positive influence on employees' behaviours. The following paragraphs concentrate on TM and HRM in the contexts of employee retention, recruitment, development and succession planning (Transley, Kirk & Tietze 2013).

Employee Retention

Staying in the organisation means that an employee is satisfied and, according to a study conducted by *McKinsey Quarterly*, the desire to stay is not just related to pay. On the other hand, the problem of retention could incur costs in the organisation because, as Goldsmith (2009) stated, many employees take their skills and experience from one company to a rival organisation. A study done by Amato and Herzfeldt (2008) found that younger generations have less loyalty and commitment to any given organisation. According to Hay (2001), one third of the employees examined were planning to leave their jobs and resign within two years. So it is very important to know why employees are leaving and the importance of expending efforts to retain them, especially talented people.

Employee Recruitment

Cooke *et al.* (2014) explained that some behaviours of recruitment such as TM practices involve the in-sourcing of expert employees to fill senior positions. Recruitment's main drivers are salary and wages, career opportunities, work roles, the company brand and co-workers (Hughes & Rog 2008). The TM System's contribution to TM will affect the recruitment activities (Hughes & Rog 2008) and a TM system can only begin when the organisation starts recruiting workers based on talent needs.

Employee Development

Preparing employees is an important aspect of any effective TM system. Cooke *et al.* (2014) mentioned that career planning, training employees, leadership programmes, mentoring and sponsoring of higher education are some examples of TM practices which are linked to an organisation's TM system.

According to Cappelli (2008), failure in TM is an ongoing challenge that affects the most critical functions of modern organisations. For several decades, TM has been the main focus of project managers in most organisations, and according to the case of the United States as presented by Cappelli (2008), the lurch from talent surpluses to talent shortfalls is one of the factors leading to dysfunctional execution of proposed plans and programmes. With the concepts of project planning, organisation, implementation and evaluation, Cappelli (2008) defined TM as the anticipation of human capital needs and setting out plans to meet such needs without causing an alteration in current systems of operation.

It is however noted that TM is limited by two distinct and ineffective factors: non-anticipated needs and overreliance on complex and bureaucratic models, which do not present accurate tools for project forecasting and succession planning. Based on these two constraints, Cappelli (2008) believed that this is the right time for organisations that want to objectively improve their levels of performances to incorporate new approaches to TM, while taking into consideration the higher uncertainty that businesses face in their respective locations. For example, by applying supply chain management, it becomes possible for businesses to mitigate the environmental uncertainties without possibly limiting their initial productive capacities. According to Cappelli (2008), firms that benchmark their performances on acquired lessons from operations and supply research studies can forge new models of TM suited to today's business realities.

With these ideas to improve individual's performance levels within and outside the organisation, Cappelli (2008) suggested four fundamental operations principles of TM. The operations principles, otherwise known as supply chain perspectives on project management are categorized based on the anticipated demand and risk of uncertain supplies. The first principle, make and buy to manage uncertainty, provides a benchmark for the cost of managing talent in an organisation. In this context, talent managers and respective companies must first understand the estimates of talent requirements and make immediate plans to hire from outside the organisation to cover any shortfall. Firms must also appreciate the view that not all the positions will be easy to fill externally unless there is proper timing throughout its management. This means that firms must, at all times, be alert about where to direct the resources meant for development. In general, the principle of make and buy to manage risks, recognises the fact that TM can never be an entitlement but rather an organisational investment (Berman, Bowman, West, & Van Wart 2019).

The second principle, adapt to the uncertainty in talent demand, appreciates the fact that companies can still find ways of adapting to challenges resulting from talent demand. Through succession planning (e.g. Brunero, Kerr, & Jastrzab 2009; Byham 2002), talent managers must be able to break up the programmes into shorter units for easier comprehension. For example, Cappelli (2008) presented a case where an organisation decided to bring individual employees and other organisational staff together on an eighteen-month functional training to enhance general management skills instead of putting the management trainees in a less functional three-year development programme. Such improvements can only be met if the implementing organisation settles on the option of creating an organisational talent pool that must be allocated among the various business units to control the needs that may arise

The third principle, improve the returns-on-investment aimed at developing individual employees, focuses on the ability of the organisation to motivate employees through improved payoff in order to share on the cost of project development (Collings & Mellahi 2009). This would mean requesting employees to voluntarily take part in additional assignments to boost the overall performance of the company. The second approach under this principle is for the talent manager to maintain proper connections with its former employees believing that at some point in time, some of the employees will return hence bringing back the amount of investment in terms of skills.

TM and Succession Planning

Literature defines TM in different ways a universal definition of the concept has yet to be proposed. Cappelli (2008) defined TM as the need for human resources and setting a plan for them. Blass (2007) contended that TM is all about additional processes for people by providing them with an

opportunity for further development. TM involves drawing the best from employees through employing and preserving the higher performing workers via a given approach. It is the practice of empowering the best employees internally, and it involves appealing to the most in-demand human resources within the workforce and incorporating them to be part of the firm (Michaels *et al.* 2001). It is the process of utilizing planned human resource strategies in order for firms to be able to achieve their objectives (Heinen & Neill 2004). Piansoongnern *et al.* (2008) referred to TM as choosing and retaining the right people for the right job at the right time, while Draganidis and Gregoris (2006) defined the concept as an ongoing process of identifying, managing and developing individuals in preparation for both current and future business operations. The whole process of talent development is concerned with establishing strategies to determine organisational needs to meet both current and future needs.

More importantly, TM involves determining the processes that can be used to measure competencies, developing technical tools and processes that can be used to improve performances, and establishing appropriate means to obtain and retain personnel who are critical to the organisation's success. Moreover, TM is also establishing the most convincing techniques to manage that part of the personnel which no longer fits into the system, and measuring the result of the outlined strategies for continuous updates and the refined delivery of higher performance. TM has received increased scrutiny from HR professionals in the past few years in the UK (Garrow & Hirsh 2008). A study showed that TM is the main concern of senior business executives and is established as one of the organisation's challenges and factors towards success (Ingham 2006) and competitive advantages (Taylor & McGraw 2004; Calo 2008).

Garman *et al.* (2004) argued that while TM is based on the need to reveal each person's potential by recognizing the necessity of training and retraining, succession planning recognises the need to satisfy the requirements of the organisation. Succession planning is based on the assumption that without fulfilling the majority of the requirements, there are higher possibilities that the internally developed staff will not be effective as required by the organisation. Succession planning and TM are related in the sense that the two concepts allow organisations to identify positions that are critical to success and the means through which the organisation's future requirements can be met without straining a section of the personnel (Shipman 2007).

In its simplest form, succession planning is defined as planning in order to get the right number of employees needed, and the quality of skilled managers to cover retirements, death, promotion and any new positions which may be created in the organisation's plan (Sambrook 2005). Succession planning is also defined as replacement planning which is finding a new candidate to replace an existing one (Kesler 2002). Succession planning consists of several practices like managing performance, training (Hastings, 2004), recruitment, development and retention (Crumpacker & Crumpacker 2007). Succession planning is an important element for accomplishing business strategies (Kesler 2002). A study showed that 80% of the respondents believed that succession planning is a factor, which contributes to business success and causes better performance although there are limited studies that linked succession planning for employees with organisational strategies (Taylor & McGraw 2004).

In the 1990s, the benefits of succession planning were not often clearly defined. Succession planning involves the process of identifying and empowering the internal employees of an organisation who possess the ability to take over strategic leadership roles. The main aim of

succession planning is to increase the availability of workers to take on or assume higher positions whenever there is a need. In the process of coming up with this programme, there must be clear goals for effective procedures and processes, which are core to effective succession planning (Greg 2000).

Succession planning starts with pointing out crucial management positions, which are spread all over an organisation from the lower echelons to the top positions in a firm. It does not just concentrate on one position but the larger management positions of an organisation involving several departments and sectors (Rothwell 2005). Succession planning is based on the founding presupposition that its objective is to identify a large group of talented employees, who are determined to be considered for higher positions and work to be empowered and strengthened for those positions. These will be different in accordance with the requirements of each position and development occurs strictly within job considerations.

In 1997, McKinsey stated that most of the succession planning practices had been a failure. Additionally, the steps of succession planning initially focus on attracting talent, establishing relations between the employees, defining what the future requirements are, and establishing career ladders (Sambrook 2005). It is worth mentioning that 10 years have to pass prior to obtaining the results of a succession planning programme (Sambrook 2005), and that small firms do not have succession planning as it is hard to retain employees and prepare a programme for them (Sambrook 2005). In public organisations, the problem lies in the fact that many employees retire and new employees join the organisation (Sambrook 2005). For every succession plan, the elements include a project sponsor, project facilitators or managers, team members, a business case, goals and

measurable objectives, milestones, assumptions, resources and risks (Garman & Glawe 2004). The elements must be brought together to complete the cycles of TM in order to boost the skills, knowledge and productivity levels of staff. For a typical organisation, the milestones are usually categorized into seven stages: identifying the goals and objectives; defining competencies; assessing employee performance; identifying candidates; accelerating development; building the support system; and evaluating outcomes.

Organisations, which manage their talent within projects, have been found to achieve a greater project success rate and reduced the risks associated with their projects. This gives such organisations a significant competitive advantage over their competitors. Aside from that, TM within a project includes career development, training and recruitment. Therefore, this means that TM actions assist organisations and enhance the performance of project management. The project objectives may be aligned with organisational strategies through TM efficacy. It is also important to mention that TM is essential in fostering innovation among project team members which therefore support successful project. In 2017,

In succession planning, Cappelli (2008) discussed the fourth principle attached to preserving the investment by ensuring a balance in employee-employer interests. Organisations and talent managers must understand that the most basic reasons why people leave certain organisations is that they have better opportunities in other organisations, meaning that talent development is a perishable commodity. Organisations must therefore preserve their investments by balancing the interests of employers and employees so that there is a platform for making advancement decisions.

3.9 Talent Management as a Strategic Power and Talent Management Practices

Strategic TM is defined as “activities and processes that involve the systematic identification of key positions, which differentially contribute to the organisation’s sustainable competitive advantage, the development of a talent pool of high potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and ensure the continued commitment to the organisation; this emphasizes the identification of pivotal positions as the point of departure for strategic TM systems” (Collings & Mellahi 2009, p. 311).

There are four types of employment, namely knowledge-based employment, job-based employment, contract work, and alliances/partnerships. Key positions in the organisation are not monopolized by the Top Management Team (TMT) as there are also lower-level key positions (Collings & Mellahi 2009). Developing the talent pool requires a focus on staffing needs and their development through the positions (Collings & Mellahi 2009). Ready and Conger (2007) showed in a study of 40 global companies that there is a lack of a talent pipeline into the strategic positions in organisations, which sets up barriers to growing any business. The literature also indicates lack of IT talent (Schuler *et al.* 2011).

An organisation’s success is indicated by having high-performance employees (talent) and a close alignment between human resources and business leaders.

TM systems should be applied to high performers rather than poor performers so that HRM can be differentiated. This should begin with defining the main and key strategic positions in the organisation which involve contributing to the organisation’s sustainable and competitive advantages (Collings & Mellahi 2013). Last but not least, it helps to develop the outcome of the organisation (Collings & Mellahi 2009). Pivotal positions can influence an organisation’s

activities, resources and decisions towards a sustainable business (McDonnell, Collings, Mellahi, & Schuler 2017). In order to boost TM capability, below are some practices which may help:

1. Effectively moving resources from current assignments to the next opportunities.
2. Identifying replacement candidates due to turnover or churn.
3. Creating broad succession plans across organisational boundaries.
4. Linking advancement and succession processes.
5. Stimulating adoption and the use of analytics among business leaders.
6. Making required investments in HR technology and proactively improving platforms.

There are some human resource practices that may be used for global TM initiatives such as planning and forecasting, staffing, training and development, performance assessment and compensation (Schuler *et al.* 2011).

Talent Management Practices in Recruitment

The demand for talented and skilled employees is increasing at the international level as it is crucial for gaining competitive advantages (Sidani & Al-Ariss 2014). At a global level, most international organisations are focusing on high-potential and high-performance employees. Many companies have different talent practices but the Gulf region has been largely ignored in the literature (Al-Ariss *et al.* 2014). On the other hand, some organisations still struggle toward managing their talented and high-potential employees in project teams (Joyce & Slocum 2012). They found that executives have the key responsibilities for managing talented people. According to Collings and

Mellahi (2009), companies are managing the talent of employees, who are unique and willing to make contributions to the organisation, as their skills and behaviours are relevant to the organisation's goals. It is mentioned in the literature that managing talent is becoming a challenge and many companies are failing to manage it effectively (Al-Ariss *et al.* 2014). Furthermore, TM, in some organisations, is based on the strategic opportunities of the firm.

According to Stahl *et al.* (2012) and Al-Ariss *et al.* (2014), there are six key considerations for managing talent which are: strategy alignment, internal reliability, cultural fit, managing employee involvement, the balancing of global and local needs, and employer imprinting through differentiation. Stahl *et al.* (2012) proceeded to explain the six principles as follows. Firstly, strategy alignment where TM processes and practices will follow the business planning process. When the organisation sets a strategic goal, the TM practices should serve the goal initiated. Regarding internal reliability, it means that all the talent practices should work together and there cannot be an exclusive focus on one practice while others are neglected. Moving on to cultural fit, the organisation should consider the core values in their processes like recruitment methods, appraisal systems, training and development practices. Fourthly, the company should involve not only the HR manager but also the managers at all levels in the TM practices of employee hiring, appraisal, development and retention. Furthermore, the organisations which have international branches should be prepared to adapt the company's strategy to the local conditions and customs of the host countries. Last but not least, organisations should differentiate themselves from rival organisations in order to protect and build their brand (Gallardo-Gallardo & Thunnissen 2016).

In the same line of study, Shall and Hall (2009) suggested that the talent of an employee should be measured by how loyal he is to his organisation and colleagues. Al-Ariss *et al.* (2014) suggested that TM practices should involve transferring the right message to the right people. Moreover, Cooke *et al.* (2014) examined TM practices across 125 companies in India and China and reported that there are no specific TM practices as TM is part of traditional HRM practices. They also found that incentive rewards are a key practice of TM in China. Furthermore, in both countries, educational qualifications is an important factor in a typical manager's promotion up through the management ranks. More importantly, the practices of recruitment, development, training, evaluating, and coaching will lead to superior performers and highly talented employees and therefore more effective TM should be part of HRM.

HRM practices like recruiting and selection (Lermusiaux 2005), succession planning and development need to be done expediently (Lewis & Heckman 2006). Regarding recruitment, its purpose is to select the best candidate for the job. TM is considered as an investment for the organisation, especially the recruitment process as it is the best way for building talent. Many organisations neglect TM because whenever they need a talented employee to fill a vacant role they will recruit externally. The strategy of TM is to fill key positions with high performers in order to achieve competitive advantages (Collings & Mellahi 2009). So if the organisation wishes to apply a TM system in its organisation, it should first identify the important roles and positions whose efficient execution will lead to competitive advantages. This will help in the recruitment process and also can improve employee retention. It is the way to obtain the required skills and knowledge that will add value to the organisation.

Recruitment can be conducted internally or externally. It can be argued that the organisation should focus on the minority of high performers in the organisation and not the average performers (Collings & Mellahi 2009). It is argued that recruiting high performers externally will increase career mobility and this will have a positive effect on performance as the new recruit will be pre-trained and will have the right experience (Collings & Mellahi 2009). Furthermore, an in-sourcing expert is another practice of recruitment, which involves filling the important positions with expert employees in low positions (Cooke *et al.* 2014). The talent pool strategy states that the organisation recruits employees in the present in order to fill strategic positions in the future. Others recruit the best people and then find a position for them.

Recalling the four types of employment which are knowledge-based employment, job-based employment, contract work, and alliances/partnerships (Collings & Mellahi 2009). Several drivers are present in a candidate's recruitment to an organisation including, remuneration, career opportunities, work policies, the company's market position, and colleagues (Hughes & Rog 2008). TM systems start when the organisation plans on recruiting employees (Al-Ariss *et al.* 2014). The system begins by identifying the main strategic roles in the company and after that, the internal human resources or external recruitment is developed. The Chartered Institute of Personnel & Development (CIPD 2012) stated that only 6% of organisations surveyed implement an effective TM system. Implementing a TM system is everybody's responsibility in the organisation (Dirmualdo *et al.* 2009 cited in Meyers *et al.* 2013).

There are many recruitment incentives in the labour market and they include, salaries and bonuses, the opportunity to learn new skills, company reputation, flexible working hours, the working environment, and work benefits. Some European organisations have additional company benefits

such as care for sick children, fitness classes, pick up/drop off car repair, and even vacations on the owner's farm (Lockwood & Ansari 1999). Those practices are distinct from traditional rewards and benefits such as training courses, job security, challenging work, and pensions.

Moving on to recruitment strategies, here are some examples: referral programmes where the organisation will call talented people and encourage them to suggest talented colleagues; advertising for specific skills; the organisation giving bonuses to people who respond to a recruitment email within a few days. For instance, the use of radio advertising, as it is one of the most effective tools; the use of international recruitment websites when global talent is needed; the use of video interviews in order to save costs (Lockwood & Ansari 1999).

Recruitment of Project Managers

The project manager is considered the chief executive of the temporary organisation; the project. His or her role is to set objectives, manage communication, manage risk, motivate the project team, and make decisions (Turner & Müller 2003). One of the challenges of a project is the project manager quitting prior to project completion. The project manager holds the responsibility of a line manager with reference to project team development, training and appraisal (Maylor *et al.* 2015).

Tools used in Recruitment

The job advertisement is an initial tool used in recruitment that helps both the employer and the job seeker in the selection process. There are some sources of recruitment like PMCD and O*Net

which refers to an HRM job analysis data. Recruitment and selection activities source both local and global human resources. The section considers some aspects of global TM.

3.10 Global Talent Management

There are several definitions of global TM that have been advanced by different scholars in industry and business (Lewis & Heckman 2006). The first definition describes global TM as the regular HRM functions with regard to the international context. Global TM is also defined as human resource planning and projecting staffing needs and giving special consideration to the type of employees needed in the future. Common to all of these definitions, are two important elements involved in global TM. The first one is the aspect of people with high levels of talent and the (International) HRM policies used to administer and address talent issues. Global TM thus involves the policies used to attract, develop, retain and mobilize people with high levels of human capital potential for current and future planning in organisations (Tarique & Schuler 2010).

Global TM activities are applicable to various categories of employees designed specifically to match the requirements of the workforce in global contexts. An example of global TM could be employees anticipating taking international assignments through cultural training. Despite all these factors and aspects, the main objective of global TM is creating new roles and jobs in order to fill pivotal positions in the organisation (Collings & Mellahi 2009). This is important in the creation of powerful talent to tackle all global and local issues affecting business organisations.

Barriers to Talent Management Initiatives

There are some barriers to implementing global talent initiatives, as noted by Schuler *et al.* (2011) which are:

1. Senior managers do not spend time in TM;
2. The structure of the organisation may set barriers toward sharing resources;
3. The middle- and front-line managers are not involved in the employee's career;
4. There is no system to identify the differences among employees' performance;
5. Managers are not involved in formulating the TM strategy of the organisation;
6. Shortage in the competencies in effectively identifying global talent;
7. Managers are not capable of implementing action effectively.

On the other hand, to succeed in implementing global TM initiatives there are some skills the organisation should manage and these include commitment, leadership, and the involvement of top management (Schuler *et al.* 2011).

Management of Talent in Global Companies

The demand for talented and skilled employees is increasing at the international level as it is very crucial in obtaining competitive advantages (Sidani & Al-Ariss 2014). As has been mentioned earlier on in this chapter, on a global level, most of the organisations worldwide are having to focus on performers with high potential. Many companies have different talent practices but as has been noted, studies of this calibre in the Gulf region have been largely ignored (Al-Ariss *et al.* 2014). On the other hand, some organisations continue to struggle with managing their talent and high

potential employees in project teams. Joyce & Slocum (2012) found that executives, rather than project managers, hold key responsibilities in managing their talented people. According to Collings and Mellahi (2009) companies are managing the talent of employees as their behaviours are relevant to organisation's goals and work activities, particularly those who are unique and willing to make contributions to the organisation. Literature indicates that managing talent is becoming a challenge and many companies are failing to manage them effectively (Al-Ariss *et al.* 2014). Furthermore, TM in some organisations is managed based on the strategies and opportunities of the firm.

Global Talent Management and Pivotal Positions

Global TM is defined poorly in the literature (Minbaeva & Collings 2013) owing to the expansive concept – basically, global TM, which involves the following: identification of high performers' contribution to the organisation's competitive advantages; and a talent pool of high performers and succession planning to fill these positions (Minbaeva & Collings 2013). Minbaeva & Collings (2013) estimate that approximately 20% of an organisation's staff is considered to be the top talent. A case study in Microsoft showed that performance suffered on a large scale when 20 of the top talents left at the same time. However, when a similar number left over a longer period, the performance level was not so adversely affected. Most organisations cannot afford to have high performers in all job positions, in addition, whenever an organisation has high performers in positions where they are not needed then this is likely to be a waste of resources (Minbaeva & Collings 2013).

It is not advisable to transfer individuals globally when seeking talent because a study conducted by Ernst & Young showed that the performance may fall by about 20% and take 5 years to return to its level. Furthermore, it has been argued that if the organisation aligns its talent with its corporate strategy, it can achieve 20% higher return on investment over a period 5 years (Minbaeva & Collings, 2013, p. 1770).

Global Talent Management Determinants

There are several factors which play an important role in the field of global TM. Two of the main drivers of how organisations are influenced by global talent dynamics and attempts to manage TM have been discussed in the context of HRM and global corporations. Farndale, Scullion and Sparrow (2010) argued that global TM is a necessary corporate response to the increasing global competition for talent, and willingness of employees to adopt new forms of international work mobility.

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Scarcity of Talented Workers

Many organisations across the globe are facing the problem of finding the right talent (Schwartz & DiMarzio 2011; Kavanagh 2010). According to a study by the World Economic Forum and Boston Consulting Group conducted in 2011, there is a scarcity of talent among many organisations worldwide and this has affected many positions within these organisations. For instance, the Manpower Group (2011) study indicated that 34% of business owners are not in a position to appropriately identify talents to fill positions in Japan, India and Brazil. This has inspired several organisations to create global TM processes to manage the condition.

Talented Workers and Shifting Demographics

Several studies have shown that the world population is changing. Existing trends shows that the population in developed nations is reducing and aging while in developing countries the population is increasing and youthful (Strack, Baier & Fahlander 2008). This has created different generations among the employees of an organisation thereby providing a challenge to the process of TM (Calo 2008).

Changing Work Attitudes

Several countries are witnessing employee attitude changes towards work (Erickson 2008; Gratton 2010). Initially, several employees could take up different positions within an organisation, a state of affairs which many organisations have invested in heavily. Many employees see this as one way of securing their positions. This tendency of employees to remain exclusively working for one employing organisation over a substantial number of years, however, has changed drastically in recent decades, with many employees shifting occupations more frequently and a good number of

them starting their own enterprises. Employee loyalty towards their leaders and organisations has also diminished (Korkki 2011). This has resulted in a change in the structure of work thereby making it hard for organisations and their human resource managers to retain their talented employees (Levit 2009).

Country Culture Differences

National culture is an important factor in HRM (Black 2005; Dorfman & Howell 1988; Rowley & Benson 2002). The working culture of a nation has a major impact on an organisation's HRM practices and how they are implemented (Gerhart & Fang 2005). In global TM, this is manifested in either the divergence or convergence of human resources practices across different cultures (Brewster *et al.* 2008). Cultural differences can thus have a positive or negative influence on TM practices

Talent Management and Global Talent Management in the GCC context

Project management concept of project completion has transformed in the last two decades, its extended now to the meaning of many perceptions like budget cost, performance, and customer satisfaction without affecting the culture of the organisation (Kerzner 2013). The best practice of methodology implication in the project indicates the success of the project (Kerzner 2000). There are many definitions of TM in literature review. The most well-known perhaps being that it is "the activities and processes that involve the systematic identification of key positions that differently contribute to the organisation's sustainable competitive advantages" (Al-Ariss *et al.*, 2014).

It is important to identify the talent needed for the organisation from the organisation's strategy. The major argument for TM in literature is the failure to manage the talent of the employees effectively toward the success of the organisation and its growth. Lack of TM theories is also an issue. A recent study done in the gulf region addressing the TM position by Sidani and Al-Ariss (2014), resulted in some concepts summarised below:

1. Different dynamics for local versus expatriate talent.
2. The region still lags in TM processes.
3. Female talent has picked up but still much needs to be done.
4. Traditional management styles in the GCC context pose an impediment to the development of a genuine TM process.

Also, Sidani and Al-Ariss (2014) developed a TM framework as presented below;

Figure 3-7 A framework for Talent Management in the GCC Context

A framework for TM in the GCC Context			
Institutional pressures	Organizational challenges	HR policies & practices	TM outcomes
Coercive	Balance between legal legitimacy and economic legitimacy	Decoupling	•Successful
Mimetic		e.g. creating shell companies	Efficient & effective TM process
Normative		Hire locals in non-key positions	Employee engagement
Other pressures		Two-tier HR systems	•Unsuccessful
		Strategic balance in TM	Less effective TM process
			Employee disengagement & high turnover

Source: Al-Sidani & Al-Ariss, 2014, p. 222)

Talent Management in Projects

TM supports projects and therefore achieves strategic initiatives. Managing talent in a project requires having employees with the skills to succeed. TM in a project is a process in which an organisation ascertains, develops, involves and retains personnel who are of a distinct value to the organisation (CIPD 2012).

The underlying role of project TM is to ensure the organisation is ready for the future through planning and cultivating human capital. TM in projects involves the needs of both the employees and the organisation. This is aimed at maximising the potential of employees and appreciating the need for maintaining key employees for the future of the organisation.

A fundamental assumption that TM is built upon is that there is some potential in every employee and all tactics should be applied to release it (Cannon & McGee 2007). However, there also exists another notion where there is a belief that top talent is inherent to only a few particular individuals and this is where a company's focus should be directed toward.

Talent refers to an individual's natural ability, which is different from learned or acquired skills. In the context of project management, talent consists of those characteristics which differentiate individuals who can make a distinct difference from the rest of the employees. These characteristics are usually linked with leadership roles or other senior positions (Ford, Harding & Stoyanova 2010).

Talent Management and Project Management

Organisations which manage talents within their project members have been found to achieve greater project success rates and have also reduced the risk associated with their projects. This gives such organisations significant competitive advantage over their competitors. Aside from that, TM within a project includes career development and training, and recruitment. Therefore, this means that TM actions can assist organisations to enhance the performance of projects and their project management of talent. The project objectives may be aligned with organisational strategies through policies and processes of TM efficacy. It is also important to mention that TM is essential for fostering innovation among project team members which therefore supports projects' sustainability and success.

Components of Talent Management Programmes in Projects

TM in projects within organisations involves several elements that hold significant potential to contribute to a sustained competitive advantage:

1. TM in projects ensures the development of skills to meet the needs of an organisation
2. TM in discrete projects also provides a solution to the skill scarcities of the future
3. TM in projects entices and retains talented personnel
4. It enhances an organisation's performance in the critical task of maintaining a competitive advantage

All organisations are encouraged to create their own TM programmes within projects in order to best address their own unique set of challenges and opportunities. This is the best way of facilitating growth and development. According to the CIPD's Learning and Development Survey, there are

two main TM practices, which are in-house development programmes and coaching programmes.

Other approaches include:

1. Leadership team support
2. Retention policy
3. Leadership development
4. Succession planning
5. Career planning
6. Workforce planning (see: CIPD 2012)

There are several additional approaches used in TM in projects including use of an executive talent pool, a search for future leaders, succession planning, and a blended approach. All of them are crucial in the development of talented employees for projects. Some organisations currently are focusing on developing talents for projects in order to take over from senior leaders who may be about to leave (Serrat 2010). This is an important aspect for all organisations if they hope to sustain growth and development. An organisation's hope of developing a competitive advantage depends on TM being in line with the organisation's set goals and objectives.

3.11 Talent Management, Knowledge Management, and Innovation Through Projects

Talent Management, Knowledge Management and Sharing Knowledge

In today's challenging and innovative market, organisations around the globe are increasingly realizing that knowledge is the main source of sustainable advantage (Soltanpana & Vaisi 2014).

Furthermore, KM is becoming a strategic choice for any organisation (Earl 2001; Geisler & Wickramasinghe 2009). The definition of KM, like most of the other management definitions, has numerous versions reflecting different viewpoints and contexts (Navimipour & Charband 2016). Nabeel Al Amiri , Ahlam Abu Shawali (2021) . TM as part of corporate strategy. Whether it's a police organisation or health and medical organisation or a retail group, the common factor in all of their TM policies is the same. Serving your customers with a top-quality service means, the encouragement of TM strategies and the creation of essential capabilities for talent recruitment development and training. Furthermore, it means putting in place required skills, competencies, and programs for those departments in the context of industry.

One of the definitions that fits the purpose of this thesis is given by von Krogh (1998), who referred to KM as “identifying and leveraging the collective knowledge in an organisation to help the organisation compete”. So the purpose of having KM is to gain more market share for the organisation. According to von Krogh's (1998) study, KM is applied to provide three outcomes. The first is to establish the existing knowledge and make it available to be used. The second is to improve the idea of Knowledge Sharing (KS) within the organisation and the third is to provide the systems and infrastructure needed to help achieve the first two goals.

The focus of this thesis on project management and TM makes it very important to understand how KM is related to the organisation and deployment of employees. The studies about KM in projects and large projects have increased over the last three decades (Calvo-Mora *et al.* 2015; Lindner & Wald 2011; Reich *et al.* 2014). Over the last 10 years, organisations have been experiencing problems of not having the needed skills and specialized personnel that can provide clear results

when implementing KM in projects and the possibility of having KM aligned with and being a part of corporate strategy (Brookes *et al.* 2006). Moreover, Desouza and Evaristo (2003) mentioned the problem of cultural considerations in which if all those issues can be solved, then the use of KM in projects will be more effective.

Based on the author's experience those cultural issues are still present in some organisations which causes them to continuously struggle with using KM. Some leading oil and gas operators in the UAE, for example, are taking serious steps towards solving these issues of cultural differences that leads to misunderstanding and miscommunication. ADCO which is a large oil operator in the UAE has had a position of knowledge manager advertised as an available job vacancy since 2008 (www.adco.ae). This demonstrates the importance of KM and these activities can be implemented to make KM part of ADCO's strategy. In addition, viewed globally, most large oil and gas organisations believe that implementing KM in their business will improve their work (Grant, 2013). Along with this viewpoint, oil and gas organisations are taking the perspective that KM has to be effectively implemented and over 70% of oil & gas organisations, according to one study, are seeking to put in place a KM strategy (Robinson *et al.* 2001).

One of the main important systems in any KM system is knowledge sharing (Amy 2004), an effective and valuable way to generate new knowledge (Tan 2015). The implementation of this powerful concept needs the full understanding of the drivers and barriers that can enhance KS implementation. In particular, managers' understanding of the barriers is very important to be able to identify potential solutions and effectively use the KS system (Alrawi & Hamdan 2011).

KS can be defined as “an approach in identifying, acquiring, applying, creating, developing, preserving and measuring the knowledge of the organisation” (Alrawi *et al.* 2013). Looking into what could motivate organisations and their people to share knowledge is important, but it is also helpful to define the concept of motivation. Motivation can be defined as the “internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal” (BusinessDictionary.com 2015). According to that definition, we should then consider the external and internal factors that motivate organisations and individuals to share knowledge and accordingly improve performance.

The external and internal barriers that can limit motivation are very broad, ranging from cultural issues to insufficient time and funding, lack of skills to share with the team, as well as a lack of leadership motivation (Alfazzi 2014).

Incentives in the area of motivation include, for example, rewards, promotion and recognition certificates (Burgess 2005). These types of explicit motivation are still under debate in the oil industry where some organisations look at them as important and valid motivation tools (Carrillo 2004). In some oil and gas organisations in the UAE, a system has been developed for sharing knowledge through company portals and meetings, and these elements are part of the employee’s final appraisal (www.adnoc.ae). Even so, some research studies are still failing to provide comprehensive empirical data that can support the claims around explicit motivation and KS (Yeşil & Hırlak 2013). In general, motivation using extrinsic and intrinsic rewards is considered to be effective and, under the appropriate circumstances and contexts, can enhance employees’ performance.

What is more important is, KM through sharing knowledge, can be performed by benchmarking and using the intranet to assist innovation success (Plessis 2007) and processes (Tarafdar & Gordon 2007). Studies show that KM contributes to improved organisational performance (Grant 2013). Seventy percent of UK companies implemented KM strategies by the end of 2002 (Robinson *et al.* 2001). KM supports continuous improvement, sharing important knowledge through communication, applying best practices, responding quickly to clients and developing new products and services.

The cultural barriers appear to be a neglected topic inspite of their effect on organisations' work and project performance. All employees should be aware that whenever they are working in or with a global organisation they will be encouraged to share knowledge among each other and this awareness should help to reduce the negative impact of conflict and miscommunication due to different cultures. According to some case study research published, in the *International Journal of Project Management* there can be a strong relationship between KS as a primary system of KM and overall project performance. Therefore, organisations should create an online portal for sharing knowledge between different parties, thus enabling them to conduct online conference calling and other virtual communication activities for discussing KM and project issues. Most managers and employees agree on the value that can be added to the project when using KS practices; but according to some research studies, only a small proportion of managers and employees are aware of how KS can be done most effectively (Lee-Kelley & Sankey 2008).

The concepts of KS and ambidexterity in projects are related to each other. From the definition alone, one can see that they are interconnected in various ways. The idea of exploring existing

knowledge and exploiting new ones is parallel to the fact that ambidexterity is deliberately designed to effectively use the opportunities of the current market along with the willingness to create new innovative ideas for gaining new market share. Knowledge is the main connection between both and a primary source of competitive advantage. Nevertheless, knowledge has to be project managed correctly to achieve the desired business advantage in the future. On this topic, Turner, Maylor and Swart (2015) examined ambidexterity as a knowledge asset that can be explored and exploited at the same time. So the connection between ambidexterity and knowledge is strong but has to be managed accordingly.

When a talented employee decides to retire or move from one company to another, all the knowledge he possesses will go with him. Therefore, knowledge transfer is very important especially when it is obtained from talented people. To explain, if the organisation relies on external recruitment of talent, it will lose the knowledge on the day that talented employees decide to retire or otherwise leave the organisation. Here, the strategy of building internal talent and ensuring the proper transfer of knowledge in the organisation cannot be overemphasized. The importance of KM and its contribution towards effective decision making in projects is therefore highly apparent.

Within the knowledge sciences, there are two main types of knowledge; tacit and explicit. Explicit knowledge exists, for example, in documents and databases and is therefore comparatively hard to lose (Grayson 1998). On the other hand, tacit knowledge cannot be noticed and may even be indescribable since it is located in the minds and experiences of employees, often as accrued knowledge, skills and work experience (Makhija 2006). So, organisations should seek to transfer tacit knowledge from its more talented people. The TM system of rewarding and encouraging

people through knowledge transfer will contribute effectively to adding value to the organisation. Social exchange theory states that employees willingly contribute their knowledge even when they are not explicitly rewarded for doing so (Hewitt 2006). In particular, tacit knowledge is very personal and may be especially difficult to transfer to younger employees. Here the main strategic responsibility lies with the Chief Executive Officer who ultimately is the executive principally responsible for knowledge transfer within the organisation (Thomas 2008).

In recent times, scholars have conducted empirical studies on how organisations need to organise their projects in order for them to benefit from innovation. However, it has been argued that most businesses still struggle to be able to deliver innovative solution in a sustainable manner primarily due to the strategic organisational architecture of their projects. According to Kaplan and Winby (2012, p. 12), organisation design is the growth creator today as a top management's role, and it relates to the design of the "organisational structures that lead to agile, flexible cultures that support lateral collaboration and rapid cycle time innovation". The challenge they have is "identifying what kind of organisational designs that will best support their business models and strategies "(Kaplan & Winby 2012, p.14). The authors described some organisational models that have been known to support and drive strategic innovation. One such model relates to ambidextrous organisations, which are conceived from the reality of modern day businesses with shortages in resources where functional managers are hesitant to assign staff and funds to projects that they identify risky and do not achieve short term performance metrics (Kaplan & Winby, 2012).

Specifically, the ambidextrous organisations design creates different units with structures, procedures and cultures that support the first stage of innovation (Hildreth & Kimble 2004).

Projects can also be organised as venture boards that stimulate the internal and external thinking in the firm with a flexible structure that concentrates on the goal of discovering, evaluating and driving development opportunities. Another provided is innovation councils that are made up of senior managers who enable functional, cross-business, and geographic decision making and coordination by offering support in relation to processes, as well as resources (Kaplan & Winby, 2012). Moreover, the perspective relates to cross group solution teams where they are self-directed and work together for a period of time aiming to identify new opportunities that combine the competencies of discrete business.

Projects supporting innovation

Organisations are able to create value through both internal and external stakeholders by relying on their shared intelligence and collective knowledge to produce best practices. A model that organisations may adopt in order to support innovation may be the Communities of Practice (COP), which relates to groups of important and strategic stakeholders with a shared desire for knowledge or practice area that interrelate often to learn from one another and enhance personal, as well as organisational goals (Hildreth & Kimble 2004). Most importantly, these models place emphasis on membership and team members that are meant to achieve the project deliverables. Project teams need to be comprised of individuals or groups with a shared objective of achieving the unimaginable. Such teams should be allowed to think outside the box through seeking internal and external knowledge. With innovation, organisations need to be willing to take significant risks, accept failure and be open to new and untried ideas. Therefore, there is need for project members to be allowed to communicate freely among themselves and with the organisation's stakeholders in order to share knowledge, as well as criticize their ideas (Sundstorm & Zika-Viktorsson 2009).

However, a project may support innovation, but may not support CSR and sustainability, thus there is a need to ensure that these projects also continue to deliver benefits to the project stakeholders for a period of time even when the financial resources have expired (Olaisen & Revang 2017).

Innovation distinguished from invention

Innovation is different from invention (Robertson 1967). Invention is creating something that has never been in existence before, while innovation is creating a new or developing something that already exists. Morton & Burns (2008, p. 270) defined the practice of innovation using a threefold distinction:

1. the process of bringing new and improved products and processes to joining the vast sea of market-business arena.
2. developing, adopting.
3. adapting manufacturing processes to enhancing productivity and product quality; and developing, adopting and adapting business practices to enhance the performance of the firm'.

Innovation is also defined as the creation of new ideas and knowledge in order to improve the performance of the organisation. However, innovation has not been discussed a lot in the literature on project management (Keegan & Turner 2002) and there is not much directly mentioned in the Project Management Journal or the International Journal of Project Management on the importance of innovation as a topic (Keegan & Turner 2002).

The importance of innovation is to maintain the company's competitive advantage in the market and make improvements. Innovation consists of discontinuous events and has many stages

(Robertson 1967). Innovation starts in the organisation when it is affected by its past events resulting in the readiness and ability to adapt to new ideas and practices. This process has been conceptualized through a set of stages of innovation known as path dependency theory (Coombs & Hull 1998; David 1985, Liebowitz & Margolis 1995). It is often said in the literature that project based organisations can be considered innovative because projects always have something new in their processes or products (Keegan & Turner 2002). New technology is one of the most important resources for innovation along with networks of collaborators, vendors and clients, since they also influence the idea creation process (Zeleny 2012). Likewise, of great importance is top management's vision which is necessary for the organisation to accept the need for change and provide all the support required for adaptation and creativity, such as human and financial resources (Dong, Bartol, Zhang, & Li 2017).

Moreover, the fourth industrial revolution set forth by technological advances augmented by virtual reality, the Internet of Things, ubiquitous connectivity and tracking, big data, and 3D printing, among other developments created a perfect storm for strategic human resource management. The SHRM literature has long recognised that to leverage strategic human capital, organisations must effectively acquire or develop, then deploy employees to best apply their knowledge, skills, and abilities to tasks and processes in line with a firm's strategic needs and changing environmental conditions (Lepak and Snell 2002; Becker and Huselid 2006; Bassi and McMurrer 2007; Wang, Jaw and Tsai, 2012). Over the past decade, there has been a tendency for firms to respond to rapidly changing resource demands by 'poaching' readymade talent from competitors in order to address immediate talent needs (Amankwah-Amoah, 2018). However, this approach rests on the assumption that the required skills are readily available within the market and can be "poached" or

stolen from other firms or competitors, but due to the fact that many of these skills are new and did not exist 10 years ago, (Baldassari & Roux; 2017) poses a new challenge to the firms to nurture these skills in-house. Consequently, it is reasonable to assume that the extent of disruption triggered by Industry 4.0 requires a broader and more holistic talent management solution than simply plugging talent gaps through more intensive lateral hiring. (Journal of Management Development 2018)

Based on Roger (1995), there are three forms of innovation: an idea, practice or purpose. It is essential that an organisation's managers and employees understand the type of innovation it is embarking upon and what that potentially may involve, so that they can plan and manage the initiative successfully. Furthermore, the level of innovation can vary from radical, through to architectural, modular and incremental (Henderson & Clark 1990). Each level has different effects on the organisation, especially when comparing radical and incremental programmes. The most popular is incremental innovation which is "doing what we do, but in a better way" (Tidd 2006, p. 3072). Alexander and Von Knippenberg (2014) stated that incremental innovation causes small jumps in the process with more learning progression. For a radical innovation, which occurs both at micro and macro levels, it is essential that all stages are achieved. Whereas for incremental innovation every step is a success in itself, which may explain why authors such as Wagner, Morton, Dainty & Burns (2011) found that incremental innovation is more often successful. Taking into account the need for different levels of innovation over time, Plessis (2007) argued that using both radical and incremental innovations results in innovation success.

Innovation diffusion adopted through project management

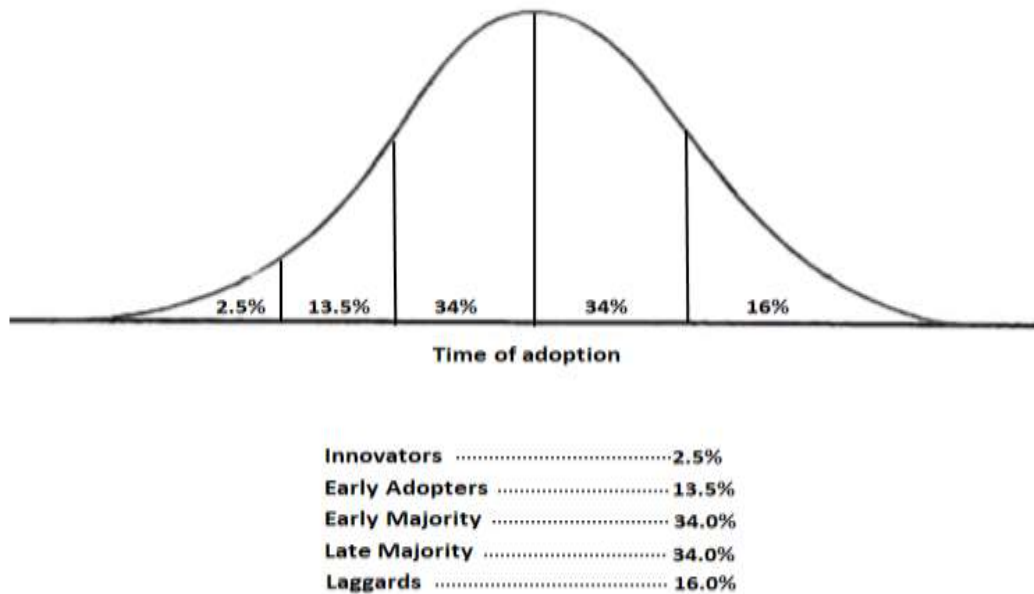
Managing project efficiency is an important contributor to achieving the project's goal and innovation success (Chamberlin, Doutriaux, & Hector 2010) and therefore innovation projects are characterized by a certain amount of pressure on reaching the end with effective outcomes. Innovative projects have a particular nature of uncertainty and vagueness and always require collecting information and sharing knowledge to solve problems. Top and middle management should ensure that there is a supportive atmosphere for innovation initiatives in the organisation since this is an essential element for any innovation to be implemented smoothly. Furthermore, traditionally project management used to be considered as primarily about operational effectiveness, but now the view has changed understanding its role as closely connected to strategic positioning. The literature does not discuss innovation in government and not-for-profit service organisations to the same extent that it addresses products and services in companies. Managing innovation in services organisations involves sets of processes for idea gathering, transformation, development and implementation. Managing an innovation project team effectively, and especially the communication, are major contributors to project success (Hoegl & Gemuenden 2001). One of the main success factors associated therefore with innovation projects is teamwork (Hoegl & Gemuenden 2001).

The theory and practice of innovation

Early accounts of practices in company innovation, refer mainly to product development (Porter 1988). The concept of innovation diffusion is somewhat broader than this and includes the process of communication and transferring of ideas (Wagner *et al.* 2011). The first stage of development of an innovation often occurs when the idea is shaped and adapted due to a decision to change.

Innovation diffusion has been described as the development of new ideas and implementing these ideas over time through involvement in connections with others, within an organisational setting (Van de Ven 1986). Precisely how the idea is communicated and processed in the social system constitutes the basis for its diffusion and subsequent implementation in the organisation (Zeleny 2012). Innovation researchers have examined how decisions are made and how employee attitudes are influenced and change over time in relation to the success of particular innovation initiatives (e.g. Roman 2003). Innovation diffusion has been a significant area of academic and practitioner interest since the 1960s (Munray 2009). Large organisations are more likely to experience difficulties with diffusing innovation throughout the organisation, whereas this can be less of a problem for small organisations (Freitas 2008). Battisti and Iona (2009, p. 1337) found that ‘as establishment size increases, the degree of adoption of management practices increases at decreasing rates’. The process of innovation diffusion consisting of initiation, adoption and implementation is shown in the diagram below (see Figure 10) which describes innovation in marketing (based on Rogers 1995; Thompson 1965; and Pierce and Delbecq 1977) and also considers modifications to the main model of diffusion prevailing in the 1970s (Islam 2006). The graph is a normal curve of innovation diffusion with time, initially suggested by Roger (1967) and repeatedly supported and advocated by various scholars, such as Meade & Islam (2006).

Figure 3-8 The process of innovation and the diffusion of innovation



Source: Robertson, 1967, Fig. 1, p. 16

Opportunities and drivers of innovation diffusion

The main drivers for innovation, as stated in the literature include culture & process (Schlegelmilch, Diamantopoulos, & Kreuz 2003) and R&D (Sundbo 1997; Frances *et al.* 2009). Furthermore, availability of resources (Bodo 2003; Fortuin Batterink & Omta 2007), communication, collaboration, customer focus and ability to choose the right idea (Fortuin *et al.* 2007). Other relevant drivers include: management support fits with company vision, staff – motivated workforce, and customer-focused innovation. Moreover, individual managers are also considered as strong drivers for innovation diffusion and company success.

A major barrier for innovation success is the organisation's internal environment (Conceição, Heitor, & Vieira 2006) such as the work environment and the culture, financial capability and degree of risk, capability level for organisational change, and co-operation between team members (Oaorhon 2013). Lack of organisational flexibility is often a barrier for innovation (Conceição *et al.* 2006) too, in relation to the external environment, is the lack of receptivity by customers. The main enabler for innovation success is people applying new technology (Zeleny 2012).

Critical Success Factors for innovation projects

It is commonly asserted in the literature that the basic criteria of project management success are meeting time, budget and quality (Atkinson 1999). Inevitably, there are other CSFs associated with project success. CSF is defined as the capability of project management to achieve both strategic (planning phase) and tactical aspects (action phase) (Pinto & Slevin 1989). In summary, CSFs are the internal and external factors assisting in gaining competitive advantages. Consequently, an organisation's senior management, together with project managers, should be aware of key CSFs in order to achieve project success.

There are two main types of CSFs which are internal and external factors. External factors address the opportunities and threats in the market while the internal factors address the abilities in the organisation. Furthermore, the main success factor in a production line such as food process, is R&D (Frances, Fortuin & Omta 2009). Applying new technology in the organisation enables people to be more innovative (Zeleny 2012). Furthermore, the organisation structure, relationship between supervisor and staff, are all important (Evan & Black 1967); Leadership (Guimaraes, Brandon, & Guimaraes 2010), culture and change management are also significant elements for

innovation project success (Wagner *et al.* 2011). Guimaraes *et al.* (2010) proposed that technology management, competitive intelligence and leadership style are the fundamental CSFs, specifically for innovation projects.

Understanding internal Critical Success Factors for innovation diffusion

Organisational support and resources have a positive effect on the process of innovation diffusion. Differences in sources and channels affect the stages of diffusion as well (Nilakanta & Scamell 1990). Human resources play a vital role in innovation diffusion (Chamberlin *et al.* 2010) and training is considered an important factor for innovation diffusion whenever technical complexity and task interdependence are high (Sharma & Yetton 2007). Internal success factors influencing innovation success include the reduction of decision-making uncertainty. This has been found to be supported by a positive organisational climate that encourages information gathering, diffusion and processing. In these ways, managers and employees become more knowledgeable about the market circumstances (Van Riel, Lemmink & Ouwersloot 2004). As innovation becomes more central to competitive survival and growth, the organisation's climate and communication within the organisation are critical for both innovation diffusion and market success (Talay, Calantone & Voorhees 2013). The resource-based view of the firm, since the outset of the theory's development, has acknowledged the significance of the management of information through information collection, transfer and usage. Last but not least, tangible and intangible resources are considered in the resource-based view to be essential internal success factors for innovation diffusion to occur (Barney 1991). R&D is a crucial factor for innovation in many industries, and has been prioritised in many KM initiatives, for instance, food production companies. Frances *et al.* (2009) emphasize the importance of innovation diffusion for satisfying customers' needs. Organisation culture is also

a significant factor influencing innovation and project success (Wagner *et al.* 2011). Moreover, process innovation has numerous factors associated to its success like the degree of centralization, an organisation's size, relationships between managers and staff and the overall degree of change acceptance (Evan & Black 1967). Effective innovation depends on choosing a good project manager and team. Both are critical for fulfilling the objectives of projects and project success (Shenhar & Dvir 2007). It should always be beared in mind by researchers and practitioners that it is not easy to manage innovation projects especially product innovation where the literature reports only one in four innovation products is eventually successful (Evanschitzky, Eisend, Calantone, & Jiang 2010).

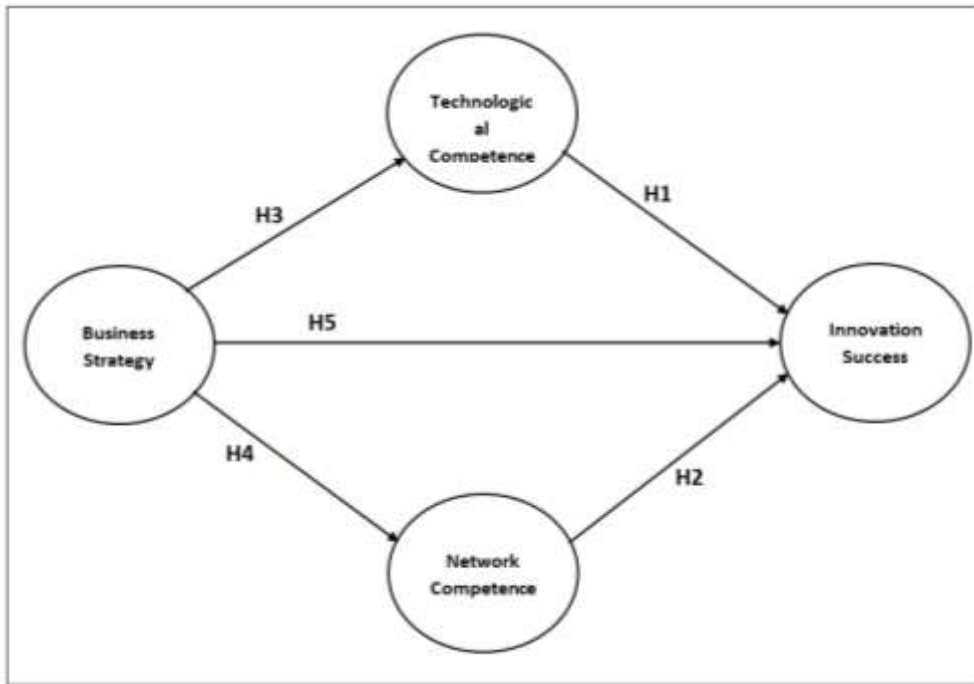
External and internal drivers and opportunities for innovation at project level in the organisation.

The environment of the business is the main external factor for innovation diffusion (Roman 2003) and network competency is also considered to be an important factor (Ritter & Gemünden 2004). Internally, the factors of innovation success depend on the productivity and competencies of human resources working for the company.

Conceptual models relevant to innovation diffusion

The literature has indicated many factors and many hypotheses have stated the links between CSFs and innovation diffusion (Wejnert 2002). Ritter & Gemünden (2004) produced the framework presented below to explain that setting the business strategy and implementing it correctly is mediated by technological and network competencies resulting in innovation success. The authors considered technological competence and network competence as technological factors.

Figure 3-9 The impact of a company's business strategy on its technological competence, network competence and the resultant innovation success

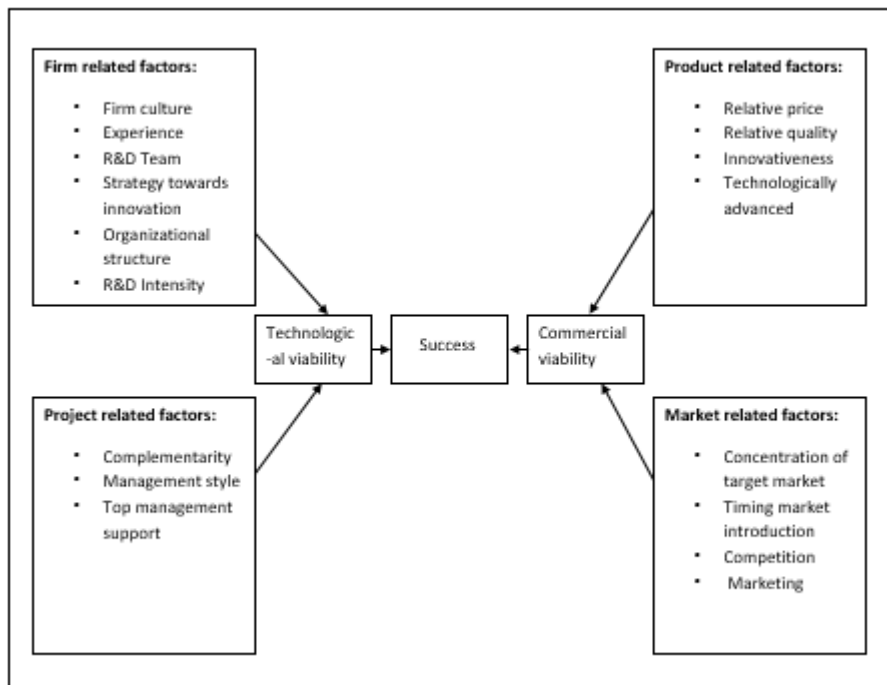


Source: Ritter & Gemünden, 2004, p. 551

Studies over recent decades show that technological internal factors and external network competences are critical factors for innovation success and the application of new technology has been found to have positive results for innovation. In essence, setting the business strategy in the organisation and implementing it correctly in relation to technological competences (internal factor) and network competences (external factor) will lead to successful implementation of innovation projects. Technology, however, is not the only effective factor contributing to innovation success. HRM is an important factor when implementing the technology since without trained human resources, the organisation will find it more difficult to implement the innovation

successfully. Technology is considered to be a central mediating factor for innovation success in terms of technological and commercial outcomes.

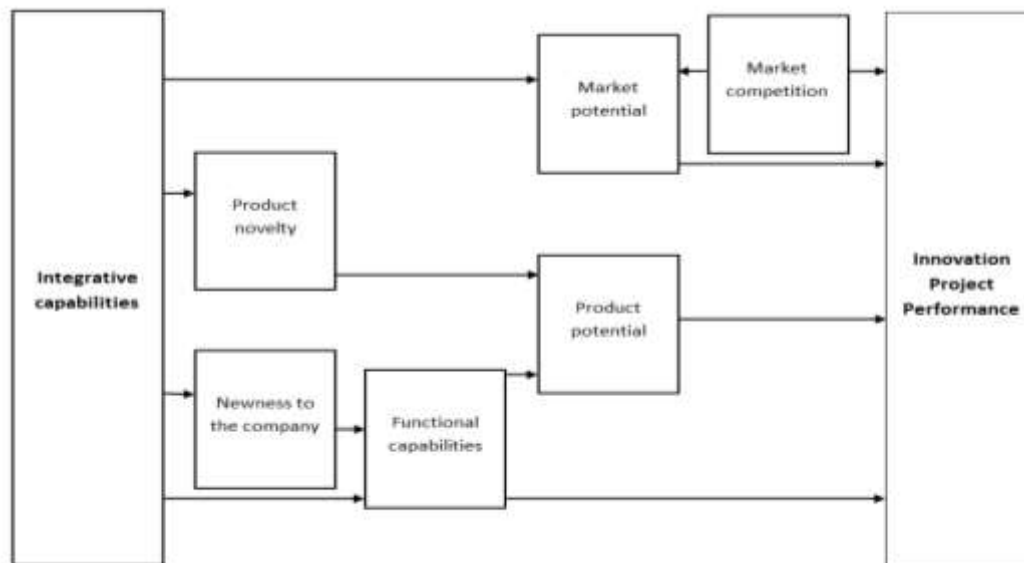
Figure 3-10 Critical factors for innovative success: Technological and commercial viability



Source: van der Panne *et al.*, 2003, p. 312

The framework above explains that there are two main types of capabilities affecting an innovation project’s success which are technological and commercial viability. For technological viability, there are two CSFs which are firm-related factors and project-related factors. In addition, commercial viability has product and market related factors which are considered as external factors affecting the success of innovation projects.

Figure 3-11 A conceptual model for innovation projects



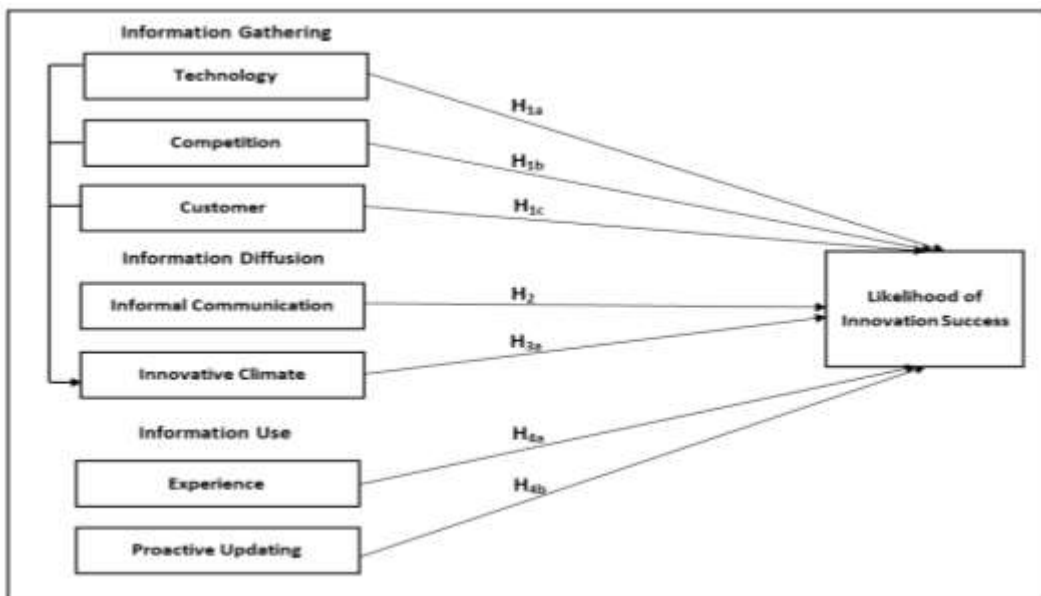
Source: Liu *et al.*, 2014, p. 182

The conceptual model, developed by Liu, Kemp, Jongsma, Huang, Dons and Omta (2014) and presented immediately above, illustrates how different CSFs interact to influence the success or failure of an innovation. The model was developed to illustrate the effect of key success factors on the success of innovation projects in the context of vegetable producing companies based in China. In particular, the model illustrates the interaction between integrative capabilities and functional capabilities of an organisation, as well as other market factors that influence the ultimate performance of an innovative project.

Integrative capabilities help in the identification of new opportunities for innovation by checking and utilising external sources of information. Communication, team interaction, and KS, all constitute important aspects of a firm's integrative capabilities. The success of an innovation project largely lies on the quality of communication, interaction among the innovation project team

members, and the level of KS (Liu *et al.* 2014). Communication occurs between the members of the team, as well as between the project team and other units in the organisation to help diffuse the innovation. Functional capabilities further help in transforming the innovative ideas into new and unusual products or services that appeal more to customers. The resources available to support functions such as R&D and the willingness of the management to utilize such resources also determine the success of any innovation. The model further illustrates that an innovation project becomes successful after some good business performance is realized and not simply on the completion of the project.

Figure 3-12 Conceptual Model



Source: Van Riel *et al.*, 2004, p. 352

An emerging but very practical framework published in the literature by Van Riel et al. (2004) concentrates on the relationship between information gathering, diffusion and use to innovation success. It shows that there are different factors affecting likelihood of innovation success based

on the diffusion of information through communication and climate. To explain, high technology organisations achieve success through managing knowledge in ways that involve gathering, diffusing and using information (Van Riel *et al.* 2004). Another model of innovation diffusion suggested by Wejnert (2002) stated that there are three main things contributing to diffusion which are characteristics of the innovation itself, as well as characteristics of the internal and external environment.

Successful organisations in the region and around the world are realizing that Knowledge is power. Due to that realization, KM and knowledge diffusion within the organisation are considered matters of high importance. KM enables the organisation to gain a competitive advantage in the market. Identifying existing knowledge and treating it as a company asset and then disseminating knowledge among employees is considered best practice in business and management. KM increases organisations' productivity and helps to contain costs.

Knowledge can be managed in two ways, nurturing existing knowledge and gaining and creating new knowledge. Therefore, companies should motivate their employees to share their knowledge and must remove any obstacles that can prevent them from doing so, be it cultural obstacles or funding related. Organisations can make good use of the internal tools available such as intranet which will lead to improvements in overall performance. Knowledge must be properly managed and transferred systematically from experienced employees to less experienced ones.

KM assists organisations to create value by harnessing their employees' and stakeholders' collective knowledge and shared intelligence. The attainment of innovation inside the company will occur when the company is willing to take risks and accepts failure and be open to trial-and-

error practices. It is important for organisations to unleash the power of seamless communication to let their employees communicate freely to share their knowledge, through teams and projects.

Most available research and current knowledge on TM have been concentrated and produced in the North, (Europe and America). Therefore, very few research studies have been conducted in the Global South countries and thus current knowledge of TM is insufficient. This research was an attempt to shed light on the current TM practices in the UAE (a GCC country) which partially covered an existing gap in the TM knowledge of the Global South countries, as the UAE is considered geographically part of it. This thesis mostly benefits current and future researchers who are seeking to gain an insight on TM within public organisations (mainly police) in the UAE. Its importance, as far as, the findings and recommendations are concerned, stems from the fact that all 6 GCC (Gulf Cooperation Council) member states share a common culture and similar circumstances .

Furthermore, there is an overlap and some similarities in work culture and practices between the GCC countries and other north Arab states. And as such, this thesis can be useful as it contributes to a better understanding of TM practices elsewhere. Additionally, the existence of MNC's in the UAE has also contributed significantly to, and benefited from the UAE's culture and work ethics. It is seen as a two –way street.

Notwithstanding the cultural differences in each country, this thesis can provide a good understanding on the inside workings and procedures of the vertical market of policing work, all

over the world. As the issues and concerns faced by police departments can be more or less similar in nature anywhere.

Moreover, this thesis disclosed a positive relationship between the TM system and practices of TM such as recruiting, preparing and staying. Additionally, the studies revealed that involving management in the recruitment process improves the processes of developing knowledge and skills and that linking the TM system with an organisation's strategy will increase retainment and employee involvement.

CHAPTER 4: METHODOLOGY

4.1 Introduction to Methodology

The research for this thesis primarily uses a qualitative research design and methodology. Corinne Glesne (2011) pointed out that qualitative and quantitative research designs are similar in so far as they both state a goal for the research by identifying a research question, choosing a research area and appropriate methodologies, designing a framework with a time limit for the empirical study, and selecting methods for collecting and analyzing data and evaluating them to answer the research questions. Quantitative methodology is also an important and frequently used approach in the strategic management and project management fields (e.g. Greeckhamer, 2008), and as such, it was used to conduct an initial analysis of the evidence for TM in the police force in the specific context of just one of the seven emirates in the UAE (Sharjah).

Qualitative interview research has been used over the last few decades and has been found to be a very supportive method to gain the required knowledge of a particular subject (Kvale & Brinkmann, 2009). In the present research, two main types of information were used, primary and secondary. The primary sources were collected mainly from interviews with employees working in the police and the majority of them were in supervisory and head positions (Shah & Corley 2006).

Contribution

Blackburn (2001, Fig. 1., p. 998) describes the process of research design as involving literature and empirical material, leading on to assessing validity and reliability as well as eventually, dissemination and publication of the work. Blackburn emphasises that to understand, review and discuss the literature, the student collects the relevant general, project management and other research information in a systematic and planned way, which requires a diverse range of skills and behaviours. In designing and executing the empirical study, the student retrieves relevant literature, as well as possibly writing publications and consulting or conducting other related research studies, to strengthen the overall design, line of argument, and appropriate inclusion of intellectual content. As an example of effective research design of the data collection, analysis and dissemination stages, Blackburn presents, in a flow chart: ‘semi-structured interviews and focus group meetings with practitioners’ for rational argument, leading on to ‘collection, management and interpretation of the data’, and finally, ‘analysis, triangulation and dissemination of the data.’ With reference to the overall research design and process, Blackburn notes that work on the literature review and assessment of reliability and validity continues up until the completion and communication of the research.

4.2 Research Strategy

This research has looked at the concepts of TM, KM and PM and how these are applied to TM, knowledge transfer and sharing recruitment and selection of employees, coaching, training, discovering and elevating talent within several organisations, in public sectors. This was done using both qualitative and quantitative research methods that aim to address the main objective and research questions of this field that is investigated.

The following questions were used for achieving the aim:

1. Do organisations which manage talents within their project teams achieve greater project success rates and reduce the risk associated with their projects?
2. Does TM within a project include career development, training, recruitment and enhance the performance of PM?
3. Can the project's objectives be aligned with organisational strategies through TM initiatives?
4. Is TM capable of fostering innovation among project team members which can also support the project's sustainability and long terms success?

This research study was conducted by way of interviewing and surveying both officers and senior managers as well as junior level administrative staff at all levels of the organisational hierarchy.

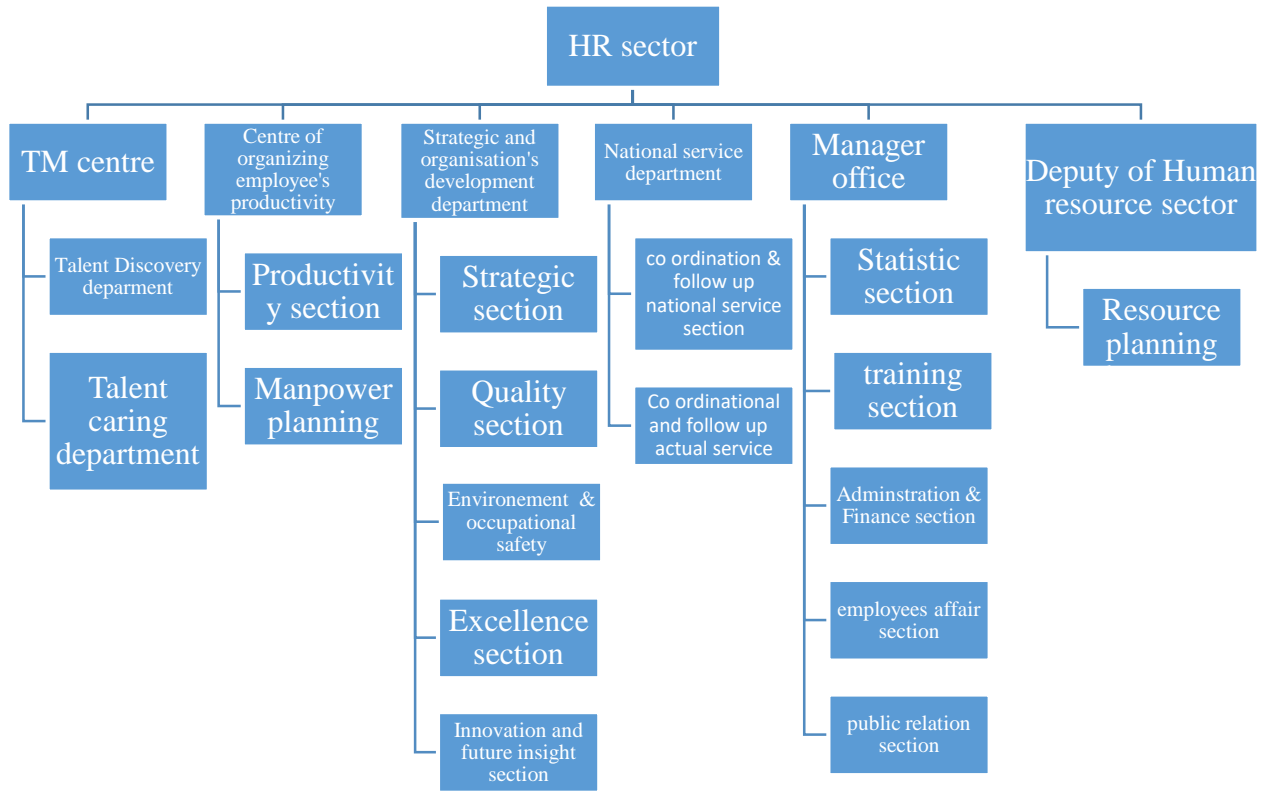
Also, it required interpreting how each manager or supervisor describes and relates to all these concepts and acts upon them. For example, the concept of knowledge sharing was understood in distinct ways by different HR professionals, as well as the concepts of TM, PM, coaching, and training. How the different managers knew and acted upon TM and its related concepts and their approach to achieving good results all required understanding and interpretation by the researcher.

The analytical tool used to understand the phenomenon of PM in TM was empirical by way of observation to actual life situations and interviewing specialist managers in the fields, plus looking at relevant past literature on the subject field. The methods used include retrieving and reading relevant literature, conducting digitally recorded interviews which were later transcribed and analysed. Actual life situations were examined and studied (4 organisations) as far as TM and PM in TM were concerned.

Sample Selection Criteria

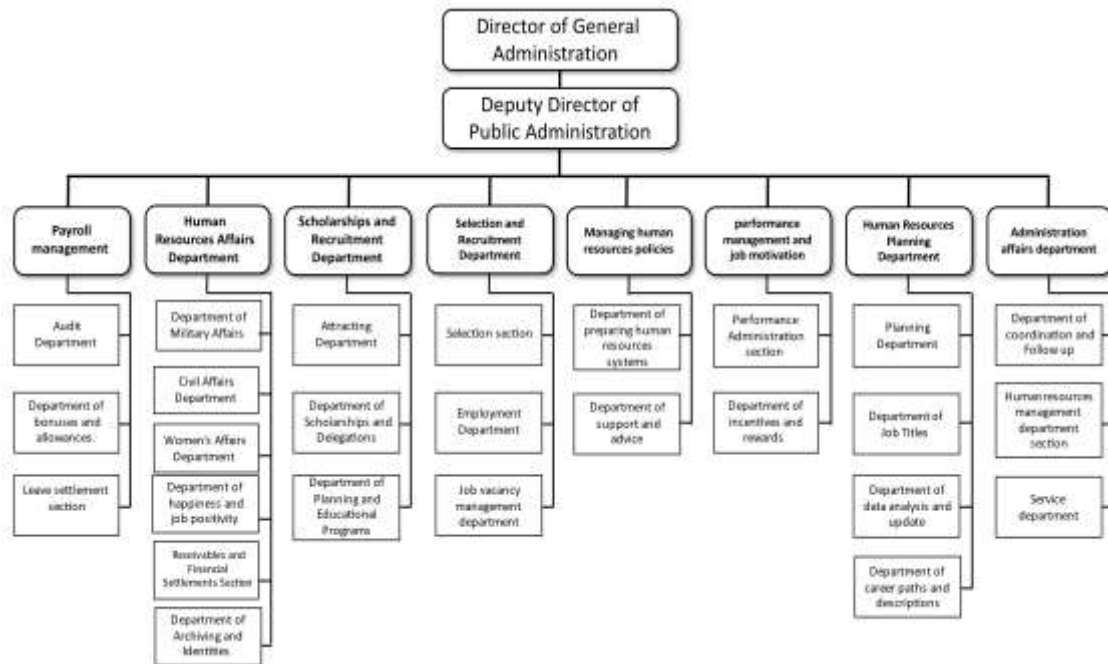
The organisations which were studied and their TM practices examined are: The Abu Dhabi Police Force (ADPF), the Dubai Police Force (DPF) and the Sharjah Police Force, (SPF). These organisations were selected. The following figure (Figure 4-1) is the current representation of the Abu Dhabi police organisational structure while Figure 4-2 illustrates the Dubai Police organisational structure.

Figure 4-1 The Abu Dhabi Police Force organisational structure



Source: Headquarters of the Abu Dhabi Police

Figure 4-2 The Dubai Police Force organisational chart



Source: The Dubai Police website

While considering the above organisational structures the researcher developed the most appropriate sample selection for achieving the aim and the objectives of this research. Therefore, 12 individuals who are directly involved in the hiring and recruitment training of staff members were selected considering their positions. Firstly, in the Abu Dhabi Police taking a top-down approach and the fact that there is a dedicated TM section looking after talent and discovering it, the researcher selected two managers, one branch manager, one section manager and one administrative worker. It is important to mention that the Abu Dhabi Police has a database for talent within the organisation which shows the organisation's awareness about talent management and its importance. The minimum years of experience is five and most of the participants were above the age of forty. Table 4-2 describes interviewees from the Dubai police from different departments that have dedicated roles for talent management. Most of the interviews were aged thirty-nine and

above with more than four years of experience. Similar to the Abu Dhabi Police interviewees ranged from higher levels to lower level. This was done in order for the researcher to understand the perception of the different levels of management in both organisations. Finally, the below tables describes participants rank, responsibilities and years of experience.

Table 4-1 Interviewees in the Abu Dhabi Police Rank	Responsibilities	Years of experience	Age
Captain A	Manager of Talent recruitment	15	45
Administrator E	Administrative work	5	40
Major M	Section Manager	17	44
First lieutenant	Branch manager	6	32
Staff Sergeant A	Manager / Talent discovery	10	40

Table 4-2 Interviewees in the Dubai Police

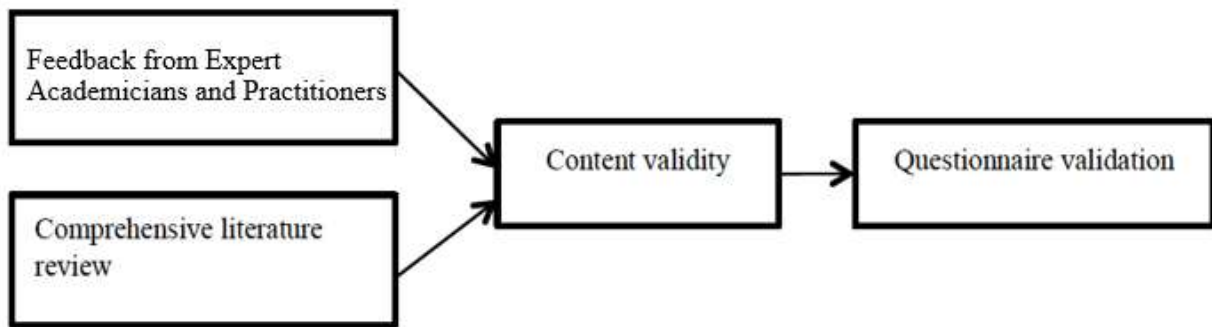
Rank	Responsibilities	Years of experience	Age
Colonel A	Head /Future Study Centre	20	47
Captain B	Data base manager	14	41
Major M	Innovation Centre Manager	10	38
2nd lieutenant	Talent caring manager	4	30

Ist lieutenant A	Innovation officer	6	29
Sergeant A	Talent data admin	4	34
2 nd lieutenant	Talent discovery/training	4	31

4.3 Research reliability and validity

The researcher has empirically studied a group of organisations and investigated their procedures and practices as it relates to employee retention, training, and TM of TM (The observed variables). Organisation. The types of validity, such as internal, content, criterion validity, and construct validity have been considered. The internal validity includes the capability of the questionnaire to measure what it needs to measure. The content validity criteria were met by the questions in the questionnaire itself, and whether these questions were able to measure and uncover the concept of a project management in TM. The questions mentioned in the questionnaire constitute a set of meaningful measurements. As shown in Figure 4-3 the content validity is summarised for this research, first by obtaining content through comprehensive literature review and then through feedbacks from expert academicians in the field and practitioners.

Figure 4-3 Content Validity



The pilot study and the personal interviews (Abu Dhabi & Dubai Police) and surveys (Sharjah Police) were later summarized. Then the data gathered from the interviews was analysed based on elements of behaviour, performance and productivity, and the result was expressed in the form of recommendations for future research and for decision makers. The data for some question items was reverse coded because they were considered as negative questions. Then, a reliability test was performed using Cronbach's alpha coefficient and it was found to be 0.943, as shown in the table 4.3 below; this result is considered to indicate a high level of reliability, where no item needed to be dropped and deleted. (Refer to section 5.4 TM in a UAE police organisation – Findings from the quantitative study. P.177)

Next reliability was considered to confirm whether the quality of measurement used is reliable enough. To test the reliability, the most famous test done for internal consistency is the Cronbach's alpha as mentioned earlier due to the simplicity of use (Mitchell, 1996). The majority of the participants (84%) comprised of UAE locals at different management levels. The social status, education level and number of working years in the organisation results varied among the employees. All the employees confirmed that the organisational type is government thus

confirming that they are all aware that Sharjah police is in the government sector. However, the question regarding the number of employees in the organisation was misunderstood by some respondents – they interpreted it as asking for the number of employees in the department where they worked, whereas the question item intended to ask the number of employees working with the Sharjah Police Force as a whole.

Table 4-3 Reliability and Validity Study

Measures' test	Selected method	Description	Threshold
Reliability	Cronbach's alpha	The extent to which a set of questions, which is expected to reflect a specific factor, has high inter-correlation (sharing a high inter-consistency)	The acceptable cut-off point is 0.7 (Cronbach's alpha > 0.7)
Validity	Exploratory factor analysis)	Number of factors that can be extracted from an overall list of questions, and can decrease the number of questions used to measure factors. This is performed through deleting the less significant ones for more accuracy.	Loading should exceed 0.45 (using varimax rotation).

The concept of project management of talent management within the organisations was examined and it was found to exist, albeit, in varying degrees. However, from a project management perspective, some of the organisations had policies in place which explicitly manage talent within teams, recruits and retain talent as a project (Abu Dhabi Police). Others practice show TM implicitly as part of the corporate strategy and senior management directives. In both cases, project management of TM is increasingly becoming a common practice in the public sector organisation, encouraged by UAE government and adopted by private sector organisations. There is strong evidence to believe that the results are consistent over time and are accurate to a reasonable degree.

4.4 Case context and background

In the UAE, its police forces are a crucial organisation since security is essential in all economies and societies. The establishment of the UAE police forces were simultaneous with the creation of the MOI in 1971. The main aim of the MOI is security and stability. There is no publicly available study of TM specifically on the police forces in the GCC region, so this study is intended to add to the literature new knowledge about TM in this specific sector comparing these organisations with other studies conducted locally and internationally.

The researcher considers the police force as a case study to ascertain the progress needed with reference to the literature. It is worth mentioning that qualitative methodologies tend to explore in depth the research questions, as well as a diversity of insights and activities (Shah & Corley 2006).

The researcher conducted for this thesis four case studies focusing on the MOI, Abu Dhabi Police Headquarters and Dubai Police. The case study questions are

1. What are TM practices in the organisation (based on TM framework)?
2. To which departments are TM practices allocated to?
3. Are TM practices implemented as a project, programme, or portfolio?
4. What TM practices are missing to create and sustain a TM culture in the organisation?

The researcher did not make extensive use of quantitative methods and although hypotheses were used to guide some of the pilot study research, they were not rigorously tested with a large sample of respondents. Hence, the results of the pilot test cannot be generalized outside of the needs of this empirical study design. Quantitative methods are very important but the lack of literature specifically on TM in GCC police forces made it difficult to envisage how a major quantitative study would contribute to the full picture of TM at this exploratory stage of research investigation.

Wherever the researcher wanted to observe some of the TM practices closely, the field observation

method of qualitative research was applied. Field research and maintaining detailed field notes are an effective way of watching and discerning the reasons for people's behaviours and scrutinizing interpersonal relationships between co-workers (Emerson, Fretz & Shaw 2011).

The researcher conducted a review of the TM frameworks and theories that exist in the literature and related them to real work practices. A pilot study was conducted to compare the TM practices in the literature with those of real-life work practices in the headquarters of Sharjah police. Last but not least, permission for access to the research subjects was taken before starting the main study. The collection of data for the two main case studies was carried out between January and May 2020 as most of the employees go about their usual work and are not on summer vacation during these winter and early spring months of the year. The collection of data involved two departments, human resource management, and, strategic and performance development, together with various individuals in different areas of the organisation with role responsibilities for aspects of TM. Meetings, field observations and interviews were held whenever managers and employees were available. The interviews were conducted with people who understood the management of talent in the GCC, including government officials, scholars, researchers, and HR professionals. Notably, the researcher interviewed professionals who were already employed in police and security organisations, in addition to seeking participation from those individuals occupying middle level positions, and who possessed more than 5 years work experience in the sector. The interviews were conducted in Arabic and audio recorded. To reduce bias, digital audio recording was used along with handwritten notes of important points and observations, intended for future transcription. Furthermore, data were collected from two key sources: the firm's documentary resources, which is the second tool used to identify the details on how the organisation practices

TM. 10 interviews sessions were conducted with supervisors and head of allocated departments. Each interview, followed a pre-prepared, semi structured approach and lasted approximately 1-2 hours.

The data were analysed using the NVivo package software and a pilot data study was conducted using quantitative research methods, which addressed the existing position of the TM system and practices in the headquarters of Sharjah Police.

4.5 Pilot studies

The pilot study investigates the relationships between the TM system and its effectiveness regarding the TM practices in the headquarters of Sharjah police. A quantitative methodology was used in this research involving 100 self-administrated questionnaires distributed among all of the departments of Sharjah police, and issued to all management levels by official email from the research centre department. Five hypotheses were developed to pilot test the relationship between: TM system and TM practices, strategy and preparation, TM system and recruitment, TM system and retainment, and strategy and TM processes. SPSS was used to analyse the results through tests of reliability, correlation and regression. The purpose of this pilot was to identify how far the TM system in Sharjah police is effective based on an exploratory quantitative survey analysis of its practices in the selected context. After analyzing the data, all of the hypotheses were confirmed and some recommendations were developed by the researcher on how to run the system effectively through the project management of TM policies and practices.

The phrase TM has become well-known in many public and private organisations. Many countries have been trying to enhance their HRM practices, especially since the slow recovery from the economic crisis in 2008-2009. TM has become an extensive body of academic and practitioner

literature. As was discussed in the two previous chapters, researchers continue to define TM in different ways since there is no authorised and universal definition of TM (some common competing definitions include Heckman & Lewis, 2006, p.139; Hughes & Rog 2008; and Schafer & Festing 2013).

Shen and Hall (2009) demonstrate the importance of describing TM and explaining how it informs the design of the research study. To reiterate, in the literature review, TM has been defined as a unique function that integrates all of the activities and responsibilities associated with the management of the talent lifecycle, regardless of geography—extending from attracting and acquiring to developing and retaining talent (Schiemann 2014, p. 8). In addition, TM strategy was defined as applying technology approaches to run the functions of HRM such as recruitment, development, selection and performance (Hughes & Rog 2008). It was noted that there are two common strategies of TM, one is to believe that every employee is a talent and should be developed whereas the second strategy is an exclusive approach, which is to think that talent is confined only to a small group of people and treat them as the main ones whom the organisation should take care of (Sonnenberg *et al.* 2014). TM was highlighted in the literature review, as being advocated as a way of developing better strategies for the organisation (Smart, 2005, cited in Gallardo-Gallardo *et al.* 2013). TM helps the organisation to reach its goals by caring about resources and making people its first priority. Some research studies have argued that TM is as natural as a human-being who is born with a distinct personality (Schiemann 2014). Nevertheless, to date, researchers are divided and continue to debate (nature-nurture) as to whether innate talent can be transformed creating opportunities for further human development and organisational improvement (Meyers *et al.* 2013).

It was discussed how company image comes from the people the organisation hires (Mukherjee & Sengupta 2011), and thus, the success of the organisation depends to a large extent on their capacities, skills and actions. The HRM functions of training, planning and rewarding can determine the TM system's organisational effectiveness, and the empirical research for this thesis examines precisely how this is and should be done, specifically in the context of project management systems and practices.

A letter was sent to the MOI for permission to do the study within the headquarters in Abu Dhabi and in the Ministry, itself. Another letter was sent to Dubai Police because it is a separate entity. Before conducting the study, I first made a visit to meet the head of the organisation to explain to him the purpose of my study and to let him recommend suitable employees based on the organisation's structure. After that, I contacted the interviewees by phone to set up the meetings, sessions' venue and schedule.

Pilot case study background: Innovation and Dubai as an innovative city

Innovation has become the core of the development of cities since the industrial revolution (Shearmur, 2007), and there have been many case studies of innovation in cities discussed in the literature (Shearmur, 2012). In the United States, New York was considered as the most innovative city in 1982 (Feldman & Audretsch, 1999) in comparison to other US states and their cities, some of which are even bigger in size. Glaeser and Saiz (2003) conducted a study which concluded that cities are adapting more to innovation, with increased education, and they have faster wages increases and greater population growth than their surrounding rural areas and competitor cities. To explain, if the human resources are educated with appropriate human capital for the labour

market and the city is assigning them high wages, it will directly affect technological development and innovation. Furthermore, Berman, Bound, and Griliches (1994) and Autor, Katz, & Krueger (1998) recommended that graduated workers are suited more to technology adoption.

In the 1990's, one of the innovation initiatives that were adopted around the world is the smart cities in many areas like health, environment, and business (Schaffers *et al.* 2012). One example of these cities is a French city called Saint Etienne, which focuses on design industries and markets. Dubai city is one of the seven emirates in the UAE and has a population of approximately 4.177 million, 85% of which are expatriates as of 2019. It has experienced high growth rates since gaining independence in 1971, for example, a high growth rate of \$305 billion was reported in 2006 (Bagaeen, 2007) just before the world recession. Dubai has been becoming progressively less dependent on oil and gas production over each decade since the 1960s. Dubai is considered by some commentators as ranked third as an export centre in the world, ranked after Singapore and Hong Kong. This emirate has adopted many innovation strategies toward developing its image and reputation, and encouraging industry expansion and diversification, with some of the major projects being: The Palm Jumeirah (artificial island in the sea shaped as a palm), Dubai Mall, the biggest shopping mall in the middle east, an airport of 120 million passengers capacity per year, and a second operational airport with rapidly increasing numbers of passengers and volumes of air freight, a very organised transportation network, the tallest building in the world (Burj Khalifa) and a new innovative project called Musbar Al Amal, involving a trip to discover the moon.

More specifically, in relation to talent management and innovation, the MOI introduced a new centre called "leadership and inventor centre" which focuses on discovering talented people who

can be assets to the organisation, preparing future leaders through a 6-year programme includes training sessions and travelling outside the country seeking knowledge through benchmarking. In the broader context of government organisations, many leadership courses are available in Dubai where employees are trained in terms of their leadership potential either internally and internationally in countries such as the UK. Also, they participate in various study visits to see best practices internationally that are related to TM.

4.6 Main study

The methodology in this research utilised qualitative and quantitative case studies. It attempted to study the effectiveness of projects intended to manage talent. A set of interviews were conducted to collect data from secondary sources. HR managers, TM managers and team members were interviewed, and many relevant documents were examined. The context of the main study was the United Arab Emirates (UAE). Organisations that were specifically considered are Dubai Police, Abu Dhabi Police and A Group where an important part of many of their organisational management systems and practices focuses on management of employees. The study did include both officers and administrative staff, at senior and junior levels. The aim of the study was to shed light on how organisations manage talents within their teams and what are the success rates and risk associated with their projects. Also, the study explored the career development, training, recruitment and its effects on organisation's PM performance, in addition to strategies through TM initiatives and innovations. The samples were selected from the different departments based on their relationship with TM and talent development. In the Pilot study, 5 staff members only were chosen from each participating department and those were taken from different rankings, such as

officers, junior staff etc. and different educational levels. While in the interviews, the guests were chosen based on their work with talented employees and their TM duties within their organisation.

4.7 Ethical considerations and researcher reflexivity

In the methodological steps, it is important to consider ethical issues before examining the organisation (Kvale & Brinkmann 2009). The first step is to use the consent form to obtain access permission for conducting the study in the selected organisation, prior to the first visit. After getting the approval, a letter will be sent explaining the kind of study that is to be done and the methodologies to be used (case study, interview, questionnaire). In the letter, the questions will be attached along with the proposed people to be interviewed and a copy of the questionnaire. Second, the security and confidential procedures established during data collection and afterwards (analysis and writing-up) are confirmed. In addition, confidentiality in the process of publishing the work publically is established.

In doing the external interviews with the HR and TM managers the ethical consideration was observed. Access forms were prepared to gain access permission for conducting the study in the selected organisation, prior to the first visit. Also, the questionnaires were mailed in advance explaining the kind of study that is to be done and the methodologies to be used (case study, interview, questionnaire).

Then, security and confidentiality procedures were confirmed in light of conducting the study, obtaining consent from individual participants, and collecting the data. Since the researcher was

herself an employee of Ministry of Interior (MOI), some precautions were taken to reduce researcher bias. First, the interviews were digitally recorded and later transcribed and /or translated for detailed analysis. Second, the researcher employed a notebook for commenting on research activities. Third, the researcher sought to minimise bias by fully familiarising herself with the context under study and explaining the steps and decisions made during analysis and interpretation of the available data.

In the case of this PhD study and the ethics procedures at The British University in Dubai, the first step involved a consent form to get access permission for conducting the study in the organisation before the first visit was made. After receiving the approval, a letter was sent out confirming the kind of study the researcher would do and the methodologies to be used (e.g. 2case study, interview, and questionnaire). Then, security and confidentiality procedures were confirmed in light of conducting the study, obtaining consent from individual participants, and collecting the data.

The main ethical consideration that should be considered in the specific context of this empirical research is the issue of research bias. Prior to application for the PhD programme, the researcher was employed by the MOI, and working full-time in one of the UAE police forces. The researcher built a good relationship with the participants in the pilot and main case study organisations. Attention was paid to developing rapport and a worthwhile communication relationship during interviews and in the other data collection activities (e.g., non-participant observation, visits to companies, formal research meetings, seeking access to secondary documents). In BUiD, ensuring confidentiality of information and the privacy of individuals, their identities, and other personal details, are all central to due observation of ethics in doctoral research.

It is worthwhile mentioning here that in order to reduce the effect of researcher bias, that when permission was granted, the interviews were digitally recorded and later transcribed for detailed analysis. Also, the researcher employed a notebook for commenting on research activities and events while the moments were current and available to short-term recall. Another strategy used in this research and in many other case study research projects is for the researcher to exercise research reflexivity by deliberately recording places and times when the researcher's perspective informed or possibly influenced the interpretation made. Also, the researcher sought to minimise bias by fully familiarising herself with the context under study and explaining the steps and decisions made during analysis and interpretation of the available data.

The researcher employed several case studies to reduce the impact on bias since only two of the organisations constitute direct or indirect employers. Finally, the researcher was aware of interviewees being confined in the comprehensiveness or indeed the openness and veracity of their answers, sometimes being reluctant to reply to a few of the questions due to fear of repercussions or even an unknown breach of confidentiality. Sending the questions ahead of the interviews and other meetings was important as it gave participants ample time to prepare and review any ethical or specific security issues that could arise. In addition, prior to publication to the public, issues of security and confidentiality will be revisited by checking with a gatekeeper in the principal employing organisation that the content is acceptable from the government's perspective. Needless to say, such permissions would always be on the basis that the ideas belong to the researcher and do not necessarily reflect accurately the views or policies of the UAE Government.

CHAPTER 5: RESULTS

5.1 Introduction to Results

This section introduces and gives an overview of the study results. The pilot studies report research work on issues of innovation and knowledge management in organisations in the UAE. These projects were selected to explore important issues of innovation and knowledge management arising in the local context of the empirical research study on TM and projects. The first pilot case reported below is of innovation in an SOS system, and the second pilot case is on the provision of a security service monitoring people's properties when they are away out of the country for periods of time. Next, the main study results are presented. First, the findings from a quantitative survey study of TM in a police organisation are given, and second, the results of a qualitative case study are reported. Following this main case study, comparisons are made with TM policies and practices in other organisations in the UAE.

This research has discovered that TM is an ongoing process in the organisations which were visited and studied. However, it is practiced predominantly as a process within their HRM function especially during the recruitment and selection procedures. TM is practiced by default in some ways, because the process is part and parcel of these organisations' recruitment, selection and other important HR processes. In the Abu Dhabi Police Force, a special dedicated section for TM has been established since 2017, with the explicit aim of discovering, retaining, and recruiting talent. Also, in the Retail Group company many measures and policies were put in place to manage and develop talent from within the company. Furthermore, coaching and training was found to be an

ongoing process, within TM practices which includes career development as well and it was found to enhance performance of PM. TM is project managed, albeit, unconsciously sometimes.

The two cases studied below clearly demonstrated how TM, KM & innovation can contribute in big way to the success and effectiveness of organisations' management. Organisations which manage talents within their project teams do achieve greater project success and reduced risk.

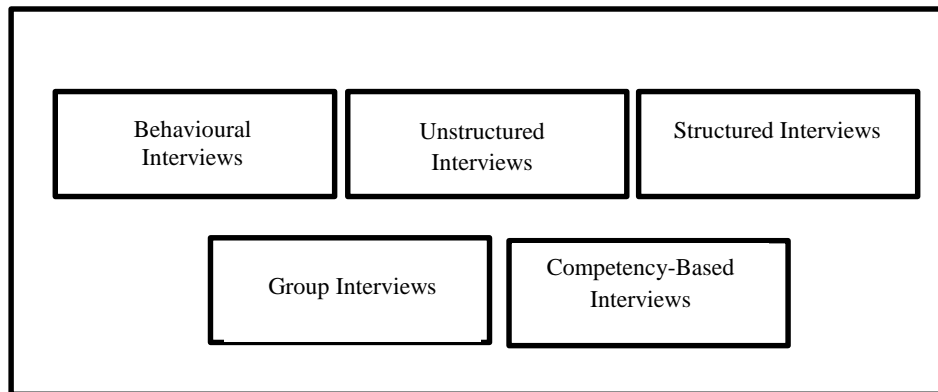
Technology is a useful tool in achieving objective targets but also it can be applied as an augmenting factor for discovering new talents in individuals in team members. To the extent that organizations are willing to implement new technological methods and foster innovation among project team members and adopt them, success can be achieved and project sustainability and long term success can be attained

5.2 Pilot research study in the United Arab Emirates

Case Background - UAE Context

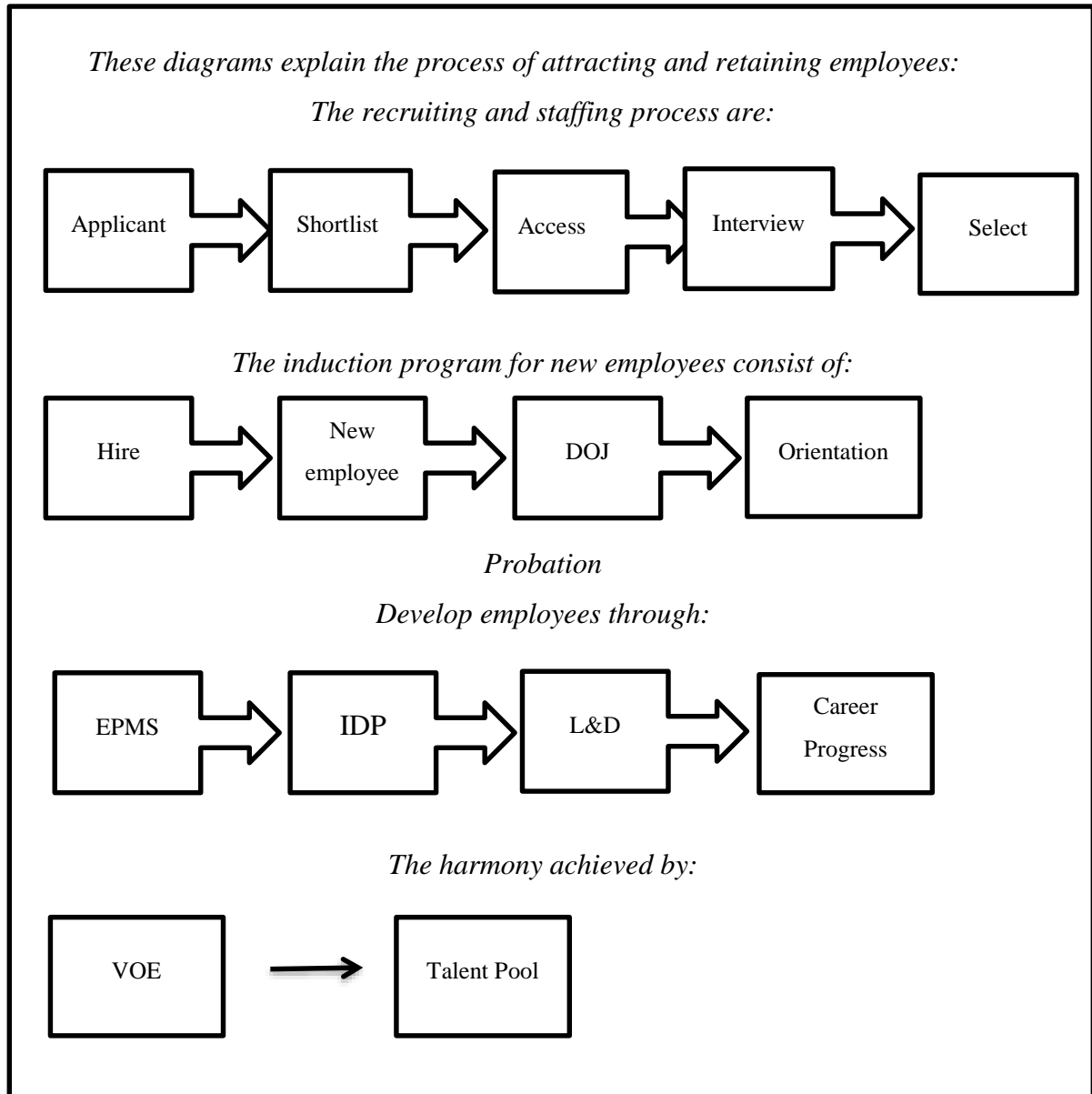
Before reporting the first case study, it is important to note that there are some policies implemented in the UAE specifically on TM in government organisations. For example, FAHR have produced guidelines explaining the types of interviews that can be used to select talented people for purposes of employment in government-related organisations. These are summarised in Figure 15 below.

Figure 5-1: Attracting and recruiting employees guidelines



Based on: FAHR, <https://www.fahr.gov.ae/Portal/Userfiles/Assets/Documents/5d3b7db1.pdf>, February 2017, p. 29

Figure 5-2 Attracting and retaining employees guidelines



Based on: FAHR FAHR,
<https://www.fahr.gov.ae/Portal/Userfiles/Assets/Documents/5d3b7db1.pdf>, February 2017, p. 45)

FAHR explains the journey of attraction and retention of employees through which the talented person joins, works in and eventually leaves the institution, as shown in Figure 15 above.

Case 1: SOS System

One innovative project, which has been successful in one of the police organisations in the UAE, is the SOS system. Several factors may have contributed to this successful business, among them being the organisation's innovative ability and the model applied in implementing the newly generated ideas. The framework provides reassurance and security to the various segments of society, with the project idea being the pursuant to the vision of the organisation's head.

This initiative aims to develop a service-oriented system intended for older people called 'be dutiful to your parents', through the development of an integrated system connecting senior chamber of command and control in the overall management of the operations. This enables users to call for help by pressing a button of the watch chip-connected device, which is installed in the home. It sends the call signal directly to the command-and-control room. The location as well as information about the health condition will be stored in a private service database. The main aim of this service is to rescue and preserve the health and lives of the patient.

This service contributes to the improvement and development of the response to emergency situations, by reducing the time it takes to reach the user from a period ranging between 15 to 30 minutes to a period ranging between 4 to 8 minutes. There is no need to contact the applicant for site guidance as it is enough to press the SOS button to access it by defining its geographical mapping system (GIS). The operational cost of helicopters, in cases of search lost cases in the middle of the desert or in mountainous areas, is estimated to amount to 6000 AED per hour, while

using the SOS system can identify Yauper site with little to no cost. It is also worth noting that the service link and regulations are related with the ambulance service to ensure timely arrival of ambulances.

Interviewing Mr. Adil highlighted the fact that the organisation's high IT capabilities helped towards the realization of a successful project. There was security assurance in the form of the development of indoor wall firearm (Firewall) to prevent the entry of any device that is not registered and the entry of hackers to own distress systems. Also, this took into account the application of technology development, which prevents the theft of data network address. The innovation diffusion to the department is at a touch of a button, and the security service is an integral part of the daily work in the system of command and control throughout the (24) hours, as a result of which, it won a great deal of attention from the staff of the centre and is subject to follow-up and update and review on an ongoing basis. The results of the initiative are also reviewed and evaluated on a regular basis in order to ensure effectiveness of meetings under direct supervision.

This project launch requires concerted efforts and integration of roles between the relevant authorities and stakeholders, including the Police Force, and the development of community service, the ambulance, a Women's Association and a group of diabetic patients, to reach the desired goals of the smart service launch.

The team consisted of 20 persons and their responsibilities covered the provision of older devices, the development and modernization of connecting electronic devices program (older device) incident management system operations room, linking the personal data of the beneficiaries

operating room system, providing communications cards and programming, the forming a working group to visit the target group, identifying places of residence installation device and to submit periodic reports on the project. Mr, Tariq said "we had to get off the field and visit the installation of a number (96) in the presence of their families and their loved ones and their assistants, which gave it a great media echo and we received a lot of thanks and gratitude and appreciation to the initiative messages from all segments of society, and most societal communication channels both in forums or news sites and newspapers in addition to community communication channels such as, Twitter and Facebook".

Regarding the implementation process, the department had smoothly implemented the new service. The top management's vision of the organisation was not only to meet customers' satisfaction but also make them happy. The employees have been trained how to work with the new service, through practical situations. There was no resistance as all the resources were available and this didn't add any pressure to work. This brief exploratory pilot case study demonstrates the importance of factors of strategy, IT development, HR and leadership to diffuse innovations successfully.

Case 2. Web Marketing: Free-service and no-charge promotions

By interviewing the team leader Mr. Saeed and one of the team members, Mr. Omar, the second case study was about a service called "security housing", which is a free service for people who are travelling outside the country for holidays, desirous of ensuring that their homes are safe from thieves. There are three ways to partake of this service, which are, online through website, through app, and by visiting the nearest service centre to fill the 5 minutes form. The innovation of this service entails providing security and peace of mind for those who are travelling outside the country

for holidays. Also, people can register for this service while they are outside the country. The environment of work plays a vital role in encouraging innovation diffusion. Management constantly asks employees to provide innovation ideas to gain customer satisfaction. What is more, there are many prizes for innovation ideas, which inspire the employees more. The main driver in this organisation is the absence of hindrances in implementing ideas.

The implementation of this service only required good communication and cooperation between other departments in the same organisation to provide this service and there were no stakeholders. The employees were motivated to provide this service for people and all the thank you letters from the customers were sent to the team by SMS or phone calls. This short pilot case shows that the importance of similar factors to the previous one. To diffuse innovation successfully, factors within strategy, leadership and HRM (especially motivated employees) are apparent.

Evaluation of the two pilot case studies

The two cases reported above illustrate how an organisation may be innovative. The key success factors here include the alignment of the innovation to the organisation's overall goals and how they will suit customer needs. Innovation principally entails generation of a new idea and putting it into practice (Blayse & Manley 2004). The success of the innovation project will in turn be influenced by an interaction of different factors.

Essentially, there are three distinct steps or phases involved in the dissemination of an innovative idea into an organisation: initiation, adoption, and implementation (Korkmaz *et al.*, 2012). The initial step in innovation is initiation or recognition of the opportunity. This entails an

understanding of the need for some innovation. Initiation is achieved by brainstorming the kinds of innovations to be tried out given the goals and objectives of the organisation (Blayse & Manley 2004). One has to develop an idea of the innovations that are available and that can be tested. In both cases, the management of the organisations saw the opportunity to try out new ideas or practices to provide more value to the clients and to satisfy their needs.

The next step is adoption that refers to settling on one of the ideas generated during the initiation phase (Korkmaz *et al.*, 2012). After settling on the appropriate innovation, the management then has to communicate the idea to the concerned stakeholders such as, the board or shareholders to approve resource allocation. The idea should also be communicated to the other stakeholders such as, employees, since they will be the key implementers of the changes and they must be involved in a timely manner. The employees must have good understanding of why there is need for such innovation projects in their department. The final step is implementation that refers to how the organisation puts the innovation into effective use (Korkmaz *et al.*, 2012).

The common elements that assisted the diffusion of innovation are summarized in the table below for both projects:

Table 5-1: An analysis of the two pilot cases on innovation

Project	Drivers	Inputs Resources	Enablers	Barriers	Benefits	Impact
SOS system	<p><i>Availability of resources</i></p> <p><i>Technological developments in IT</i></p> <p><i>Effective leadership and HR</i></p>	<p><i>Trained HR</i></p> <p><i>IT management</i></p>	<p><i>Strategies</i></p> <p><i>Top management vision and support</i></p>	<p><i>None</i></p>	<p><i>A decrease in costs and duration</i></p> <p><i>Improved service quality</i></p>	<p><i>Better organisation image</i></p> <p><i>Better service leading to higher performance</i></p> <p><i>Less cost</i></p>
Housing security	<p><i>Communication</i></p> <p><i>Customer focus</i></p> <p><i>Choosing right ideas</i></p> <p><i>Leadership style</i></p>			<p><i>None</i></p>	<p><i>Providing security</i></p> <p><i>High quality service</i></p>	<p><i>Better organisation image</i></p> <p><i>Customer satisfaction</i></p>

The two case studies support literature concerning internal CSFs for innovation diffusion, which involves applying a good strategy of providing security and providing many factors in the organisation for innovation diffusion.

These six factors are:

1. Strategy is central to innovation diffusion and innovation success.
2. Available tangible resources (IT, Finance and HR resources) and intangible resources (skills, experience and knowledge).
3. Communication skills between the project team and member and communication with the stakeholders.

4. Knowledge management through sharing knowledge, benchmarking with global companies.
5. Leadership style implemented, where top management always listens to their employees and accepts new ideas for continuous improvement.
6. Focus on customer satisfaction and happiness.

This pilot study shows the challenges of managing project teams in innovation projects and several of the major success factors of innovation diffusion in service organisations. The two case studies presented showed how the strategy, leadership and availability of resources contribute towards innovation. Communication and knowledge sharing between the manager and the project team play a part as innovation diffusion success factors (Olaisen & Revang 2017; Hwang, Lin, & Shin 2018). As organisations seek to improve their performance and therefore sustainability, innovation and innovation diffusion are very important elements to consider during implementation for gaining customer satisfaction. Sharjah police is a major public organisation whose services affect the security level of the city. So the two case studies presented in the paper showed how the government is trying its utmost to ensure security achieving not only customer satisfaction but also their happiness. The two case studies highlighted that no barriers toward innovation diffusion were articulated by the people interviewed and as members of the top management team they clearly support these innovations and their implementation.

Case study research has distinct advantages in the depth of knowledge that can be gained on a specific issue within an organisation (Yin 2003); however, these pilot findings are case specific. There should be comparison studies of organisations undertaking innovation with the same

organisational nature and economic conditions because it is difficult to compare it to cases in literature which has different conditions and factors. Added to this, there are limitations to this pilot research study, in light of theories supporting the model. Last but not least, the framework should be tested using quantitative methods, using questionnaire and development of hypotheses. The gap is how this will be different (studies are conducted internationally but this one is specific to a region with unique circumstances).

Innovation should be aligned with the strategy to avoid being out of control. The main drivers for innovation are the strategy, resources, leadership style, knowledge management and communication in the organisation (Kianto, Vanhala, & Heilmann 2016). It is worth saying that the decision-making transfer from the manager to all team members was achieved by conducting meetings. If decision making is made from top management in conjunction with outside demand, it will have less affect inside the team and no knowledge contribution will be made to the process of resolving problems. Furthermore, availability of resources is an important element for innovation diffusion success.

In relation to the literature on innovation, the well-known Community of Practice (COP) model (Wenger, 1998) provides one avenue under which organisations are able to integrate the values of the community that are either directly or indirectly affected by the project (Humphreys 1997). In order for this model to be a success, there is a need for top management to support both in terms of action and resources. In organizing the project as a COP, the organisation needs to identify the driving purpose for the community, as well as the social interactions that support the communities' goals. An organisation needs to provide project teams with the necessary resources to allow them

not only identify the external stakeholders, but also provide the team with autonomy in terms of communication and decision making. In addition, there is a need for an adaptive culture to be nurtured among employees to motivate them to generate new ideas that are necessary for supporting innovation. Furthermore, an adaptive culture enables the organisation and project to anticipate changes and thus ensuring that they support sustainability and innovation (Schieg 2009). The focus of the project team has to be on the external stakeholders due to the opportunities that can be availed by relying on external knowledge including the generation of value for the public or private sector operations as well as for all of the effected stakeholders. These wider environmental and stakeholder issues that are relevant to COP are acknowledged for their importance, but it is noted as a limitation of the pilot study, that they were beyond the scope of the pilot study data collected and analysed.

Most importantly, it is difficult for a project to support innovation while still be sustainable, as such projects usually require more resources to ensure that all ideas are exploited and that they contribute value to the business and are integrated into a product or service. This may consume a lot of resources at the expense of other business objectives, which may affect the sustainability of such projects heading into the future. However, a project that takes into consideration all six factors listed above may come closer to achieving competitive advantage over its competitors. To maintain sustainability, competitive advantages and growth, the organisation should align their TM to organisational strategy.

5.3 Introduction to the results of the main study

To reiterate, this research addresses TM practices in public organisations and how these practices are project managed. The objectives of the empirical research were achieved using a qualitative approach focused on one case study in one of the most important government organisations in the UAE, Dubai Police. The research addresses issues of project management and TM in the government sector, which are emerging in this field, especially in this region where not many studies have been conducted. This research empirically contributes to the literature concerning senior management in public organisations' and how to improve the management of talent. It also contributes to ideas on organisational strategy in public organisations for dealing with future projects to gain competitive advantage in relevant areas and increase overall performance. At the project level, this study guides project managers to address the success factors of HRM and TM in their daily activities to optimize the probability of project success and high performance (Berman *et al.*, 2019).

The findings reported in this chapter reveal that TM practices in the organisations are lacking in projects and that the system of TM needs to be improved. The limitations of this study are that it is case-specific to the UAE which has a unique environment that will be difficult in some ways to compare internationally. In terms of TM in the UAE, its history can be traced back to discussions in the public sector on talent and ideas on more formal management of talent for at least 10 years, however TM systems were not instituted as a major management role or department or team, except in multinational private sector organisations operating in the UAE. There are many factors affecting TM systems in organisations, but they are all basically aligned with the HRM functions of

recruiting, training, performing, appraising and rewarding. To implement a highly effective TM system, TM practices must be improved so that they are designed to get the best out of talented managers and employees.

To inform the qualitative main study on TM, a quantitative study was conducted in a UAE police force by distributing over 100 questionnaires. Five hypotheses were developed from literature and tested in the context of the selected police organisation. The data were analysed using SPSS. Four hypotheses were supported, and one was not confirmed. These results will be presented, in more detail below, in this chapter. For the organisation to develop an effective TM system it must recruit externally and internally enough talented employees. There are various software programmes available for recruiting and selecting talent such as Oracle's cloud based Taleo system. This software is available to organisations in the UAE. Although it was not being used at the time of this research study, it is proposed that implementation of Taleo would have to involve some customization of the system's features to cater for local and expatriate talent (Sidani & Ariss 2014) due to the different policies applicable for each.

Ariss *et al.*, (2014) recommended that the quantitative methodology is supported with qualitative methods (Ariss *et al.*, 2014), using mixed method for getting more accurate data and comprehensive results. In this regard, qualitative methods are most significant in building the theory of TM and are further supported by the quantitative data collection and analysis to obtain insightful empirical findings. Based on the UAE police environment, talent identification has to be focused on in terms of buying talent or building talent (Gallardo-Gallardo *et al.*, 2013). As recommended by Sidani and Al-Ariss (2014), this research study examined the effect of the current

HRM system on TM processes. Also, the findings from this research are broadly consistent with the recommendations made by Al-Ariss *et al.* (2014), who advocate that future research should be conducted on the understanding of management of talent in organisations, and their effective application.

5.4 Talent Management in a UAE police organisation – Findings from the quantitative study

Dubai is providing an innovation environment towards sustainable progress (Schaffers *et al.*, 2012). It has educated employees in the international universities it has and therefore affecting the innovation in the workplace. Comparing its size to the nearer cities or other cities internationally, it has growth economic condition. In relation to this, it was stated in literature that human resources are the idea creators, and the two case studies support this argument as the organisations persuade their employees to suggest ideas for customer's satisfaction and therefore better organisation performance. Furthermore, the top management functions as an important source of inspiration for implementing innovation and this is what the Dubai leader and the police top management adopts in their organisation, an openness to accepting change and innovative ideas.

Managing the project team and especially their communication is a main factor for innovation diffusion success as mentioned in the literature (Jackson 2017). Dubai police support this attitude through their focus on the smart city initiative, where the leadership style adopted and teams of employees are always motivated towards innovation. Also, management facilitates an atmosphere

of sharing knowledge and information between the project team through regular meetings, control and review.

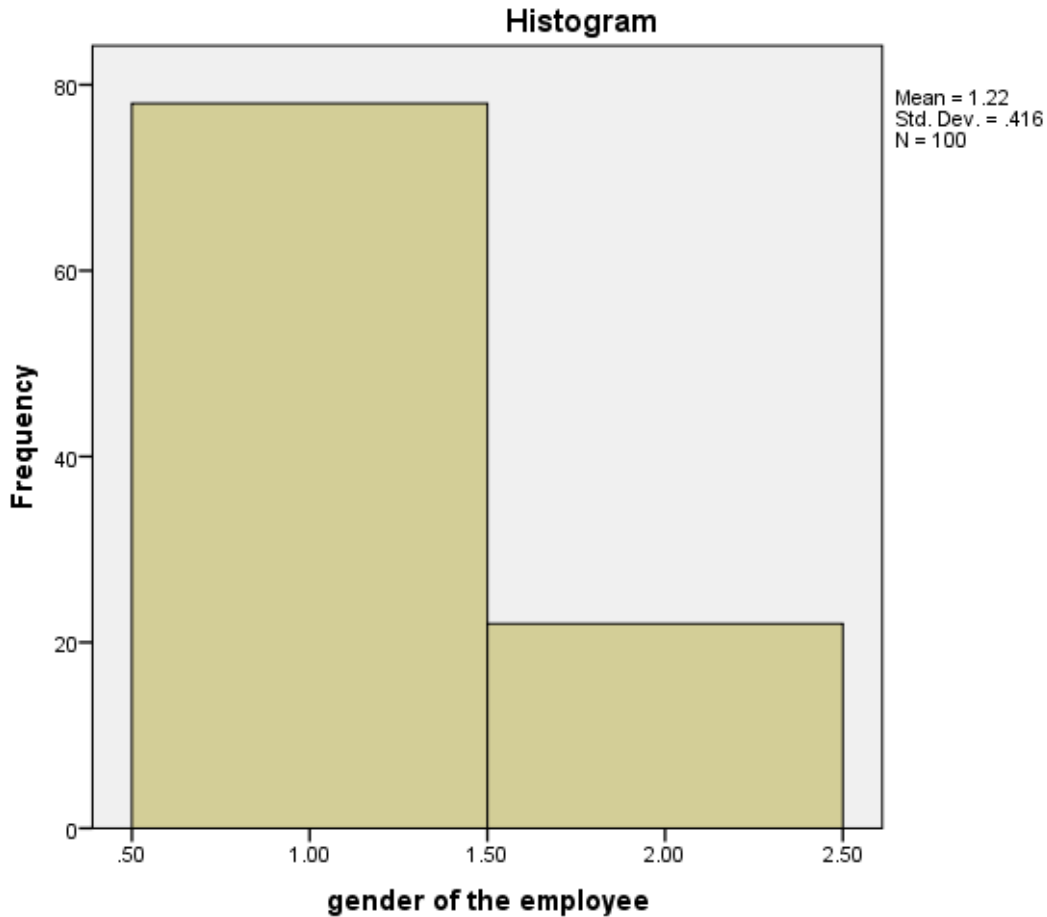
In this section, the results of a quantitative study based on questionnaire survey are reported and analysed, according to three major sections: general & demographic information, TM system and TM practices.

Regarding the demographic questions, these were adapted from Suliman (2001). The table and graph indicate that male participants were more numerous than their female counterparts. This is an expected result because the majority of Sharjah police employees are male. However, the number of female employees is increasing due to the growing demand and the need for a comprehensive female police force. The mean (1.22) and standard deviation (0.416) indicate how close the data and variables are approximate to the mean.

Table 5-2 Gender of the survey participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	78	78.0	78.0	78.0
Valid Female	22	22.0	22.0	100.0
Total	100	100.0	100.0	

Figure 5-3: Gender of the survey participants



The majority of the participants (84%) comprised of UAE locals at different management levels. The social status, education level and number of working years in the organisation results varied among the employees. All the employees answered that the type of the organisation is government thus confirming that they are all aware Sharjah police is in the government sector. However, the question regarding the number of employees in the organisation was misunderstood by some respondents – they interpreted it as asking for the number of employees in the department they were worked in, whereas the question item meant Sharjah police, overall. Therefore, the survey

does not provide an idea of respondents' estimate of the size of their organisation by total number of employees, which consists of over seven thousand staff.

Moving to the second and third sections of the questionnaire, the data for some question items was reverse coded because they were considered as negative questions. Then, a reliability test was performed using Cronbach's alpha coefficient and it was found to be 0.943, as shown in the table below; this result is considered to indicate a high level of reliability, where no item needed to be dropped and deleted. By deleting item 2 (promotion variable), the alpha value increases further to 0.951.

Table 5-3 Reliability statistics

Reliability Statistics

Cronbach's Alpha	No of Items
.947	100

The following table presents the details of the Cronbach's alpha values for each item variable. The promotion factor is not considered reliable and so was deleted since it has a very low alpha value.

Table 5-4 Cronbach's alpha: The questionnaire survey item variables

Factor	Cronbach's alpha	# of Items
Strategy	0.875	4
Understand	0.773	2
Effective	0.909	6
Staying	0.529	6

Recruiting	0.820	2
Prepare	0.654	3
Approach	0.803	3
Promotion	0.002	3
Reward	0.902	2
TMS	0.943	12
TMP	0.879	19

Correlation

The rationale of conducting this test of association is to identify the correlation matrix between the dependent and independent variables and the significance level so that we can accept or reject the hypothesis. The results indicated are significant (0.000) at the level of 1/1000, so there is some support for all of the hypotheses in terms of association. Thus, they are accepted based on the high level of significance. The table below shows the relationships between the variables.

Table 5-5 Correlations

		GTMP	GTMS	Staying	Rewarding	Prepare	Recruiting	Strategy
TMP	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	1						
TMS	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.000						
Staying	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.727**	.547**	1				
Rewarding	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.767**	.590**	.425**	1			
Prepare	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.784**	.637**	.501**	.443*	1		
Recruiting	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.841**	.737**	.512**	.538*	.711**	1	
Strategy	<i>Pearson Correlation</i> <i>Sig. (2-tailed)</i>	.717**	.925**	.511**	.512*	.588**	.666**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regression

Another test conducted to indicate the value of a variable based (dependent variable) on the value of another variable (independent) was the regression test. All the hypotheses obtained a significant level of 0.00. The table below presents the R² for each relationship.

Table 5-6 Regression test results

Supported Hypothesized Relationships	R²
H1: TMS and TM Practices	.612
H2: TMS and Recruitment	.348
H3: Strategy and Prepare	.400
H4: TM Systems and Staying	.300
H5: Strategy and TMP	.514

Main Findings for each of the Hypotheses

H1: There is a significant relationship between TM system and TM practices.

TM system has a significant relationship with TM practices as advocated in the academic literature on human resource functions. So, improving the TMS is expected to positively enhance TM's overall practices. The significance of the correlation and regression results for his hypothesis are 0.000 (significant at higher than the 1% level) and R²=.612 respectively. H1 is therefore accepted.

H2: There is a significant relationship between TM system and recruitment.

The regression test result is $R^2 = 0.348$ and it indicates that recruiting explains 35% change in the TM system. The correlation test result $= 0.000$, and is significant at higher than the 1% level. H2 is accepted. It is recommended in the academic HRM literature for managers to be involved in recruiting talented people and developing talented employees' abilities and skills (Stah *et al.*, 2011).

H3: There is a significant relationship between strategies of TM and preparation (plan and training).

All TM systems should be aligned with the firm's strategy (Stah *et al.*, 2012; Dries, 2013). So when the leadership and management of the organisation put the talent strategy to work, all the functions of TM will be dependent on the talent and follow the main vision and mission (of the organisation); and this holds true especially for preparation. Also, it is reported that HR professionals can contribute more to the business when the HR policies and functions match with business strategy (Schuler *et al.*, 2011).

This explains the positive result of the relationship between the strategy of the TM system and preparation (training, succession plan or leadership plan) in TM practice. The regression test result is $R^2 = 0.400$ and significance of the correlation test is 0.000 (higher than the 1% level), which means prepare explained the strategy of TM change by 40%, so H3 is accepted.

In the HRM literature, HR managers are recommended to prepare and develop the skills and competencies of employees through succession planning. This is a substantial requirement for some HR personnel because HRM teams often lack adequate skills in effective business planning

(Hughes & Rog 2008). This TM preparation is possible through human resource development (HRD). The organisation should work intensively with educational sectors to help improve the knowledge, abilities and skills of employees (Cooke *et al.*, 2014). This is a recommendation that involves making improvements to the organisational, managerial, HRM, and TM processes for preparing talented employees.

H4: There is a significant relationship between TM system and staying.

Implementing an effective TM system with effective strategy will improve the retention rate with positive overall results for recruitment statistics, as Hughes and Rog (2008) reported in their study. The results of the regression and correlation tests were $R^2=.300$ and sig. =0.000 (higher than 1% level), and so H4 is accepted.

H5: There is a significant relationship between strategy and TM practices.

Strategy is an important variable affecting TM practices. The result obtained is $R^2= 0.514$, which means that TM practices is explained by strategy by 51%. Also, the significant level = 0.00 is considered reliable. It is recommended that every employee at different management levels should be involved in applying TM practices in a strategic manner. H5 is thus, accepted.

To explain more about the relationship proposed under this hypothesis in the GCC region, and specifically the UAE, Sidani and Al-Ariss (2014) carried out a study focusing on Arab countries and interviewed managers from GCC countries. They reached the conclusion that people come

from external sources with good HR practices, but not TM programmes. Furthermore, the practices lack the effectiveness and accuracy of the practices of the organisations in the West.

Therefore, effective TM implementation in the UAE will bring about several challenges. One of the issues in this regard is that the UAE has different HR policies and strategies for their national and non-national employees (Sidani & Al-Ariss 2014). Federal-level HR policies of the UAE compel organisations to employ a specific percentage of local employees. According to the authors, organisations should improve the talent of all employees irrespective of their nationality. They added that companies attempt to reach the percentage required without caring about their HR strategies of the firm. Another problem is the issue of "Wasta", which is a common word in the Arab countries means good relationships of employer with his family, relative or friend and he uses this good relationship to employ their children or friends. This has been evidenced to be a barrier to implementing talent functions of attracting, developing and retaining employees (Pinnington *et al.*, 2018; Sidani & Al-Ariss 2014) and aligning it to the strategy.

All five hypotheses are supported in this small scale (n=100) survey of a targeted sample in the organisation which has over 7,000 employees. Clearly, the findings of these hypotheses need to be interpreted with caution since 100/7000+ employees is not a representative sample. So the results cannot be taken with any degree of statistical confidence as valid empirical evidence for the hypothesized relationships, however, they still are one positive indication of potential support for TM policies and practices and their application in the police.

5.5 Talent Management in a UAE police organisation – Findings from the qualitative study

As was mentioned in the introduction to section 5.4, innovation and technological advancement are central to UAE work and society. Innovation is a key factor to economic growth and better life standards (Ozorhon 2012). Innovation has been considered by many as a principle that relates to governance, competitiveness, sustainability, and efficiency in production to provide value to customers (Korkmaz et al., 2012). However, innovations in an organisation may not always be accepted positively by every stakeholder, and that can impact greatly on the productivity and success of the organisation. Accordingly, the strategy that an organisation adopts to implement innovation projects is of paramount importance.

Notably, project management is a routine method that many contemporary organisations use to achieve strategic and operational goals. It is important for the organisation to understand the type of innovation it is embarking on and what is involved to manage projects successfully. There are many critical factors affecting projects and their success or failure. The UAE Government aims to be an innovative country which frequently involves product and process innovation delivered through unique and creative projects. An announcement by HRH Shaikh Mohammed bin Rashid (ruler of Dubai) that 2015 would be the Year of Innovation had a significant impact on increased management interest in innovation.

The Innovation Centre

The Innovation Centre was established in 1998, initially as a (employee) Suggestion Section following which, the UAE strategy towards innovation began. This section of the organisation lacks a data base of talented people, consequently failing to leverage the value of talented workers or maximise their retention. Also, within the organisation as a whole there is a general lack of understanding of the definition of TM and to which department it relates or belongs to in the organisation chart. Inevitably, this oversight leads to a shortage of available resources for community and internal employee engagement. Furthermore, there are some problems with identifying in the hierarchy of the organisation appropriate and informed champions and owners of new ideas or, perhaps even, controversial ideas. Also, problems lie with identifying original authors of ideas and there are difficulties in “individualising” collective processes of idea generation, discussion and debate. A simple and informative way of monitoring the frequency of formal idea generation across the organisation is required.

The idea of TM is vague, with the belief that TM on the whole relates to HRM. Furthermore, the organisation has no formal structure for TM although they have some practices relating to talent management that are not considered as so. The organisation practices and determines talent through its usage of IQ tests, employee encouragement and general motivation. These practices are implemented by following the procedure guide but there are no allocated project teams except for managing events. When asked by the researcher, the managers and other employees did not seem to be aware of specific TM practices, although the innovation section encourages employees to engage in ideas generation and registration in the innovation club and talent data base. They have appropriate time frames for idea evaluation and feedback, but overall, TM is viewed as primarily an HR functional responsibility.

This department primarily focuses on talented people by nurturing the best of their creative ideas and applying them in the organisation. They have 3 main TM practices which are, motivating talent, attracting talent and IQ test, competitive advantages and encouragement. As was mentioned, they think that TM is the role of the HR department and although they do not practice TM as a system, group or portfolio of projects, they do have project teams for events. These teams however are not related to the project management department, and they do not follow the key criteria of project management (time, quality and cost). The emphasis of the evaluation scheme is on the applicability of the employees' ideas. Annual presentations, workshops and information sessions are conducted, and financial incentives are provided for ideas and suggestions. Financially significant ideas (>500K AED) are rewarded at 3% of generated revenue.

Knowledge Management Centre

This department was established in 2003 to measure the level of knowledge in Dubai Police according to the international standards monitored from Cambridge. They dedicated four projects for head management level to make decisions within a year and then increase it by 5% annually. They have bench strength practice implemented, where the knowledge gap is highlighted in every department and a data base exists for employees' knowledge and the skills and is used to select and appoint the right person to the right job. The Knowledge Management Centre organisationally falls under the Directorate of Administrative Affairs and is a sub-department. It consists of four sections, namely, (i) the knowledge survey branch, (ii) operations, (iii) documentation branch, and (iv) the intellectual and human capital branch.

The knowledge programme identifies the outcomes of formal and informal employee development and training initiatives. They measure the knowledge that is held in the organisation and held by employees. The SMART Library accesses reports and dissertations including university libraries and contents from Dubai Policy Academy. They have employee database entry and forms for listing skills and talents and identifying employee skills relevant to specific police needs and events such as, Expo2020.

They lack knowledge about TM or any knowledge about local or international organisations' practices in TM, but the department is still responsible for some TM practices. TM involves practicing bench strength and forming a project team yearly. Although Dubai police has a project management department which is located under general administration for services and supplies, they have four programmes with annual projects but no explicit organisational links with the project management department.

Three identifiable TM practices in the organisation are, bench strength, employee brand and training, and development practices. The output of any external courses or conferences attended by the employees is published to the relevant department and also to any other organisations and institutions which can benefit from the information. They have a database for knowledge to try to mitigate the knowledge gap and programmes and sections are dedicated to some TM practices.

The Dubai Police force has three strategic objectives, among which is creativity in human resources. Overall, the Knowledge Management Centre works on five programmes, including: (i) a programme for skills and knowledge portfolio; (ii) programme of sources of knowledge for

human resources; (iii) the programme for knowledge projects; (iv) programme for research and studies, and (v) the programme for publishing the outputs.

Knowledge sharing requirements for employees forms a routine part of the employee development and acknowledged expertise within the organisation (Bilgihan, Barreda, Okumus, & Nusair, 2016; Olaisen & Revang 2017). Knowledge survey has different subject areas including, forensic, social, cultural, civil, among others. Evaluation of Masters and PhD dissertations/theses is based on the applicability and practicality of the recommendations given. TM is sub-divided into different areas of authority namely, employee records, training and employee skills, recruitment, among others. The department is associated with ILM - Institute of Leadership and Management that measures the individual knowledge of individuals, and a system exists to deal with skills/knowledge gaps arising from the departure of employees. Planned approaches are implemented on internal/external recruitment and training and development of internal employees.

Human Resource Planning Department

This department has 4 sections and two of them practice the TM those being, HR planning and Career Paths.

A strong data base for employees exists, which helps decision making processes, such as reviewing the effectiveness of the organisation chart. The department supports the nationalisation agenda by replacing retiring staff with Emirati nationals, and it has a description of some systematic TM that is called by any other name. There is limited induction training of new staff in the HR section with

specific career paths for particular job roles (e.g. photographer, accountant). Role flexibility exists for military officers in the police and Dubai Human Resource is listed on the GRP System.

The department believes that TM means the ability to do specific things in different ways and the ability to take care of talented people and learning from it. The talent committee in Dubai was brought up with the head, Thahi Khalfan, the previous head of Dubai police. No project and project teams exist and they are not related to the project management department. Last but not least, the employees are not aware of TM.

A more accessible and stronger data base of employees would assist in applying TM practices more effectively in terms of HR planning and career paths. Assessment studies of employee and departmental needs therefore should be conducted.

System Preparation Department

They have performance related promotions and are responsible for the HR system and implementation of labor laws, which is considered a strong point, although no overall organisational system or UAE law specifically for TM exists. The overall impression conveyed to the researcher of the department appears to be its lack of relationship with TM practices. It has two types of laws: civil and military with each having their own promotion standards. It seems to operate on the idea that TM refers to creative employees, who have special unused skills that remained unexplored and unenhanced. The idea of TM that they have in Japan like caring about young children from early stages at schools is promoted. Nevertheless, no general TM system or strategy exists in their organisation and there are no TM project teams or programmes.

HR department - Management of selection and recruitment

Selection and recruitment is a subdivision of the department of Human Resources. There is collaboration between departments and HR on job descriptions and candidate requirements, with different recruitment and selection for civilian and military personnel. This section basically applies one of the most important TM practices, which is, selection and recruitment under HR where they match the qualification of candidates with the jobs available. It uses ability and psychometric tests to identify the candidates' skills and put the right person in the right place. There is a tenure based system of employment, and career paths with positions and standard expectations for the requisite period of service. Discussion of selection tests is used to assess personality and technical skills.

The department members believe that TM means "the best qualified people". They do not know about the practices of TM but during the interview I discovered that they practice some talent management in their department, which is selecting and recruiting talent. The idea they have about talent in other organisations is that the government of Dubai police attracts the best qualified employees based on their job description standards and employee succession planning. They form teams for recruiting new employees (officers) yearly, and depend on ability and psychometric tests in order to place the right person in the right place.

A small teams of three people work in recruitment and selection. The probation period is for 3 months for civilians and 6 months for the military. The department has a formal description of the recruitment process for both civil and military staff, and gives an explanation and evaluation of recruitment standards vis-à-vis talent recruitment.

Empowering Women Section (Women Affairs section)

This department is an HR section for women in Dubai police. They care for women by issuing a special section for serving them (called Administrative Services). I noticed that they conduct interviews for ladies applying to join Dubai Police (selection and recruitment). They work as a conduit between women employees and other departments. However, they did not express in my meetings any clear idea about TM, definitions or its practices. This section is hierarchically positioned under the Human Resource Department, and they have teams for initiatives and events only, but not for routine work roles. They are not linked to the Project Management Department, and have no awareness initiatives for ladies regarding TM. There is an opportunity to apply TM effectively because Dubai police has over 24 thousand employees, who often work as a team in big events. However, it has no clearly identified relationship to TM and there is no system or laws issued for TM.

Future Science and Decision Making Administration

Government organisations flexibly change their organisational structure to meet new challenges and directions in the political, economic and social economies of the country. Early warning systems anticipate events based on knowledge and understanding about historical data. Predictions are based on statistical analyses and the development of anticipatory organisational systems is based on work teams in the organisation and collaborating with others who are external to the organisation.

This department is designed for future forecasting, looking ahead and predicting events before they happen to enable better decision making. These decisions will be made based on different tools like brainstorming, focus groups and formal planning. The quality of decision making will be 70% improved, when the information is available. Project teams exist and are involved in forecasting events, warning and predicting crimes.

The department produces reports periodically in 2-3 month increments. It publishes papers, practices, simulations, and future foresight and strategic decision making support. Only very few of the international centres are based in the Arab World or Africa. The effectiveness, quality and accuracy of decision making in the context of priorities influencing the organisation's policies, practices, systems, technologies, structure, culture, operations, and ways of working therefore all have to be enhanced.

The nature of police work requires human experience and information sources/resources. Research studies in the police force benefit greatly from work undertaken by police officers, who have the relevant knowledge and experience of issues regarding crime and public security. All employees working in the organisation need data for decision making to meet the challenges and vulnerabilities of security work. And although the centre was established in 1992, it has more recently been further developed to meet the needs of strategic foresight. It uses specialist publishers for producing research papers on specific topics relevant to the future and contemporary operations of the Police Force. Different methods, tools and techniques are used for forecasting and predicting the future.

The department relates to TM as it is concerned about future issues and it tries to solve them based on innovative ideas, which does necessitate some TM practices for their effective achievement. The UAE ranks 19 out of 118 countries surveyed worldwide by INSEAD's Global Talent Competitiveness Index.

The department has performance appraisal and outcomes measurement of productivity, which is published in scientific journals and periodicals. It develops specialist committees and focus groups to address existing and future challenges and problems facing police operations, and simulates training for crime events that are rare or predicted to occur in the future. It anticipates and prepares for existing and new types of crimes.

The Centre for Decision Making Support has evolved into the Future Foresight Centre and Decision Making Support, with practical problems defining and operationalizing TM in UAE government organisations. Some TM exists in the Police Force members, who are skilled in SMART technologies. For example, they talked at some length about implementing The Munich Model of gifted and talented students.

Table 5-7 Analysis and overview of talent management policies and practices in the case organisation

	Innovation centre	Knowledge management centre	HR planning department	System preparation department	Women affairs section	Management of selection and recruitment	Future science department
Understanding the definition of TM	No	No	No	Yes	No	Best qualified employees	Yes
How many TM practices they have	Motivating talent, attracting talent and IQ test	Bench strength, employee brand and training and development practices	3 HR planning, Career paths, staffing and succession planning	N/A	Selection and recruiting	Recruiting talent	Using different methods for generating ideas like brainstorming and focus group
Practising TM as programmes, project or teams	No	Yes, programmes	Yes, project team	N/A	Project team for events	Project teams for 3 months	Projects
Follow the iron triangle of PM (quality, time, cost)	No	Don't know		N/A			

Table 5-8 Talent management practices and their implementation and project management

TM practice adapted from TM framework	In which way they are practicing	The department who is responsible for this practice	Existing as a project	What level of PM	Cost	Time	Quality	Evidence
Motivating talent	Motivate employees who contribute to their creative ideas.	Innovation centre	No	-	-	-	-	-
Attracting talent	Database of talented employee to register	Innovation centre	No	-	-	-	-	-
IQ test		Innovation centre	No	-	-	-	-	-
Bench strength	Responsible for employees transfer between departments and fill the strategic positions	Knowledge management centre	No	Programme	-	-	-	
Employee brand		Knowledge management centre		Programme				
Training and Development		Knowledge management centre		Programme				
Planning		HR planning department	Yes	Project team	-	-	-	-
Career paths		HR planning department	-	-	-	-	-	-
Succession planning		HR planning department	-	-	-	-	-	-
Selection and recruitment		Women affairs department	Yes	Project team only for events				
Recruiting talent	Through psychometric test and matching qualifications with job available	Management of selection and recruitment	Yes	Project team of 3 employees	-	-	-	-

Encouragement		Innovation centre	No	-	-	-	-	-
Competitive advantages		Innovation centre	No	-	-	-	-	-

Table 5-9 Internal management of talent management in the case organisation

	Innovation centre	Knowledge management centre	HR planning department	System preparation department	Women affairs section	Management of selection and recruitment	Future science department
Incentives	Yes			They have performance related promotions	No		
Problem	No data base for talented staff		Limited induction training of new staff-specific career path for particular jobs	Not a TM practice			Defining and operationalising TM in the UAE government organisation
Recommendation		Skills and knowledge			There is an opportunity to spread TM culture		
Engagement	Caring about talented people	Knowledge sharing					
Is TM mainly HR's job?	The assumption made is TM is the role of the HR department			N/A	Yes	Yes	No
Use of data bases	Have a record of people who won innovation practices in the UAE	Have a record of employees knowledge and rates them according to the higher knowledge level Skills knowledge any new information gained from conferences that is ready to transfer	Strong data base for employees		For ladies candidates		Publishing papers

The above table reveals that TM is being encouraged primarily through three main areas of internal management: HRM, Innovation and Knowledge Management. The majority of staff considers TM to be a functional activity that is the responsibility of the HRM Department. The HRM Department

deals with a number of strategic and operational issues in HR planning (e.g., succession planning), and employee resourcing, particularly, employee career management. At the time of the research, much of the TM activity in the organisation is actually initiated and managed by the Innovation and Knowledge Management centres. The Innovation centre manages several aspects to do with motivating, attracting and testing employees, as well as some areas of employee involvement in strategy formulation and implementation through activities such as brainstorming sessions. The Knowledge Management Centre is responsible for employee resourcing in terms of job transfers and placements along with training and development and employee branding.

Several major areas of TM currently are not managed by the organisation. There needs to be more clarity about the precise teams, departments or units holding responsibilities and accountabilities for specific areas of developing and implementing TM policy and practice. There are some basic activities of TM that are not sufficiently addressed in the organisation, which are important for increased activity and effectiveness in TM, for example, there are insufficient internal systems for motivating employees with talent, and lack of employee databases for TM implementation.

TM is not projectized to a high extent. The HR Department runs some initiatives and activities as projects (e.g., women's careers) and the Knowledge Management Centre has implemented some areas of benchmarking, employee branding and training and development as programs. Overall, a considerable amount of the TM-related activity in the organisation could be established and run as projects, programmes and portfolios.

There are some TM practices managed in the organisation as projects but the majority of them are organised in project teams to achieve specific goals like HR planning department and future and

science department. Moreover, the Innovation Centre is not working partly or completely as a project.

The Women Affairs department has a project team for organizing organisation's events like career fair. Further, the function of management of selection and recruitment is partially working as project-oriented activities and it has a project team that works for 3 months in recruiting new staff into the organisation. This kind of team is considered to be a TM practice project but there is no link with the project department. So, some of the departments have temporary teams that do not manage and view TM practice as requiring project management.

In summary, the Knowledge Management Centre has a set of standing programmes, which at the time of writing are, programmes for skills and knowledge portfolio, programme of sources of knowledge for human resources, the programme for knowledge projects, programme for research and studies and programme for publishing the outputs. All of these programmes are relevant to TM practices. Also in the Knowledge Management Centre, they are three TM practices run by programmes which are bench strength, employee brand and training and development practices. TM in this department is subdivided into different areas of authority such as, employee records, training and employee skills, recruitment, and others.

Furthermore, in the department, the projects and team projects are managed but there is no link between them and the project department in the organisation. On the whole, they are not working along with the project department, although some of them are meeting the project management triangle and its outcome criteria of time, quality and cost.

5.6 A Summary Comparing the Talent Management Systems, Practices and Project Organisation in the Police Forces

Talent Management in Sharjah Police

The pilot study results reveal the application of a TM system in Sharjah Police. The sample was 100 surveys from about 7000 employees which is therefore not representative. However, based on this small pilot sample, there is still a positive indication of a relationship between the TM system and practices of TM which are recruiting, preparing and staying. Some of the recommendations arising from this study are to involve management in the recruitment process, improve the processes for developing knowledge and skills in preparing talent, link the TM system with the organisation's strategy to improve retainment and increase the involvement practices for employees in applying TM system.

Project Management of Talent Management in Sharjah Police

TM has project sections located under the Strategic Management and Excellence Improvement Departments. They are responsible for managing projects in general and it is not related directly to TM. Any new suggestion or idea in TM can be managed as a project in the Project section. The project section develops a project plan for this idea and adheres to the iron triangle of time, goal and sharing knowledge.

Talent Management in the Dubai Police

The Centre of Innovation in Dubai Police is the most apparent department holding responsibility for TM practices. Some TM practices and activities in Dubai Police have been assigned to the Knowledge Management Department. In addition, the TM practice of selection and recruitment is mainly under the responsibility of Human Resource Management (HRM). There is no TM system or set of laws issued that regulate TM externally. Last but not least, there are many activities of TM practiced in other departments of Dubai Police but not recognised as TM practices like Strategy and Future Foresight Department.

Project Management of Talent Management in the Dubai Police

Dubai Police has over 24 thousand employees who are organised into teams. Many projects are not related to specific departments. Some TM practices and activities are practiced within Dubai Police projects although they are not clearly recognised as TM projects. The Knowledge Management Centre has five programmes—skills and knowledge portfolio, programme of sources of knowledge for human resources, programme for knowledge projects, programme for research and studies, and the programme for publishing outputs. Other teams for recruiting new employees are formed annually. The Ladies Affairs Department has many TM initiatives but these are not linked to the Project Management Department.

Talent Management in the Abu Dhabi Police

Abu Dhabi Police Department which established in 2017 is a very caring department about managing their talent as it's structured under the HR department following the vision of UAE government 2030. Talent Centre is responsible for collecting the data base information of talented employees.

So, when any department needs the right candidate with right skills and abilities they can use from this list.

Also, from this list the department can choose the right employee for training courses to boost their skills.

Project Management of Talent Management in the Abu Dhabi Police

Regarding teams and Project management at Abu Dhabi police, it's worth to say that teams are form for specific goal and purpose. The talented employee comes from the recommendation from line manager or by personal interest and registration. For example, during Covid-19 Abu Dhabi Police has formed a team for managing the crisis with different talents. Also, there was a talent employee in cooking to help in the crisis to cook for staff especially when they discovered many cases of covid-19 between the chefs.

5.7 Summary of Talent Management in the two Public Organisations

Project Management of Talent Management in the Sharjah Police, Dubai Police, Abu Dhabi Police and A Group

Unlike private sector talent for which various definitions exist, the conceptualization of public sector talent is in its infancy, possibly because most publications examine TM in the private sector (Thunnissen and Buttiens 2017). Drawing on the limited research output, public sector talent can be: (1) a human entity who contributes to the sector's performance either in the short-term or in the

long-term by achieving his/her highest potential (Harris and Foster 2010); (2) an individual who possesses a wide range of competences, knowledge and is self-motivated (Rana, Goer, and Rastogi 2013); (3) a person who values equal treatment and transparency as well as other core public sector principles (Thunnissen and Buttiens 2017).

According to research done by (Eva Gallardo-Gallardo , Marian Thunnissen^{b,c} and Hugh Scullion^d 2019) the usual interest on intended TM strategy, TM research in the public sector is focused on the experiences of key actors – managers, selection committee members, HRM, and/or employees – in the actual implementation of TM in the organisation. Despite the fact that the inclusive TM approach is closely related to ‘the good employer notions’ in combination with ‘equality’ fundamentals that are characteristic for many public sector contexts (Boselie & Thunnissen, 2017), the studies on TM in the public sector highlight that exclusive talent approaches are not uncommon, and they investigate the challenges of attraction and retention of an elite group of employees in the public sector context (e.g. Groves, 2011; Heilmann, 2010).

Comparing the pilot study conducted on the headquarters of Sharjah Police and the main case study which is Dubai Police and Abu Dhabi, there are many similarities in TM practices and also there are some differences. Sharjah Police has identified its main HR practices which are also considered as TM practices, namely, staffing, attraction, selection, learning & development, leadership development, compensation & benefits, and performance management. Those same areas of policy and practice are also an integral part of TM in Abu Dhabi and Dubai Police. Dubai Police is evidently more inclusive of a larger number of elements of TM which do not exist at Sharjah police (as formal TM policies) such as employee brand, bench strength, IQ test, attracting & recruiting talent and succession planning. In comparison, Abu Dhabi Police has a separate Centre for Talent located and led by the HR Department.

The pilot case study in Sharjah police included some survey question items comparing the TM system and practices and evaluating their connection with actual implementation in day-to-day work. The finding was that respondents stated there is a strong relationship between TM system and TM practices, in other words, the TM practice is much more evident if it is embedded within a formal TM system that is known and understood by employees.

Table 5-10 Comparison of talent management practices in three case organisations

TM Practices	Sharjah Police (Pilot study)	Dubai Police	Abu Dhabi Police	A Group
Attracting Talent		√	√	√
IQ test		√		√
Bench Strength		√		√
Employee Brand		√		
Succession Planning		√	√	√
Motivating Talent		√	√	√
Planning Career Path		√	√	√
Training and Development		√	√	√
Brainstorming / Focus Groups		√	√	√
On-Boarding	√	√	√	√
Extra Role Behaviour	√		√	
Compensation and Benefits	√		√	√
Leadership Development	√		√	√
Learning & Development	√		√	√
Job Analysis and Competency Modelling	√	√	√	√
Work Motivation	√		√	√
Job Rotation	√			√
Assessment and Evaluation	√		√	√
Right # Right Price	√		√	√

5.8 Key Themes in the Interviews

The interview questions were presented to HR staff in the different police organisations who were carefully selected based on their positions in their respective organisations, their work experience and their scope of duties in the HR management . They were all presented with the same questions, were let free to speak their mind about real life experiences and to recount situations faced by them throughout their career. The answers from the interviewees were tabulated, analysed, and compared for differences and similarities. The researcher allowed the interviewees to speak in detail and tell stories. The questions covered topics that included the internal cadre and organisational structure, the chain of command, the corporate strategy. But overall, the responses were comparable, and sometimes identical. The answers were juxtaposed and closely compared. The questions looked at all aspects of the organisations and where there is an overlap it was pointed out and researched. the researcher was able to arrive at common themes. The common themes were extrapolated against the research questions, thesis premise as well as the body of the research literature and certain salient patterns were identified, and they can be listed as follows:

These were the common themes in all of the interviews:

1. Talent management is a structured practice within the organisations.
2. Talent discovery, training, coaching exist and initiated from within.
3. Work teams within the organisation is common and widely utilized.
4. TM is linked to business strategy for Human optimal use of human resources
5. Knowledge management and sharing take place by default.
6. Human resources and TM are closely linked and intertwined.

7. There is a link between TM and quality management and innovation.
8. There is a link between TM and CSR and sustainability.

The study has indicated that TM practices are elaborate and stipulated within the organisation's hierarchy, with special sections dedicated to TM and discovery such as in the case of Abu Dhabi Police department, Furthermore, the thesis has found that talent discovery and subsequent honing and training of this talent is commonly practiced in big government organisations as a routine operation.

Also, the study has revealed that work teams are regularly formed to carry out certain tasks, and usually these teams are formed from across disciplines, i.e., IT, Transportation, Workshop, Engineering, etc...The study has also revealed that knowledge sharing takes place among team members during their performance of tasks. Knowledge sharing comes mostly as a by-product of cooperation in work teams.

Furthermore, and as part of the overall corporate strategy for the organisation, TM and Talent discovery are part and parcel of that corporate strategy where it is explicitly stipulated that development of skills and the maximum utilization of talent is a priority within the organisation and is closely monitored by the top leadership. TM is a task intricately linked with HR and HR policies as they are intertwined.

Undoubtedly, there was a link between TM and quality management as the two go hand in hand, for you cannot achieve high levels of quality without the proper trained talent. In addition, innovation and CSR and sustainability come as by-products of such implemented policies.

CHAPTER 6: DISCUSSION

6.1 Introduction to Discussion

This section introduces and overviews the discussion chapter. The first section of this chapter considers the pilot research results and their interpretation in relation to issues of innovation and knowledge management in organisations in the UAE. As was mentioned in the previous chapter, these two projects were selected to explore important issues of innovation and knowledge management arising in the local context of the empirical case study on TM and projects. In this chapter, the researcher identifies various frameworks that would assist our knowledge and understanding of Project Management and Talent Management. It draws on existing concepts within the literature, but is motivated and informed by the empirical findings that in the context of the pilot study demonstrate a higher emphasis in the case organisations on knowledge management and more recently innovation. In both organisations the internal context reveals a less consistent application of TM than KM and innovation (Sydow, Lindkvist & DeFillippi 2004).

The main purpose of the research for this thesis was to identify the extent that TM systems and projects exist and analyse their practices in public sector police force organisations together with a comparison case, a private sector retail company. Evaluating the styles and maturity of the project management of TM in their organisational contexts is central to the research design. The data collection in Dubai police was qualitative based on interviewing managers of departments which have TM practices. In Sharjah Police, the method used was quantitative data collection with 100 questionnaires distributed across 22 different departments. The researcher concluded from these

two studies that there were positive indications of several comparatively elementary TM systems and more numerous distinct TM practices implemented in Sharjah Police.

Whereas TM practices evidently exist in these two selected police force organisations neither has TM distinctly organised and managed through a special department. TM is not documented in the law of the organisation and neither does it appear in the procedures booklet. Most of the TM practices are embedded in the culture and management initiatives within these organisations. Dubai Police, for example, locates most of its TM practices in its Innovation Centre. The Knowledge Department also runs a set of TM practices. Similarly, Human Resource Department operates TM practices in its management and operationalisation of recruitment and selection activities. Furthermore, some TM practices are located in other departments of the organisation that are unrelated to HR such as Future Foresight and the Strategy Department.

Some of the TM practices which were found in Dubai Police are somewhat unique and different from other UAE Police Force organisations including customised TM practices for activities connected with: attracting talent, IQ test, Bench strength, employee brand, succession planning, motivating talent, planning career path, training and development, brainstorming/focus groups and on-boarding.

In contrast to Dubai Police, Sharjah Police reveals its TM systems and practices primarily through recruitment, development and retainment. The study conducted in Sharjah police concentrated on comparing its organisational systems with the evidence for implementation of TM practices. The TM system in Sharjah police lacks involvement of higher management in the recruitment and

selection of new employees to the organisation. It was concluded, based on the evidence of the survey and the researcher's background knowledge of the organisation, that knowledge and skills training in Sharjah Police requires improvement particularly with regard to preparing Talent for promotion to strategic positions in the organisation. Notable TM practices in Sharjah Police include: on-boarding, extra role behaviour, compensation and benefits, learning & development, job analysis and competency modelling, work motivation, job rotation, leadership development, assessment & evaluation and recruitment of the "right number of people at the right price".

In the comparison case study, a retail company operating in the private sector, TM is located under HR in the organisation chart and they have activities and programmes for discovering employees' talent and strategic placement positions. The TM practices begin with the recruitment process and on-boarding which prepare employees for higher positions in the company. An Assessment Centre is responsible for discovering the high potential employees and building a learning culture in the organisation. It consists of training courses which can be completed on-line or in class sessions. Moreover, coaching sessions are routinely made available for employees to improve their career advancement and support their learning processes toward achieving the organisation's goals. A Group implements a compensation and bonus system which rewards hard work by employees which has had positive effects on their job performance. A Group possesses most of the TM practices that exist in the Police Force organisations and some other practices in addition.

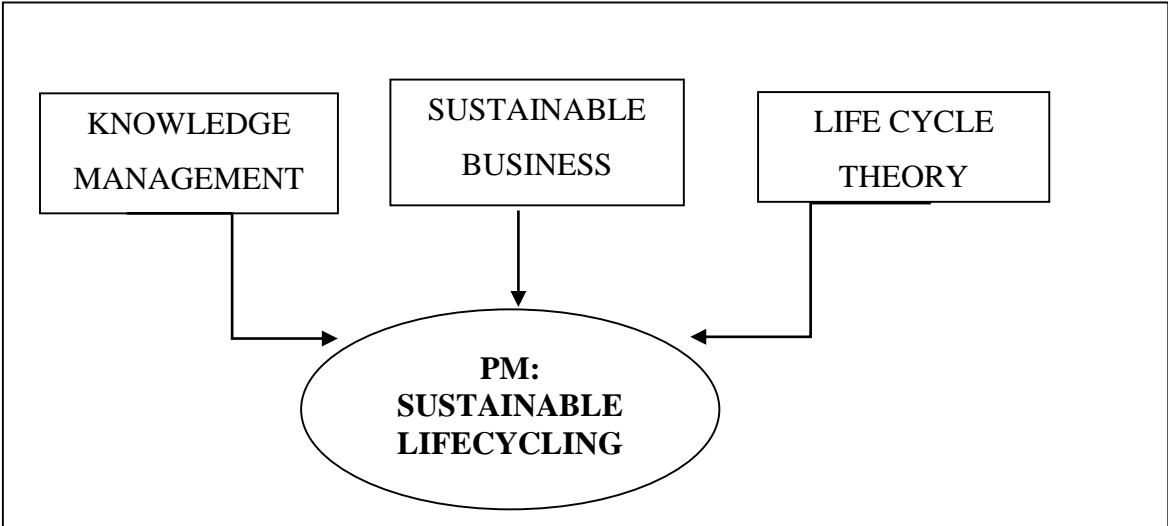
A group of TM projects executed in Sharjah Police have been managed through a specialised department known as the project management department. This department follows the iron triangle of time, goal and sharing knowledge. The department is in fact responsible for managing

projects in all departments and therefore is not particular exclusively to TM projects. In comparison, Dubai Police similarly operates many projects including projects related to TM but these are often not recognised as TM projects as such, for example, the Ladies Affairs Department. Its important to note that Dubai Police is distinctive for running many projects and programmes through the Knowledge Management Centre like research and studies and knowledge of human resources. Project management is different in the retail company, A Group, which is structured more closely to a project-oriented organisation since they manage their individual stores in teams. Each store is a team which has a leader and members. These teams manage all of the HR issues for employees in their team and coordinate these with the main office. Also, there are some teams formed occasionally for specific activities such as engineering projects for opening new stores.

6.2 Frameworks of the Project Management of Talent Management

Here are three possible frameworks that could be used in theory and practice to assist the PM of TM.

Figure 6-1 Project management and sustainable life cycling



(Author's own origination; based on ideas from 01/07/2019)

Figure 6-1 demonstrates the conceptual framework of Sustainable Life Cycling. It is an integrated model that incorporates the interests of Knowledge Management in terms of talent development, Sustainable Business Theory, and Life Cycle Theory (Chase & Rowland 2004; Earl 2001; Plessis 2007; Ruckelshus 1989; Schiemann 2014). The resulting conceptual model provides a robust framework for analysing the relationship between PM and TM by showing the lifecycle relationship between the two realms of research. The emphasis in developing the integrated framework lies in imposing sustainability with a long-term strategic focus. The key benefit is that both PM and TM benefit from integrating sustainable business practices to support long-term organisational performance, development, and success.

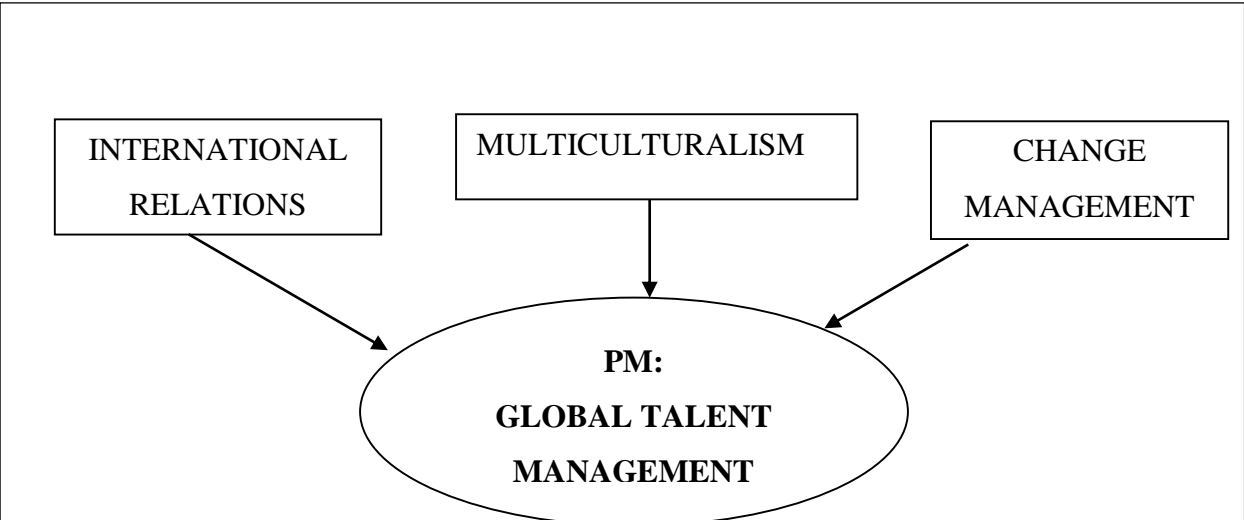
KM is important when assessing TM and PM. At the heart of both theories is human capital and the value of managing the knowledge and expertise that they hold (Cicmil & Hodgson 2016). Furthermore, KM emphasizes the strategies by which existing organisational experts can disseminate their knowledge among others to benefit the entire organisation (Wang, Noe & Wang 2014). By spreading talent to new organisational members in a generational approach, business sustainability is supported over the long run (Wang, Noe & Wang 2014). Sustainable Business

Theory is an important addition to the integrated framework because it is focused on long-term objectives. PM and TM are both interested in short-term projects and immediate success; however, organisations benefit greatly in terms of long-term performances when elements of Sustainable Business Theory are considered, especially when developing strategies. It is for this reason that Sustainable Business Theory is included in the integrated theoretical framework above.

The last dimension of the Sustainable Life Cycling framework is Life Cycle Theory. The important characteristic of this theory is its focus on dynamic comparative advantages. PM and TM are committed to securing competitive advantages through operational performance and leadership results (Namada 2018). Since these factors are noteworthy demonstrations of potential areas of dynamic comparative advantage in a complex international landscape, Life Cycle Theory adds significant value to the integrated framework by helping organisations focus on responding to change just as businesses must adopt strategies according to their core products' life cycling (Westland 2006). Just as a product has a definable life cycle, human capital also has a life cycle that must be honoured and managed accordingly.

Life Cycle Theory will help organisations prepare for the future in terms of managing talent sustainably over time, particularly talent that is assigned to critical projects.

Figure 6-2 Project management of global talent management



(Author's own origination; based on ideas from 01/07/2019)

The second framework was developed with an interest in the macro-level with a focus on managing multinational organisations in a complex and ever-shifting external environment. The framework integrates several topics and issues found in International Relations, Multiculturalism, and Change Management Theories and aims to produce a robust Global Talent Management framework (Al-Ariss 2014; By 2005; Cox 1981; Ritzer 2007; Stahl *et al.* 2012).

International relations theory is concerned with how business relations work within a complex international landscape. Although the theory is commonly applied in Political Science, the model has significant implications for businesses wanting to advance Project Management and TM across many international business units (Carpenter & Dunung 2015). Since nations have different cultures and interests, International Relations Theory can help inform Global Talent Management by understanding the unique backgrounds of potential leaders. When a business wants to penetrate a new growth market and advance a strategic international opportunity, International Relations Theory can provide insights into how an organisation can attract target market talent and impose the optimal penetration strategy (Carpenter & Dunung 2015). The theory proposes that at the heart of Global Management success is using target market resources in human capital to help the

organisation develop strategies that effectively leverage the power of Project Management to find competitive advantages against competitor firms.

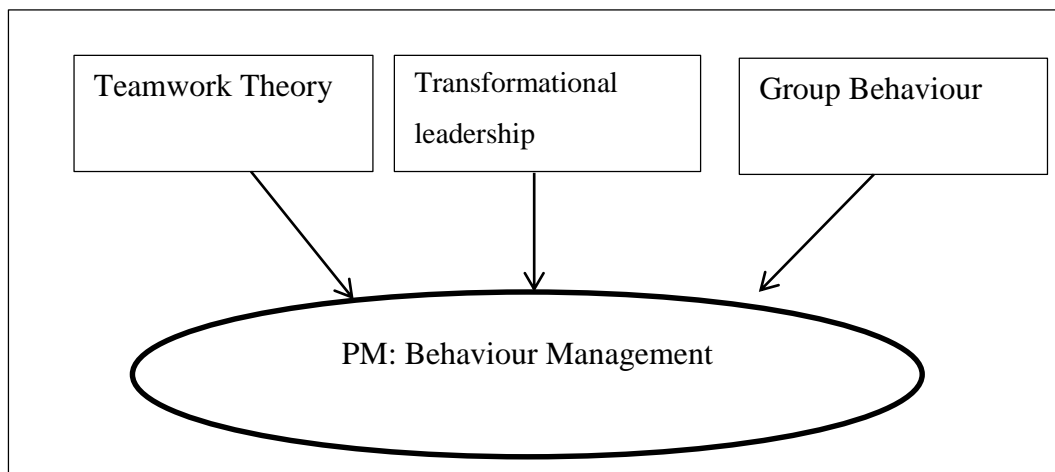
When considering TM and Project Management on an international level, Global Talent Management can benefit from integrating the key concepts found in Multiculturalism Theory. Multiculturalism was born in the political realm but has been exhaustively borrowed among competitive businesses with international scopes. The value of multiculturalism theory is profound when considering Project and TM on a global scale (i.e. GTM). The theory provides significant guidance for responding to the challenges associated with managing business operations and talent with various religious diversity and cultural interests present and fully considered by management. Multiculturalism encourages business leaders to inform the strategic process with an advanced understanding of unique stakeholder interests. When considering how to manage complex projects and recruit adequate talent to yield successful outcomes, multiculturalism is critical in terms of informing critical strategies among international businesses. At the heart of the benefit of multiculturalism is how it can help organisations align current project needs, talent acquisition, and overall global talent management strategies. In short, multiculturalism can help organisations secure the optimal talent for achieving their core competencies on international platforms.

Thus, understanding the relationship between GTM and MNEs' performance is important for establishing the academic legitimacy of the field. (D. G. Collings; K. Mellahi; W. F. Cascio , 2018) In practice, however, the strategy adopted by the MNE will determine the level of GTM strategy that is aligned with the MNE's competitive strategy, diversity in global talent pools. Finally, the

development of a differentiated HR architecture to support the deployment and retention of this talent pool requires the MNE to develop a GTM strategy that is aligned with the MNE's competitive strategy. (D. G. Collings; K. Mellahi; W. F. Cascio , 2018)

Change Management Theory is also included due to its emphasis on helping large organisations respond favourably to ever-changing external environments (Palmer 2013). If an organisation cannot manage talent and its projects when conditions change, the business will find difficulties in acquiring competitive advantages and long-term sustainability. The integration of Change Management Theory is important for both TM and Project Management because it can provide key insights into how businesses can best manage international talent according to current and future needs (Palmer 2013).

Figure 6-3: Project management of behaviour management



(Author's own origination; based on ideas from 01/07/2019)

At the convergence of TM and PM is how to best manage group behaviours (Gorse & Emmitt 2007; Hoegl *et al.* 2001; Manning 2003).

If a leader can encourage effective teamwork through behavioural management techniques, project management success can be found through advancing individual talents to achieve group goals. A rich framework has been developed for managing teams through a focus on their desirable behaviours. When considering TM and Project Management in terms of influencing outcomes through behaviours, there are several key theories that can be helpful in developing a robust integrated framework. The theories included in the framework shown above are Teamwork, Transformational Leadership, and Group Behaviour Theories.

Teamwork theory is important because it helps develop an understanding of how individuals function and are motivated to adopt desirable behaviours. Although Teamwork Theory targets groups of people, the theory also emphasizes individual motivations to adopt uniform and acceptable behaviours. People are motivated by a variety of factors that when understood by leaders can be used to inform leadership strategies that can powerfully influence entire teams. Group Behaviour Theory was also included because it stresses how groups function as a unit working together to accomplish organisational goals. In terms of developing a model of Behaviour Management, Group Behaviour Theory is critical for understanding basic functions and motives of groups working together to finish project successfully and according to schedule as well as financial constraints.

Transformational leadership theory is also included due to its proven ability to influence followers through leadership action. Transformational leaders can influence group behaviours through key

management strategies such as taking a genuine interest in individual team members (Avolio & Yammarino, 2013). Another important characteristic of Transformational Leadership is developing a common vision for all team members to follow. Transformational leaders also motivate desirable behaviours by preparing team members for embracing change. Since humans inherently resist change for a variety of reasons, the skills found in Transformational Leadership theory are powerful in terms of a framework focused on team outcomes through Behaviour Management.

6.3 Discussion of the main study results

Even though the practice of TM has become fairly well established in many countries around the world, it has more recently gained more attention in the UAE. In both in private sectors and public sector, organisations are now focusing more on talent and TM. However, the project management of TM as a practice is still in its early stages of development. The degree of progress differs from one organisation to another. Many factors have contributed to the increased awareness of PM in TM, not least of which is the UAE government's realization and emphasis on the subject, as part of an overall UAE government policy.

In many of the government departments the question is not whether they have elaborate policies of TM or PM of TM, but how far ahead in the professional management of talent they have reached. Recently, TM practices in the UAE has been elevated into a business value and an important KPI to measure the performance of organisation. This, in itself, is a positive sign of a promising future work environment where talent will be and shall be, discovered cared for, and developed.

In addition, there is a trend in the private sector which sees TM and PM in TM as an essential business value. TM is a human resource value to be acquired and enhanced and is practiced as a matter of mission-critical operations, cost-efficiency and productivity. For companies to remain competitive, they must retain good talent, and to do that they must manage talent and reward the more successful and productive employees. In A Group, a big retail organisation in the UAE, with branches across the region it was found in this research that TM is an ongoing process and it is practiced within their HR and selection procedures. Private sector companies come to realize that being competitive necessarily entail some kind of TM and PM in TM, even if implicitly.

Also, in the three police departments that were studied very promising and extraordinary practices have been put in place to manage talent and even to PM talent management. The senior management at the highest level of these organisations are very much involved and supportive of TM. The effects of such policies are disseminating knowledge and causing de facto knowledge sharing and KM. In Abu Dhabi Police Force, there is in fact a Centre under the HR sector which is called Talent Discovery Centre, and it has an elaborate 6-step policy to manage talent from discovery to empowerment. TM is not an option anymore for many organisations it is an essential standard management practice.

6.4 Limitations of the empirical research

There were some limitations to the empirical research of this study. First, the research is limited to the UAE and has not looked at other countries in the region or worldwide primarily for logistical reasons. Even so, the researcher tried to compensate this deficiency by consulting a wide range of literature. Furthermore, there are several major limitations to the empirical case studies including:

access to data, the small number of participants and participating organisations. These limitations put constraints on the research to the extent that analytic generalization to other countries, contexts and regions of the world is feasible.

Another major limitation to be considered is the ethical considerations in this specific context and the issue of research bias. Prior to application for the PhD programme, the researcher was employed by the MOI, and working full-time in one of the UAE police forces. The researcher built a good relationship with the participants in the pilot and main case study organisations. In particular, attention was paid to developing rapport and a worthwhile communication relationship during interviews and in the other data collection activities (e.g. non-participant observation, visits to companies, formal research meetings, seeking access to secondary documents).

However, in order to reduce the effect of researcher bias, when permission was granted, the interviews were digitally recorded and later transcribed and /or translated for detailed analysis, this was done to comply with confidentiality of information and the privacy of individuals, their identities and other personal details. Issues of analysis and interpretation were also a matter of considerable self-reflection, writing up drafts and discussions with the Director of Studies.

6.5 Recommendations for practitioners

Executives and managers working in public sector organisations within the UAE must take into account the policy context and background for TM and employee development. The Emiratization and innovation agendas are both key areas of UAE Government policy that aim to develop the UAE economy and society. Given that the competitive race for excellence between countries means

it is vital to support effective leadership, innovation and creativity, both agendas emphasize the effective management of talent. Central to these endeavours, therefore, is Emirati human capital. First, it is recommended that researchers and practitioners working in the UAE should contribute to the goals and activities of the Ministry of the Impossible. The UAE has launched the Ministry of the Impossible, which is a virtual ministry, in 2015 with the aim of adopting initiatives and implementing them during a specific period. The Talent Discovery Department has been responsible for setting a clear national definition of the talented in cultural and scientific fields, creating methods and systems for discovering talented people according to each person's talent, and making data available for all the talented individuals to governmental and private agencies; as well as working on devising tools to develop talented employees in professional and accessible ways, each according to his talent field, and contributing towards the percentage targets in the vision statement UAE 2021.

The Ministry of the Impossible, and specifically the Department of Talent Discovery convened a large number of meetings on discovering emerging talents in the Emirati generations. These are the generations that the leadership in the Emirates sees as central to the future of the country. In these meetings, ministers and officials met to formulate definitions and develop standardized, clear mechanisms for discovering talented people amongst Emiratis; and established leadership teams in order to assist with achieving its policy goals that included officials from the Ministry of Education, Higher Education, the Ministry of Youth, the Ministry of Advanced Science, human resources and other institutions.

Second, directly relevant to the empirical setting of the research for this thesis, several long-term initiatives in TM are supported by Abu Dhabi Police General Command.

Abu Dhabi Police General Headquarters has created a talent management centre that specializes in discovering and nurturing talented people through preparing qualification programmes that develop employees' talents and align them to achieve the strategic goals of Abu Dhabi Police. The centre focuses first on creating a database of those talents, and then defining the appropriate programmes to develop this talent to higher levels.

Awareness campaigns are also being carried out to spread the culture of the importance of caring for the gifted and appreciating their importance in advancing the continuous development of leadership. An online programme with an ambitious name based on international standards that meets the needs of Abu Dhabi Police is in full operation. It is worth noting that several activities and programmes run by the Ministry of Interior were formulated in 2009 and 2010 focusing on activating the role of ambitious and distinguished talents and upgrading performance levels up to the highest international standards. Some of the areas of TM which have been addressed and progressively strengthened include: resource planning and strategy, selection and appointment, performance management, training and development, career development management and successive career planning, incentives and benefits management.

Third, researchers can contribute to the activities of FAHR which has issued a good practice guide on how to attract, care and retain talented people (see Figures X & Y in Section 5.1). Below are five general recommendations on designing, implementing and evaluating the PM of TM:

1. The recruitment of resources in the organisation should vary from internal to external resources, because each of them have their positive and negative characteristics. Internal recruitment gives incentives for excellent employees to perform at high levels, since they are acquainted with the organisation's culture, goals and politics, the internal employee will often cope more easily with the new position. In contrast, new employees require induction training and should establish a training plan for identified areas requiring development. External recruitment offers many benefits such as it increases the ideas and talent in the organisation, assists the organisation to reach for the capacity targetted, reduces skills training through recruiting employees who already possess the necessary skills and work experience. The negative side of reliance on external recruitment is that many new employees are not so aware of the organisation's culture and can occur increased costs for the organisation specifically in recruitment and training
2. Implement six different types of interview format and content for recruiting and selecting a talented employee in the organisation: structured interview, unstructured interview, behavioural interview, competency-based interview and group interview
3. Specify the attraction and retainment journey for employees to operate at four levels: recruiting and staffing, the orientation programme for new employees, the probation time and last the approach to employee engagement
4. Specify the recruitment, employment and staffing procedures that apply to the job, the initial candidate list, interview and finally, the recruitment decisions and actual employment
5. The new staff orientation programme should contain the hiring information, new employee details, the Date of Joining (DOJ - Actual day of working) and the scheduled orientation programme

High engagement of employees before, during and after recruitment leads to improved knowledge and understanding of the talent pool in the organisation. The implementation of TM in the police organisation, at the time that this case study research was conducted, is at a comparatively basic level of operational performance. A more detailed understanding of the precise level of TM policy and procedures can be achieved by reflecting on some of the recommendations arising from a recent internal study on TM that was written by this researcher. An excerpt and summary of these recommendations is presented below:

General Recommendations

1. Establish a comprehensive TM system for the organisation
2. Diffuse a culture of TM and care for middle and senior management and HR personnel
3. Design an organisational structure that supports TM practices
4. Develop a strategic plan to ensure the sustainability of TM.

Specific Recommendations

In addition to the general recommendations mentioned above, the preparation of an effective mentoring programme for new employees is a very important process that gives the employee the opportunity to absorb all the information that must be known. It is an important process in making employees feel that they are part of the organisation and its leadership. Employee induction and orientation based on TM principles increases employee loyalty. The following are some of the proposed goals of a new employee induction programme:

1. Prove that the leadership cares about employees, appreciating every new employee who joins and welcoming them as individuals
2. Define and clarify work tasks, roles and responsibilities
3. Highlight the organisational structure, legislation, policy and government procedures
4. Building positive links between the employee and co-workers, attending to social aspects and building teams through systematic staff development
5. Ensure that workplace resources are easily available to the newly appointed employees
6. Ensure that the safety philosophy is adopted as the first priority
7. Demonstrate the organisation's commitment to a diverse and comprehensive workplace encouraging employees to support and complete the specific mentoring programmes running in each of the departments
8. Provide a schedule to guide appointees and share information as appropriate to the particular needs of the employee and the organisation
9. The employee's first day is considered one of the most important days he/she worries about. On this day, the employee fills out the required forms, submits documents, meets his/her new work colleagues, and attends the induction programme

The introductory programme should contain:

1. Definition of driving laws. Introduce the employee to the driving laws and be signed
2. Definition of salary scale and job benefits, insurance, evaluation, training, and communication.

3. Introducing human resources laws, regulations, policies and procedures, especially all types of leave and absences
4. Organizing an introductory visit. A field visit to the administration should include the following: public facilities such as the kitchen, bathroom and breakfast venue
5. References to communicate as needed to the following: Human Resources, Electronic Services, Line Manager (direct officer) and Head of Department
6. Co-workers to meet with the new employees
7. New employee to meet with his/her colleagues in other departments
8. Identify the emergency exits of the building where each new employee is working
9. Organise an informal introductory meeting between employees. Assign an official to each new employee and follow it through within the induction programme

Workstation settings:

1. Teaching new employees how to use office equipment, make local and international calls, use the printers, kitchen, and meeting rooms. Define a profile of the main channels of communication: the local network, e-mail, website, data protection.
2. Assign an IT employee responsible for installing the computer and its accessories.
3. Organise an introductory workshop on data and information protection. Include an explanation of the availability of stationery requirements and procedures.

6.6 Significance and Contribution of the thesis

The research conducted for this thesis contributes to knowledge on PM and TM in police forces in the GCC and Middle East. The GCC and MENA region are under-studied areas in the academic and practitioner literature on TM and the PM of TM, especially in public sector management contexts. This thesis will shed some light on this area and provides some background upon which other researchers can build on in the future. Additionally, the research offers a wide-ranging assessment of TM and PM in TM within a retail group setting, the retail industry being the largest employer in the UAE and possibly in the region.

The research has identified and isolated some shortcomings in TM and PM in TM in both the private sector and public sector organisations. For example, there are some practices that are practiced as a matter of habitual custom and practice, but it is not structured, and there are other practices that are structured but not practiced as often. The findings of the research shed light on some very good practices in the organisations examined, for example, the maintenance of a talent database in the organisation which is accessible to all managers to recruit specific talent. This is a good practice that can be publicized so other public sector as well as private organisations can apply and benefit from its usefulness.

Also, the study showed that there are many spinoff benefits for TM practices that can occur through PM in TM. There are so many overlapping departments related to TM, that realistically should come under one roof, such as HR, Strategy and Knowledge Management. In the age of the knowledge-based economy and the movement towards achieving that goal such studies of TM and PM in TM can contribute valuable recommendations to policy makers in the UAE. It will assist countries' economies, governments and organisations to identify what the future talent needs will

be and give an early indication to them as well as to universities, education and training institutions to maximise their resources towards meeting those needs.

Since the available literature on TM and PM in TM in the UAE is insufficient at best, this thesis provides a starting point for future researchers to expand on and explore new ground. Even though the areas that this thesis covered are limited these case studies can pave the way for further research on this project management and talent management subject as it provides an excellent guideline for future young researchers. The pool of knowledge in TM has gained new conceptual and practical resources for the management of talent through PM.

A major contribution of this thesis would be to offer an important insight on the PM of TM in a Police Organisation, which can also be applied to other security -oriented public departments in the wider region of MENA, (Middle East and North Africa) and indeed worldwide, as police work is standardized globally.

Furthermore, this thesis provides future researchers with a starting point or base from which to commence their research and on new methods gathering data. This research, unfortunately, was hindered by the restrictions on having personal one on one meeting with the interviewees due to the pandemic, which limited the number of interviews that can be approved. Many requests for interviews were turned down. Therefore, it is highly recommended that the future researchers on this subject increase the number of interviews to at least 50 interviews and multiple surveys. Also, qualitative research should cover multiple industries and sectors, i.e., service, hospitality, retail, and manufacturing.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Summary and overview of the research thesis

After identifying the aims and objectives of this thesis, the researcher embarked on a comprehensive review of the literature on PM and HRM. The thesis went on to define the term PM and how it relates to project leadership and the project lifecycle, by examining several important dimensions of project teams and their success factors, as well as organisation strategy, programmes and portfolios, quality project management and the management of quality management, both from theoretical and practical aspects. Also, the concepts of TM, PM, KM, knowledge transfer and sharing as well as training and coaching were considered in project-oriented settings. Moreover, the design and methodology of the empirical research which uses qualitative research and quantitative case studies of police force organisations, as well as a big retail group were outlined and the results were explained, compared, and reported on the findings of two pilot case studies and two main case study. At the end, the thesis discussed the significance and contribution of the research and identified various frameworks that would improve our knowledge and understanding of PM and TM and presented its conclusions and main recommendations. M. Wehrle, S. Lechler, H. A. von der Gracht , & Evi Hartmann (2021) had used the Delphi method by interviewing a huge number of experts in the industry about TM. They have looked at a different aspect which is the effects of digitization on TM, and it examined trends such as (1) collaboration platforms allowing talent to connect at anytime, anywhere (2) big-data analytics improving talent identification and decision making and (3) the growing mobility of work

facilitating more project-based work. And it has addressed the issues of Talent scarcity and Talent mobility from a new perspective.

7.2 Conclusions

The United Arab Emirates government, in its attempt to diversify the economy and move towards a knowledge -based economy has given top priority to talent management and talent discovery. The UAE public sector organisations have been acting on explicit directives from the political leadership on the highest levels to discover, encourage and develop talent, especially among young Emiratis. This policy is in line with the government's commitment to empower young Emirati men and women. The UAE is lucky in the sense that it does not suffer from some of the severe problems afflicting the region, such as poverty, high unemployment, and income disparity. The country's wealth, as well as its relatively small population mean that it can weather many of these chronic issues, particularly vertical inequalities within society, and it afford its people a better economic condition.

Considering the 2030 Agenda's imperative of combatting inequality to contain insecurity, injustice and violence, the UAE government has been monitoring Sustainable Development Goals (SDG) by strategically aiming to advance its human capital. This is evident from the amount of investment being made in that regards, keeping track and constantly improving its own SDG numerous and complex indicators. The government understand the need to document the impact of those indicators on its desired high score on the SDG diagnostics. Policy makers in the UAE understand very well that the 2030 Agenda has a dual call for leaving no one behind and producing a data revolution, and that is what they are pursuing vigorously.

When it comes to women empowerment and women participation in government and positions across in both private and public sector, the UAE has taken great leaps forward. This is evident from number of women in managerial and senior positions, there is no place or position in the UAE where women cannot go. Furthermore, the country has made big progress in absorbing and employing the physically- challenged and run special programs to rehabilitate them and add them to the work force.

Finally, the UAE highly urban population means that the problem of rural-urban inequalities is non-existent, and also due to the relatively newly developed cities and urbanization, none of the social issues associated with slums exist. All these favourable factors, abundance of resources and wealth, political will on the part of the country's leadership, and the Islamic moral values prevailing in the culture all have contributed to creating an advantageous environment for TM and PM success.

TM is vital for global organisations due to the short supply of skilled labour. Having the correct understanding of TM is essential in addressing the issue adequately. It affects the growth of the organisation currently and in the future. The main aim of TM is to ensure that organisations achieve growth by remaining relevant in the competitive environment. Therefore, developing the skills that ensure an organisation's growth and expansion in all conditions is an important process for all organisations. Evidence leads us to conclude that organisations that have not recognised the importance of TM are at risk of facing a shortage of skilled personnel to take up managerial roles and other positions. This represents a threat to their existence both now and in the future.

7.2.1 Future Research

The Covid-19 pandemic had changed the way people work, and it is fair to say, that the World before Covid-19 is not the same as the World after Covid-19. The rules of the game have changed. However, it remains to be seen how far reaching and permanent some of these changes will be. Project management and talent management are two concepts that has been greatly affected. As far as future research is concerned, no future researcher should ignore the new facts in the work environment brought about by the Covid-19 pandemic, starting from remote work to online skills, to technical requirements to general IT and computer literacy. As some of the jobs and duties were easily compensated by working from home, and some other jobs and duties were not as readily transferrable to online mode.

A good topic for future research can be conducted on project teams and how working from home or remotely have affected the effectiveness of the outcome and the way the talent is managed. There are areas of PM in TM that need to be addressed by future researchers especially in work teams working across borders collaboratively and internationally. The pandemic has highlighted the importance of work collaboration between different teams working on one project but sitting in different parts of the world. The consequences of work teams working from home with only little personal interaction and collaborating remotely is a potential area for research.

7.3 Main recommendations

Here are some recommendations regarding the effective use of HRM toward project success. Firstly, assigning personnel to the appropriate projects and linking processes with human resource

management in the organisation and prospects of career development. Secondly, the processes and policies of HR should be designed to suit project-oriented organisation. To explain, human resource management on projects is typically the same as in the organisation in the way of performance, appraisal, development and reward and then they should link to HRM in the company (Huemann, 2007). Furthermore, after the project is finished, each member will return to his work roles. The human resource management should consider the knowledge and skills gained in the project and link it to each member's overall performance appraisal. Also, they should benefit from his experience in the future. The challenge here is to keep and retain employees in the organisation (McCauley & Wakefield 2006).

The project is an opportunity for career learning and development especially for the manager as it increases his commitment to the organisation (Huemman, 2007) and assists with personal growth. Personal growth refers to the satisfaction of the team members and the development they gained during the project while facing and overcoming challenges. This is the human resource part of the project. The project manager and the senior management should focus on this to increase the loyalty of the organisation's employees.

7.4 Recommendations for policy makers and practitioners in public sector organisations

My recommendations for policy makers and practitioners in public sector

1. Assume that each individual employee has a strength area in which he/ she can excel
2. Approach TM as a productivity enhancing tool.
3. TM is not an option it is a must-do for organisations to survive and compete.

4. HR departments and HR managers should handle Talent management as part of their duties, and not make it a separate department
5. Knowledge and experience gained by employees should be structured and disseminated collectively. It should be taken out of the mind of individual employee and placed in the assets of the organisation. Talent and knowledge should be approached as a common asset for the organisation. Policy makers must knowledge transfer and sharing a routine practice within the organisation, all knowledge and skills gained by the individuals on the job must be incorporated in the corporate culture of the organisation for future generation to guarantee continuity and consistency.

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APPENDIX A

INTERVIEWS IN A RETAIL AND POLICE ORGANISATION

A Group & Abu Dhabi Police Force Interviews: Comparison of Participant Comments.

No ..	Interviewees names (Organisation)	Question	Answers	Comparison
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1	<p>Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <hr/> <p>Mr. EJ/: Mr. IA/ Mr. B/ A / LH Organisation: A GROUP</p>	Q1. Is Talent management structured and part of the basic routine operations?	<p>ADPF: Yes. It is structured. It is a part of the organisation. It is a unit within the organisation It is part of the HR.</p> <p>A GROUP: Yes, it is structured. Yes, this is an ongoing process. Yes, talent management is imbedded in our selection processes.</p>	Unanimous Yes.
2	<p>Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <hr/> <p>Names: Mr. EJ/: Mr. IA/ Mr. B/ A / LH Organisation: A GROUP</p>	Q2. Are there any activities and tasks required in the talent management Centre by the members of staff to take the initiative to participate themselves?	<p>ADPF: *The process for talent discovery starts with the Centre itself. *We have a program called Tamouh (ambition) where we have an electronic system for talent management, it consists of a database *We have the departments requirements in which the interested employees will come forward and register. & the individual himself. A GROUP: *Yes, we have this idea of “a learning culture *Yes, each person has a set targets on what they need to work on. *When new employees start in the stores, there is a check list Employees must have a level of cultural awareness, good customer service & communication skills.</p>	<p>*There are tasks/activities done by the Talent Centre and tasks done by the individuals. *It is the responsibility of employee and organisation to participate.</p> <p>Yes. All employees are expected to pursue continuous learning. With emphasis on cultural awareness, it is a mutual initiative.</p>
3	<p>Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <hr/> <p>Mr. EJ/: Mr. IA/ Mr. B/ A / LH Organisation: A GROUP</p>	Q3. What is the relationship between the direct manager and the employee? Does the direct manager participate in the activities of your Centre?	<p>ADPF: * Here, the responsibilities are divided into seven sections, and this is all included in the procedure’s manual. X Frankly, I am against the involvement of the manager inside the team. * When employees register (in the programs), they do so with the full knowledge and consent of their direct managers. * The success of our major program depends on the positive involvement and permission of the direct manager. A GROUP: * I would like them to know, the basics in sales, cross selling, up selling etc.</p>	Inconsistent answers were given. Participation by managers is voluntary. However, it exists.

			<ul style="list-style-type: none"> * The line managers are (always) engaged in looking for successors. * We have this system called buddies -sisters (coaching - training). * We have something called “on-boarding the employee”. * We have Online training, classroom training, in-store training 	<p>They all emphasized training-coaching & grooming of employees by managers.</p>
4	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>----- Names: Mr. EJ/ Mr. IA/ Mr. B/ A / LH. Organisation: A GROUP</p>	<p>Q.4 Do you have a professional coach in the organisational structure?</p>	<p>ADPF:</p> <ul style="list-style-type: none"> *We do not have a coach or mentor for each talent, However, the Centre acts as the mentor for all. *As a culture, coaching exists in the military sphere all over the world. *It depends on the recipient department <p>-----A</p> <p>GROUP:</p> <ul style="list-style-type: none"> * They do the coaching in the store. * We do have coaching, and we have internal coaches. *Yes, we do something like that, and it happens twice a year. * We do coach when there is new employee who just started. * Coaches work with the employees on the competencies, and on the product knowledge. 	<p>Coaching exists but in an indirect way and depends on the particular department.</p> <p>-----</p> <p>Unanimous Yes. There is coaching in different forms.</p>
5	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>----- Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B Organisation: A GROUP</p>	<p>Q5. How is the talent management being managed as a project? Do you have teams? Is there a special work plan for them? And, how are the team members selected?</p>	<p>ADPF:</p> <ul style="list-style-type: none"> *We have a section called “The Committees Department. * We have the Crisis Team which we share with them our database. Currently, we are not involved in any of the teams * We have created a work team called Tamouh (Ambition) to manage Talent. * There is a type of programs which we launch, it is consisting of creating a work team to carry out a specific task. 	<p>Yes. There are teams and committees, and special-run programs.</p> <p>-----</p> <p>Answers are consistent.</p>

			<p>A GROUP:</p> <ul style="list-style-type: none"> * Sales teams are selected on different levels. * We have something called the HighPo program which is (high potential). * It depends; we have something called committees. * The teams change depending on the requirements of the brands. * Yes. We follow the policy of outreach with our employees. We do not want to be away from them 	<p>Yes. There are sales teams, and specific committees based on requirement.</p> <p>Answers are consistent.</p>
6	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E,</p> <p>Organisation: Abu Dhabi Police Force</p> <hr/> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B</p> <p>A GROUP</p>	<p>Q6 When it comes to project management, you defined projects as the ones with three axes, does that include having an objective? I mean, an objective with a set time frame. Also, I would like to confirm whether there knowledge sharing within these three axes?</p>	<p>ADPF:</p> <ul style="list-style-type: none"> *This would be the example of Radars technical team which I mentioned to you earlier. * We do have a connection. The different teams consult with us, and we provide them with relevant talent. * Yes. Every year we are required to give our technical opinion on talents and on people who have unique and distinguished talent. 	<p>Yes. All projects have a specific objective. Knowledge sharing happens indirectly and sometimes directly.</p> <p>Consistent answers</p>
			<p>A GROUP:</p> <ul style="list-style-type: none"> * Yes, the young Emirati generation focus is different, they have an open mentality. * We have a committee called the happiness committee ... to engage people to make people feel better at their work. * everything comes to us as HR and we generate the reports and all the evaluations it will appear (in the system) and based on that, we Categorize “categorization “ in a systemized way, it is automatically generated on the system it shows me all the good performers . 	<p>Categorization of talent takes place on a yearly basis. Focus is always on skill development.</p> <p>Consistent answers.</p>
7	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E.</p> <p>Organisation: Abu Dhabi Police Force</p>	<p>Q7. Is there knowledge transfer or knowledge sharing, does this practice exist in direct or indirect ways?</p>	<p>ADPF:</p> <ul style="list-style-type: none"> *As far as knowledge sharing, I am not sure, because we have the Centre for Knowledge management in the Directorate of Abu Dhabi police. * There is always sharing of information within the top management, internally. * I believe there will be shared accomplishments. * we have something called the Electronic Club where they can post and share all the information, lessons and conclusions reached. 	<p>Knowledge sharing & transfer takes place within teams. Electronic club & Mandous of knowledge, two nouvelle concepts which are applied by the Force.</p> <p>Answers consistent</p>

	<p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>		<p>* We have a scheme called “Tamouh” (ambition) and this scheme includes a unique concept called (<i>MANDOUS of Talents</i>).</p> <p>-----</p> <p>A GROUP: * The employees are the ones who prepare the training material and courses as per their experience. * We make sure that everything we do is documented. * All procedures and processes are documented and registered in our learning management system (LMS). * Based on performance you decide if any person needs training.</p>	<p>Training for employees by employees. All procedures and practices are documented.</p> <p>Answers are consistent .</p>
<p>8</p>	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>	<p>Q8. What is the link or relationship between the Talent Management Corporate and business Strategy, what is the link?</p>	<p>ADPF: * Talent management is a level 4 operation; this is on the strategy side. * Yes, of course. There is a link between Corporate and business Strategy and Talent management. It is a KPI. * Our policies are normally endorsed and filtered by the Strategy Department. * There is undeniable link between TM and Strategy. Since one of the major strategic objectives in the Directory of Abu Dhabi Police Force is the optimum utilization of the human resources element.</p> <p>A GROUP: * our (UAE) government is now focusing on hiring a certain percentage of Emiratis. * We do not have a strategy department as such, but the heads of department usually they act as a strategy setter. * Yes, on the group level we have a set of strategies which are set. * We added the company values of passion, teamwork, integrity, accountability and tied them to required competencies. * Before, the talent management was a separate function, but now it is part of business strategy.</p>	<p>TM & business and corporate strategy are linked because it is considered a KPI. The optimum utilization of the human resources element is a major objective.</p> <p>Answers are consistent.</p> <p>The link between Corporate Strategy and TM exists as a matter of practice. Even though a special Corporate & business Strategy department does not exist.</p> <p>Answers are consistent.</p>

<p>9</p>	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>	<p>Question 9 What is the link between Human resources and talent management?</p>	<p>ADPF:</p> <ul style="list-style-type: none"> *The overriding goal is to cater to the needs and requirements of the force's senior leadership. * There is a direct link between talent management and Human Resources Planning section. * The Talent Management Centre is an organisational unit belonging to Human Resources Division. * We are part of Human Resources. * We have an HR division which incorporates an Employee Affairs department. <p>A GROUP:</p> <ul style="list-style-type: none"> * When you recruit somebody, you follow a certain procedure. Based on what kind of competencies are you looking for. * Training department works closely with HR to identify weaknesses and strengths in competencies and launch training and coaching programs. *We do training analysis, each year, we try to highlight individual performance organisational training gaps or performance gaps. 	<p>There is a strong link between TM & HR. In fact, TM is considered as part of HR responsibilities.</p> <p>All answers are consistent.</p> <hr/> <p>There is close cooperation between TM or training and HR. There is continuous analysis of required competencies to ensure effective work.</p> <p>Answers are consistent.</p>
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10	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>	<p>Q.10 What is the link between talent management and knowledge management?</p>	<p>ADPF: *There is an indirect link. There is some coordination between us and the Knowledge management Centre. *The knowledge management department plays some roles at the top leadership level. * Knowledge management are themselves part of the Strategy Department as well. * Practice-wise, we are working together with Knowledge department.</p> <p>A GROUP: * we do not have knowledge department but we as HR, act as knowledge management department. * No, nothing of that sort happens. * When there is training the technical content will be created by employees ...and this is the major link. * Because our objective is always to improve our procedures and practices, we bring in external companies.</p>	<p>There is an indirect strong link between TM & KM. The cooperation is in practice between KM & TM.</p> <hr/> <p>There is no knowledge management department. All answers were somewhat consistent, knowledge is accumulated, and training is done by the staff themselves.</p>
11	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p>	<p>Q11. What is the link between talent management and quality management?</p>	<p>ADPF: * The Quality management is under Department of Strategy in the Human Resources Division * As far as Quality department is concerned, we are all part of the same organisational structure. *Frankly speaking, I do not think there is much of a link between us and the quality Management. * Yes, they audit us. They come and look at whether we are following the standards, are we following the rules etc</p>	<p>QM comes under Strategy Dep. We are part of the same Organisational Structure.</p> <p>One answered that there is no link.</p> <p>However, there is a link in audit.</p>

	<p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>		<p>A GROUP: * We do not have a link on the local level. * We do have international standards to follow, and it is mainly related to the audit department. * Yes. We have audit when they come to audit us. * There is our internal audit.</p>	<p>The link exists on the regional level. There is audits and international standards to follow.</p>
12	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>	<p>Q12. What about the link between talent management and Corporate social responsibility CSR, or sustainability...?</p>	<p>ADPF: *As CSR This does not fall within our scope as a talent management Centre. * We are still not there yet, but we are engaged with the Community Development Authority in the Emirate of Abu Dhabi. * In terms of society service, we have external and internal society service.</p> <p>A GROUP: * We believe in social and community engagement whenever there is an opportunity. * Yes, obviously the efforts are to make us a sustainable place. * We participated and encouraged volunteer initiatives like Khalifa Fund. Also, we created new training on how to deal with customers of people with determination.</p>	<p>CSR is an external thing not internal, therefore no strong link exists. But some social engagement is there.</p> <p>Consistent answers.</p>
13	<p>Names: Major AAM/ AAJ / First lieutenant SAT./ Staff Sergeant AAH/ E, Organisation: Abu Dhabi Police Force</p> <p>Names: Mr. EJ/ Mr. IA/ A / LH. / Mr. B A GROUP</p>	<p>Q.13 What the linkage between talent management, and innovation management in general?</p>	<p>ADPF: *We have 6 classes of classifications for talent. * We mix up related talents in one work team. ie AI & IT etc. * Knowledge and Innovation are almost the same department under Strategy. * They have a database for inventors and innovators, and we have augmented their database with our own database.</p> <p>A GROUP: * We have an App, something called My Voice, all employees can log in and put their ideas or opinions about things and work * Yes, we have something similar to that which is in our portal.</p>	<p>There are 6 classifications for talent. Different talents are mixed up in teams. Innovation and talent Management are using the same data base.</p> <p>Consistent answers.</p>

			<p>* Our training department is the catalyst for change, they make up new programs like train the trainer, enhancing communication, motivate too elevate, emotion intelligence i.e., soft skills.</p> <p>* Certainly, our objective is always to improve (our procedures and practices). That is why we bring in external auditors.</p>	<p>There is an App for employees to post new ideas. Training department is focused on change.</p> <p>Answers are consistent.</p>
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APPENDIX B

QUESTIONNAIRE



Questionnaire on Talent Management

استبيان عن ادارة المواهب

Your
participate

will help

مشاركاتك

Questionnaire	استبيان
<p>Dear sir/Madam,</p> <p>This questionnaire gives you the opportunity to express your views on how the talent management system in your organisation is managed and how effectively work.</p> <p>This questionnaire will be used to collect primary data for a research study on talent management. So, I am looking for your co operation as open, fair and honest in your answers to achieve the target goals.</p> <p>Its important to mention that all the information will be confidential and will not be used for other purposes.</p> <p>The questionnaire contains three parts :</p> <p>1- General information</p>	<p>أخي أختي العزيزة ،</p> <p>هذا الاستبيان يعطيك الفرصة لتعبر عن رأيك في نظام ادارة المواهب في مكان عملك و فعالية عمله.</p> <p>هذا الاستبيان سيستخدم لجمع بيانات اساسية لعمل دراسة بحث عن ادارة المواهب. لذا، أنا اتطلع الى تعاونك معي للإجابة بطريقة واقعية و صحيحة لتحقيق الأهداف المنشودة.</p> <p>أنه من الأهمية لنا أن نبين لك مدى سرية المعلومات التي ستقدمها لنا و إنها ستستخدم فقط لأغراض البحث و التحليل.</p> <p>الاستبيان يتكون من ثلاثة أقسام :</p> <p>1- معلومات عامة</p> <p>2- نظام ادارة المواهب</p> <p>3- عمليات ادارة المواهب</p> <p>شكرا لك ،</p> <p>ابتهاال التميمي</p>

<p>2- Talent Management system 3- Talent Management Practice</p> <p>Thank you</p> <p>Ebtihal Al Tamimi Researcher</p>	<p>باحثة</p>
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Part one: General information

<p>A. Sex</p> <p>(1) Male (2) Female</p>	<p>أ. الجنس</p> <p>(1) ذكر (2) انثى</p>
<p>B. Nationality</p> <p>(1) UAE (2) Foreign</p>	<p>ب. الجنسية</p> <p>(1) اماراتي (2) غير مواطن</p>
<p>C. Marital Status</p> <p>(1) Married (2) Single</p>	<p>ج. الحالة الاجتماعية</p> <p>(1) متزوج (2) أعزب (3) مطلق</p>

<p>(3) Divorced</p> <p>(4) Widow</p>	<p>(4) أرمل</p>
<p>D. Education</p> <p>(1) Less than high school</p> <p>(2) High School</p> <p>(3) Undergraduate degree</p> <p>(4) Graduate degree</p> <p>(5) Higher studies</p>	<p>د. التعليم</p> <p>(1) أقل من الثانوية</p> <p>(2) ثانوية عامة</p> <p>(3) جامعي</p> <p>(4) فوق جامعي</p> <p>(5) دراسات عليا</p>
<p>E. Age</p> <p>(1) Less than 25</p> <p>(2) 25-35</p> <p>(3) 36-46</p> <p>(4) 47-57</p> <p>(5) 58 or above</p>	<p>هـ. العمر</p> <p>(1) أقل من 25</p> <p>(2) 35-25</p> <p>(3) 46-36</p> <p>(4) 57-47</p> <p>(5) 58 أو أكبر</p>
<p>F. Experience</p> <p>(1) Less than 5</p> <p>(2) 16-30</p> <p>(3) 31-40</p> <p>(4) Above 40</p>	<p>و. الخبرة</p> <p>(1) أقل من 5</p> <p>(2) 30-16</p> <p>(3) 40-31</p> <p>(4) أكثر من 40</p>
<p>G. Job status</p> <p>(1) High level</p> <p>(2) Middle level</p> <p>(3) Lower level</p>	<p>ز. المستوى الوظيفي</p> <p>(1) ادارة عليا</p> <p>(2) ادارة وسطى</p> <p>(3) ادارة دنيا</p>

H. Type of organisation (1) Government (2) Private	ح. جهة المنظمة (1) حكومة (2) خاص
I. No. of employees in your org. (1) Less than 100 (2) 101-1000 (3) 1000-100000 (4) Above 100000	ن. عدد الموظفين في المنظمة (1) أقل من 100 (2) 1000-101 (3) 100000-1000 (4) أكثر من 100000

Part two: Talent Management system

Statement	غير موافق بشدة Strongly disagree	غير موافق Disagree	محايد Undecided	موافق Agree	موفق بشدة Strongly Agree	البيان
1-My company has a strategy to deal with competitors who want to recruit our employees						1-منظمتي لديها استراتيجية تتبعها عندما تحاول بعض المنظمات جذب موظفينا للعمل لصالحهم
2-My company use a strategy for overcome talent shortage						2-لدى منظمتي استراتيجية لتواجه قلة المواهب

3-My company is well prepared for talented employees						3-منظمتي جاهزة للتعامل مع الموظفين الموهوبين
4-My company has specific characteristics to identify talent employees						4- لدى منظمتي صفات معينة تحدد بها الموظفين الموهوبين
5-My company understands the skills required to implement strategy						5- تفهم منظمتي المهارات اللازمة لتطبيق الإستراتيجية
6-My company understand that there is a link between talented people and organisation performance						6- تفهم منظمتي أن هناك علاقة بين الموظفين الموهوبين و أداء المنظمة
7-My company has an effective talent management system						7- لدى منظمتي نظام ادارة المواهب يعمل بشكل فعال
8-My company follows clear procedures regarding talent management						8-منظمتي تتبع اجراءات واضحة لإدارة المواهب

9-My company has an effective performance system					9-لدى منظمتي نظام أداء فعال
10-My company has an effective reward system					10-لديها نظام مكافآت فعال
11-Everyone in my company understand talent management goals and objectives					11-كل شخص بمنظمتي يفهم أهداف و رؤى ادارة المواهب
12-Issues related to talent management discussed in the board level meetings					12-المواضيع الخاص بإدارة المواهب يتم مناقشتها في اجتماعات القيادات العليا
13-The reason behind staying in the organisation is benefits and wages I got					13-السبب وراء بقائي في المنظمة هو الراتب و العلاوات التي استلمها
14-The reason behind staying in the organisation is because I have no other options					14-السبب وراء بقائي في المنظمة أنه لا يوجد لدي خيار آخر
15-The reason behind staying in the					15-السبب وراء بقائي في

organisation is the work I do						المنظمة هو حبي للعمل الذي أقوم به
16-The reason behind staying in the organisation is my boss						16-السبب وراء بقائي في المنظمة هو مسؤولي
17-The reason behind staying in the organisation is because I can make difference						17-السبب وراء بقائي في المنظمة هو أنه استطيع عمل تغيير ايجابي
18-The reason behind staying in the organisation is because my co-workers						18-السبب وراء بقائي في المنظمة هو علاقتي الاجتماعية مع زملائي بالعمل

Part three : Talent management practice

Statement	غير موافق بشدة Srongly disagree	غير موافق Disagree	محايد Undecided	موافق Agree	موافق بشدة Strongly Agree	البيان
1-My company has a special recruiting system based on talent of candidate						1-منظمتي لديها نظام توظيف يرتكز على مهارة الموظف

2-The right person in my company is in the right place						2-الموظف المناسب في المكان المناسب في منظمتي
3-My company uses talent source						3- منظمتي تستقطب موهوبين من الخارج
4-My company has specific plan for high performer employees						4-منظمتي لديها خطط معينة لصاحبي الأداء العالي
5-My company has special training courses for employees to develop them						5-منظمتي لديها برامج تدريبية معينة لتطوير الموظفين
6-My company has a clear approach to identify why employees join, leave or stay in the organisation						6-منظمتي لديها منهج لمعرفة سبب انضمام بقاء او استقالة الموظفين
7-When opportunity arise , my company fills them with the right people						7-عند وجود فرصة عمل ، منظمتي تقوم بتوظيف الشخص الأمثل

8-My company has a approach to identify future leaders					8-لدى منظمتي منهج لتحديد القياديين المستقبليين
9-My company has talented employees ready for the new opportunities					9-لدى منظمتي موظفين موهوبين لشغل المناصب الجديدة
10-Its hard to find an employee for a new job			√		10-أنه من الصعب إيجاد موظف لوظيفة جديدة
11-Employees is promoted based on their talent					11-الموظفين يترقون بناء على مهاراتهم بالعمل
12-My company is rewarding based on the annual performance					12-الموظفون يحفظون على أدائهم السنوي
13-My company is implanting an effective rewarding system					13-لدى منظمتي نظام حوافز فعال

APPENDIX C

INTERVIEW FORM FOR HEAD QUARTER OF DUBAI POLICE

Interviewee information form

Bibliography

- Interviewee (title and name): -----

- Admin / Section :-----

- Position:-----

- Qualifications and degrees: -----

- # of years' experience in your position: -----

- # of years' experience in the institution: -----

Case Study Interview Questions

1- Talent Management Practices in the case organisation

- What to your knowledge is talent management? Can you elaborate more?

- What talent management do you have in your organisation? Is it recognised in the organisation's formal structure?

- Are you aware of talent management practices? In general, what talent management practices are there in the UAE that you know about, perhaps in other organisations? Which of these talent management practices do you have in your organisation?

- In what ways is your organisation implementing those practices? Are some talent management practices combined?

2- Organisations Structure & systems (Which departments are responsible for specific TM practices)?

- Are there activities in your organisation that help to manage talent, but are known by other names and jargon?

3- Talent Management practices – Projects? Programs? Portfolio? Not project managed?

- How are talent management practices implemented in your organisation?

- Do you have project management department? Where is it located in the organisation chart?

- In what ways is talent management implemented through projects?

- How in your area of the organisation do you manage talent? Is talent management through teams, projects, programs or portfolios of projects?

- What are the main practices of talent management that are the responsibility of the project management department?

4- Talent Management culture – TM practices evident? Partially evident? And not evidenced?

- How are people aware of talent management in your organisation?

APPENDIX D

INTERVIEW QUESTIONS FOR AD POLICE

IMPLEMENTATION OF TM

1. Structured and implemented as routine operations?
2. Responsibility and initiative of individual employees?
3. Responsibility and initiative of dyads:
 - 1:1 line manager-employee activities?
 - 1:1 – HR manager-employee activities?
 - 1:1 – Coach-trainee / mentor-mentee activities?
4. Responsibility and initiative of teams:
 - 1: many activities – involving small or large teams of employees with facilitation by line management/HR management/other specialist managers?
5. Structured as Projects?

ORGANISATION AND RELATIONSHIPS TO OTHER KEY AREAS OF MANAGEMENT CONCERN

6. TM – Corporate and Business Strategy
7. TM – Human Resource Management
8. TM – Quality Management
9. TM – CSR / Sustainability (economic, social, environmental)
10. TM – Knowledge Management
11. TM – Innovation

APPENDIX E

Pilot Study

The following table explains the factors under each global variable (TM system and TM practices).

Table E-1 Talent Management Systems and Talent Management Practices

Global variable	Factors	Meaning
TM system	Strategy	To know how TM linked with organisation strategy.
	Understand	To know the level of TM understanding.
	Effective	To know the effectiveness of TM systems.
TM practices	Recruitment	To know how effective, the recruiting function in the organisation is.
	Prepare	To know how employees, prepare for talented people.
	Approach	To know how the organisation, implement their TM function.
	Promotion	To know how employers, promote their employees effectively.
	Rewarding	To know how the employees are rewarded effectively.
	Staying	To know the reasons for their staying in the organisation.

The hypotheses were developed from the literature review, with the sources listed in the next table:

Table E-2 Hypotheses and Source Literature Informing the pilot study

Item	Measuring	Source

H1: TM Systems and TM Practices	TMS x TMP	Wellins <i>et al.</i> Gallardo-Gallardo <i>et al.</i> 2013
H2: TM Systems and Recruitment	TMS x Recruitment	Hughes & Rog 2008
H3: Strategy and Prepare	Strategy x Prepare	Schafer & Festing 2013 Hills 2009
H4: TM Systems and Staying	TMS x Staying	Hughes & Rog 2008. Sonnenberg <i>et al.</i> 2014
H5: Strategy and TM Practices	Strategy x TMP	Sonnenberg <i>et al.</i> 2014

Hypotheses:

H1: There is a significant relationship between TM system and TM practices.

H2: There is a significant relationship between TM system and recruiting.

H3: There is significant relationship between the strategies of TM and prepare factor (planning & training).

H4: There is significant relationship between TM system and staying.

H5: There is a significant relationship between strategy and TM practices.

The TM practices are considered as the dependent variables and the TM system as the independent variable.

The main goal of the pilot study was to tackle the issue of TM in the UAE government sector, with a special focus on Sharjah Police. This study employed a quantitative research methodology with a survey distributed through the research centre in the Headquarters of Sharjah Police to all its

departments. One of the benefits of the questionnaire method is it helps to obtain timely responses in a short period of time.

Questionnaire survey is one of the most popular quantitative methodologies which are utilized for collecting information in order to analyse figures and analyse survey participants' responses using statistical methods. I distributed 100 questionnaires to obtain accurate and meaningful answers from a group of employees who were likely to have different levels of knowledge and understanding of TM concepts and issues. The question items in the questionnaire were designed to be answered on a 5-point scale measure (strongly agree, agree, non-decided, disagree, and strongly disagree). The questionnaire was distributed using the official email of the research centre. It was developed in two languages (English and Arabic), to permit flexibility in language and thus increase comprehension and improve the reliability and validity of the results.

The population of the pilot study were employees working for Sharjah Police across all management levels and from all departments. The Sharjah Police employee population has a range of different education levels (preparatory, secondary, primary schools degree, bachelor degree, and master degree and PhD level) and different ages. Four random employees were selected from each of the 22 departments. People's official working time for an administration job is from 7.30am to 2.30pm and there are employees working in shift hours.

It is very important to take the ethical issues in mind when collecting data and analysing them (Kvale & Brinkmann, 2009). The first step is to gain ethical clearance to conduct the research from

the University running the PhD in Project Management Programme, which in this case is The British University in Dubai.

The second step was to gain the permission of the organisation for conducting the study. I sent a letter explaining the kind of study I wanted to conduct and the type of research methodology that was to be used. This letter was addressed to the general head of my department in order to obtain the approval for the research. Then, the research centre of Sharjah Police provided the service of distributing the questionnaires among all of the departments and collecting in the responses. The survey respondents were informed about the issues of confidentiality and anonymity in relation to collecting and analysing their questionnaire responses. It was explained that the results would be submitted only to the university for thesis research purposes, and for MOI use and for Sharjah police reference, and it was further emphasised that they will not be published in the public domain.

All the respondents replied to the official email from the research centre of the Sharjah Police. The organisation helped a lot in collecting data, encouraging each department to complete 4 questionnaires totalling 88 questionnaires. Some surveys, 12 questionnaires, were distributed by the researcher to her colleagues in the organisation, totalling 114 respondents in all. I rejected 14 questionnaires for certain justifiable reasons mentioned below. All the respondents answered the Arabic version of the questionnaire except for one. I noticed some points while collecting data and entering them into the SPSS program:

1. Some participants kept some questions empty, which means that they did not understand the questions well, as a result of which, they were rejected.

2. Others ticked one question with two answers, which confused me and I rejected them as well.
3. I noticed some questionnaires with all strongly agree answers or undecided, which were also rejected.

APPENDIX F

Group A

To collect comparative data on TM, a well-known company operating in the fashion and retail industry was selected. The researcher met with four employees from the A Group, the country manager, HR manager, Nationalization (Emiratization) manager, and the manager for Talent Management. A Group - Dubai, is a leading company in the field of lifestyle and retail stores. A Group runs more than 50 employee activities and events, and including its overseas operations, maintains more than 600 stores located in 13 countries. Currently, A Group has 3,000 employees working in the UAE and representing 69 different nationalities. Such diversity of backgrounds requires many organisational competences and management skills in TM to identify, recruit, motivate, develop and retain talented people who will achieve high levels of organisational success.

The approach for attracting and recruiting employees to A Group includes completing tests and interviews to identify talented people, placing them in the talented group. A special programme has been implemented for talented employees, designed to develop and qualify them to occupy strategic positions within the organisation.

New employees have a supervisor assigned who provides them with all of the orientation required so that they are properly inducted and skilled in their positions. New employees all have opportunities to engage in shadowing more experienced people, so that they can develop a detailed knowledge of the job and advance their skill levels in their work tasks and responsibilities. If the supervisor fails to provide adequate support, new employees can refer the matter on to the Human Resources Department to ensure that appropriate job and career development occurs. There is an introductory programme followed by all new employees which is similar to best practice in introductory programmes implemented for employees in the Netherlands.

TM begins at A Group when completing tests and interviews for new recruits and for existing employees through their annual evaluation and categorization on a form called the 9 mix Grid. This process evaluates employees into nine distinct levels of talent according to their levels of performance and future potential.

The organisation sponsors its talents through training, allowing them to attend meetings of leaders and participating in decision-making and through providing professional guidance for them, including designing an individual career path of their own. There are various training methods offered to talented employees, including 13 hours theoretical training (lectures), e-learning, training leaders in topics linked to indicators, programmes and diplomas, and learning through computer games delivered via mobile phone. Also, there are important and essential training programmes for employees that inform and develop their values and loyalty, as well as specialized programmes that

vary according to the precise technical function and level of management responsibility of each employee. The recruitment procedures in A Group can be classified and summarized according to the qualification level of the appointment. The higher the employee's degree attainment, the more appointment procedures they have to undergo, since they are unlikely to be satisfied with simple interviews and tests alone. They are exposed to a range of selection and recruitment procedures such as personal tests and strategic thinking, and whether as new recruits or existing employees, they also are likely to be exposed to outsourced recruitment agencies and HR consultancies providing services, for example, in employee performance management and TM. Whenever a large group of employees is being recruited, interviews, internal tests and some practical tests such as working in teams are routinely used. In cases of promotion, these assessments are not tied to years of service, but rather are linked directly to each individual employee's performance achievement. TM in the A Group was previously located under a separate department called the Talented Department, but after a change in company strategy, it was integrated with the HRM department to ensure a single talent journey with consistency of HR procedures and nurturing of employees' talents.

A Group has a department called Talent Performance which is located in the top management area of the organisational chart. This department is responsible for setting the talent strategy for the organisation and establishing its main goals. This department is separated from another department who are responsible for implementing the strategy. The strategy is relevant to all new and existing employees and is implemented by the HR department. The department follows its HRM roles and at the same time identifies talent, trains them and continuously evaluates their performance. A Group uses a learning management system to identify and select employees for the talent pool and for executing its processes for developing and retaining talent.

The Group issues an internal questionnaire survey every two years that measures the satisfaction of employees and uses an external company to design the question items and analyse the responses. In addition, a secret shopper assesses the actual level of customer satisfaction and employee performance in specific work settings. The procedure in the career courses system is for each employee who submits their resignation to attend a final interview ascertaining the reasons that prompted the decision to quit and trying to resolve it, if at all possible. Given that the Group has more than 69 nationalities employed there is a continuous skill development programme implemented for leaders and employees in the fields of emotional intelligence and dealing with different cultures. The Group organises a monthly event for employees belonging to each country to present and arrange participative activities that share ideas and information on their home towns, the culture of their country, their customs and traditions. This event aims to increase knowledge and understanding, creating more positive social relationships between employees and overcoming some of the challenges they experience when working with each other. One of the best used services within the Group is the application of thanks where a message of thanks can be sent out by any of the employees, who all have the authority to use it. At the end of each month the employee who received the largest number of thanks and appreciation letters is informed about their achievement. In addition, there is an application called, The Voice, which is designed for employee upward feedback, enabling anyone to communicate directly with those responsible for every note or challenge facing employees. This application is linked to members of the top management.

In addition to the brief case above on TM in A Group in the UAE, the edited quotation below gives a personal account of the conditions of TM policy and practice in the UAE environment. It was provided to the researcher by an employee working in one of the UAE Free Zones:

Talent management and development, or TMD, has been the subject of much recent attention. The majority of information available about TMD in the United Arab Emirates derives from reports prepared by government auditors and professional practitioners. The UAE is faced with several unique problems insofar as TMD is concerned. Organisations in both the public and private sectors are operating within an increasingly diverse environment that has been established pursuant to a judicious combination of “smart government” visions and practical policies (“Our Vision,” 2019). The combination of these elements has established a situation in which the UAE is regarded worldwide as a primary destination for talent. The chief TMD concern in the UAE derives from a fundamental conflict between entrenched ways of transacting business in the UAE and the broader perceptions of the talent pool that draws from a constellation of foreign nations. Talent thrives best in an organisation that imposes a democratic regime that both encourages and rewards creative contributions from all members of the team. By way of contrast, most organisations within the UAE—and public-sector organisations in particular—continue to operate according to a two-tiered system in which Emirati nationals are viewed differently from expatriates (Dirani, 2018).

Consequently, the UAE is confronted with the urgent need to adopt a more strategic approach that addresses the concerns of foreign talent without disturbing the established societal tranquility that is so critically important to the nation’s government and citizens (“Wasta,” 2019). A second critical problem that has compromised TMD in the Arab world in general, and the UAE in particular, stems from the nature of the process by which hiring managers canvass the world for talent. Simply stated, they endeavour to attract the greatest possible talent for the lowest possible price (“Education,” 2013). The main difficulty with this approach is that it naturally leads hirings managers to settle for the level of talent that is actually achievable within the desired price range.

The dynamics of free-market economies in the highly technologically developed Western nations from which the UAE government focuses its exceptional talent recruitment efforts are such that persons who possess both talent and drive, with time rise to the top of the salary structure, or even embark on their own independent business ventures (“6,” 2019). Progressive firms—including public-sector firms that have particularly embraced the UAE and Emirates’ visions—have dramatically transformed their TMD policies in recognition of this fact. Most particularly, within the last eighteen months, the situation has impelled both public and private firms into frenzied campaigns whereby they routinely poach key staff from competitors, engage in inflationary pay spirals, and stimulate high employee turnover as a result of the attendant perceived organisational instability. In addition to the recent decision to use cash as an attractor for top talent, organisations have now endeavoured again to transform their TMD policies in a dramatic reversal from the recent trend. There are three broad classes of response that firms have exhibited with respect to TMD.

Some firms, which have been burnt by recent economic circumstances, possess poor liquidity, and have been forced to retain skeleton crews and dramatically scale back their hiring practices. The quality of staff tends to decline, however, because the most talented staff members sense that the firms are operating in survival mode and therefore seek the first opportunity to change employees with the aim of gaining a more stable employment situation (“Talent,” 2019). A second category of firm seeks to operate in a conservative maintenance mode, focusing upon strong leadership and a culture of high performance that stresses the transfer of skills to those projects and situations where they are most vitally needed. They also concentrate on the alignment of performance with overall corporate objectives from both the individual and team perspectives. The third category—within which affluent public-sector organisations typically fall—include firms that have managed to preserve considerable liquidity in the face of the recent relative economic downturn. They seek

to take advantage of the situational dynamics by recruiting “distressed assets” on an opportunistic, or even predatory move. By doing this, they seek both to complement their core businesses and to cultivate new areas of business activity that arise consistent with strategic opportunities as they present themselves (“Talent,” 2019).

This Free Zone’s vision is to be the smartest city on the planet, so it stands to reason that it will not reach this position if it does not invest properly in its human resources. It is worthwhile noting that this particular free zone is well-known locally for some of its TM practices; one of them is retaining talent who are internal consultants in web and mobile software development, telecommunications, data analytical techniques and customer services. Their terms and conditions of work are similar to freelance employees.

Comparing the general description quoted above with TM in the two police organisations (pilot case; main case) and the retail organisation in Dubai, there are several evident differences in organisation and work culture. In addition to first hand study of one big retail organisation in the private sector. This research has looked at relevant research and literature review conducted by (Foteini Kravariti and Karen Johnston 2019) from the University of Portsmouth which drew upon TM literature from around the globe to critically appraise the transferability of this human resource management strategy to the public sector. While TM has received scholarly attention in the private sector, it remains under-researched in the public sector (Foteini and Johnston 2019) It offered a definition of public sector talent and TM, a discussion on TM applicability to public organisations and a critical appraisal of TM’s transferability to the public sector.

Most of the research on TM in the public sector stems from consultancy reports which provide recommendations, based on the private sector experience, of how and why the public sector could benefit from TM (e.g. Hay Group 2011). F. Kravariti and K. Johnston provided a comprehensive

review of TM scholarly literature, drawing upon international studies, with a focus on the public sector. Their research contributed to the field in three ways. First, it provides a clear definition of public sector talent and TM. Second, it enriches our knowledge regarding TM applicability to the public sector by considering the limits to its implementation. (Foteini and Johnston 2019).

Thus, Foteini and Johnston 2019 discussion of the transferability of TM to the public sector, along with TM's potential contribution to the challenges the sector currently faces is a timely and relevant contribution. As such, they formulated a research agenda, proposing new directions for empirical studies in order to progress their scholarly knowledge regarding TM in the public sector. In order to achieve these aims, they have conducted a three-stage systematic literature review (SLR) of international TM research as described in the following section. ((Foteini and Johnston 2019).

The free zone offers employees flexible work schedules which permit more freedom and choice in the workplace. In addition, they have the option to work from their own homes. The assumption is that these forms of work flexibility will reflect positively on the level of productivity in the organisation. These TM practices are implemented to retain talent in highly employable areas of occupational skill, but they do not exist in the police sector or in A Group. Flexibility in working hours is implemented in A Group more than the police sector where their work demands and working environment is different.

Foteini Kravariti & Karen Johnston 2019 defined public sector TM as "The implementation of key procedures to ensure public sector employees possess the competencies, knowledge and core values in order to address complex contemporary challenges and fulfil public sector strategic objectives for the common good. The two researchers Foteini and Johnston based their observation and definition on Literature which they divided into four schools of thought, each of which define public sector TM as: (1) the processes adopted to systematically recruit, develop, deploy, retain

and engage public sector talent both in the short-term and in the long-term (Glenn 2012; Guo et al. 2011; Harris and Foster 2010; Thunnissen and Buttiens 2017); (2) a strategy facilitating the sector to face contemporary challenges including leadership development and service improvement (Kock and Burke 2008; Rana, Goer, and Rastogi 2013); (3) a strategy that ensures public sector employees do not solely hold knowledge and capabilities, but also possess core values which fit within the context, and which could address poor governance issues such as corruption and nepotism (Reilly 2008); (4) a process to achieve an appropriate fit to support the implementation of strategic objectives within the institution's philosophy, culture, and structure (Garrow and Hirsh 2008; Thunnissen and Buttiens 2017).

Talent Management in A Group

TM is structured under the responsibility of HR. The Group has an assessment centre which has programmes for identifying talent and discovering high potential positions. Training resources are allocated to high potential employees to prepare them for more senior positions. Dubai Police aims to create a learning culture and assigns responsibilities to some of the staff for training employees in specific skills to improve their performance and goal achievement. Training is an important element of preparing employees for future positions and responsibilities. The training begins with on-boarding new employees and after that continues through class and online training delivery. Also, one of the associated TM practices is the systematic availability of in-house coaching. The coaching is performed on a daily basis through line managers supporting employees with improving their skills and leading them through their individual career development. Rewarding employees for hard work is a TM practice applied in A Group which has a positive effect on employees' performance.

Project Management of Talent Management in A Group

A Group is as project-oriented organisation where every store is considered as a team. Each separate team has their own manager, assistant and sales assistants and customer services employees. Also, each brands are organised as work teams but they have appointed an HR partner as a coordinator looking for their needs and requirements. A Group has occasional committees formed through the year discussing any issues assigned by the group. For example, engineering projects in A Group formed to do such activities like opening store and production sales.

Summary of the Main Results in a Retail and a Police Organisation

Both A Group and Abu Dhabi Police have Talent Management Departments included in the formal organisation structure. Abu Dhabi Police consider TM part of the organisation and principally

located in the HR Department. On the other hand, A Group manages TM as an ongoing process embedded primarily in their processes of recruitment and selection.

In both organisations, there are tasks and activities required by TM that are expected to be based on initiatives exercised by individual employees. Employees in ADPF can come forward and register in the TM Centre and they also have a programme called, Tamouh which is an electronic database system including all employees who are identified as talented. A Group encourages the idea of a learning culture where each employee is responsible for setting individual targets. For newly recruited employees commencing work in the organisation, there is a checklist of programmes to attend such as customer service, communication skills and cultural awareness.

At ADPF, the participation of the direct manager in TM activities is voluntary however it does occur in the organisation. Whenever an employee registers in the TM programme, his direct manager is informed and expected to be involved in ensuring the success of the programme based on active participation. In A Group, there is an emphasis on online and classroom training, coaching and an on-boarding programme.

Coaching is a key element for employee development in A Group occurring primarily in the stores as well as being routinely delivered for all new employees. Coaching sessions happen twice a year and concentrate each time on particular competencies. Likewise, ADPF practice coaching but in a more indirect way; it is involved in specific and general competence development and is not dependent on a particular department.

ADPF and A Group have teams and committees which run operational individual tasks, teams and projects created based on requirements. ADPF has a section called the Committees Department but there is no direct connection between it and the TM Centre. Whenever projects need special talents,

they often though will send a request to the TM Centre. A Group has several groups and teams such as the sales team and a high potential programme team.

ADPF's projects always have specific goals and objectives but their knowledge sharing in the organisation is done indirectly such as through an electronic club. A Group's teams and projects include the happiness committee but they do not have a project department to run and control teams with the company. Regarding knowledge sharing, its mainly enacted through the mandatory practice of benefiting from employees' existing and newly acquired knowledge by expecting employees to prepare suitable training materials.

The relationship between corporate strategy and TM is carefully monitored and updated in ADPF as its is a KPI expected to be achieved. Also, for A Group a link exists but not through established corporate & business strategy departments. In ADPF, as was mentioned earlier in this section, TM is considered the primary responsibility of the HR Department and TM is linked especially closely with the HR planning section. In A Group, the training department has a link to the TM Centre. However, KM has no knowledge department but does have KM sharing practices and they have some links directly to TM. There were consistent answers from participants indicating that ADPF's innovation and talent activities use the same data bases and classification systems. In A Group there is app designed specifically for employees to post new ideas.

ADPF has a quality management department associated with TM through auditing processes. In A Group, international standards have to be followed in the Audit Department. CSR is considered an external matter in ADPF but there is some social engagement and service. A Group encourage volunteering initiatives and participate, for example, in activities arranged by the Khalifa Fund.

Interview Results Comparing A Group and a Police Organisation

Q1. Is Talent Management structured and part of the basic routine operations?

In A Group, I posed the same question to a number of managers in the HR department and learnt that TM is an ongoing process practiced as a process within their HR and selection procedures. Even though there is no such a department called “Talent Management”, the process is integral to their selection and recruitment procedures. The company uses different sources to attract talent, such as the company website, LinkedIn, and personal referrals. It also has practices in place to retain, promote and train talent based on their specific required competencies for this retail organisation.

Moreover, the company has appointed a special manager to look after local Emirati candidates, whose mandate is to reach a certain percentage of local employees within the company as part of their effort to meet UAE government guidelines on Emiratisation. However, there are unique challenges with Emirati employees so far as talent and skills are concerned which is understandable given that many of the young Emiratis will join with no previous work experience. For the expatriates, employees and candidates present a challenge of a different kind, that is to identify the ones with high potential for further training and promotion since many of them have outstanding talent.

Mr. I said:

“Yes, this is an ongoing process, there is a clear structure on what is to be done and how we assess employees, how we look for talent, and how we work on certain talent. So, it is indeed a structured process based on very clear design, with assessment centres who plan (identify) competences.”

Also, according to Mr B, he commented:

“Yes, for example, the people who are highlighted as potential, we work on them based on certain criteria and certain competencies so really there is a structure process... and this our job... as talent development, we support account management on this.”

Likewise, Ms. A, Recruitment Manager at A Group remarked:

“Talent management is indirectly structure. We recruit candidates based on talent requirement, so yes talent management is imbedded in our selection processes. Our criteria in selection is based on education image.”

In the Abu Dhabi Police Department, TM is structured and has a special sub department or section within the HR department. I found out through my interviews that there is a conscious effort on the part of the Police department to manage talent in a systematic and professional manner and to link that with the current and future needs and requirements of the Force. In particular, these efforts fall in line with the overall UAE government effort to discover and encourage talent in the public sector and is aligned with the future plans such as Vision 2030 as well as their short-term and mid-term plans for the staff and personnel policy.

The Centre exist under the name Talent Discovery Centre. It belongs to the HR Sector Head and has an independent and clear agenda to discover and encourage talent within the organisation, including to ensure amongst other things, that the right person is placed in the right place. It has the power to transfer and relocate candidates based on their skills and the need of their departments. The Centre also acts as a point of contact for other departments and sections to source talent by accessing their database for talent and skills for their respective projects. As the Centre is relatively new, it was only established in 2017, they are going through a learning curve in terms of internal organisation and procedures which is constantly being updated.

Major AH, Manager of the Talent Centre at Abu Dhabi Police Force, when asked the same question, Is Talent Management structured, he replied by saying:

“... it is structured and TM is part of HR division and TM is an independent Centre reporting directly to the division manager. The TM Centre was founded in 2017 with a mandate to discover, manage, develop and train talent.”

Also, when I asked the same question to Captain AAJ , Head of the Talent Recruitment Branch he answered:

“Yes, it is. This Centre is made up of two branches, discovery of talent and caring (overseeing) talent. The discovery Branch carries out the discovery operations by way of electronic systems and establishing of a talent database. Besides, we use the necessary tools to discover talent, whether by tests or classifications.”

Similarly, First Lieutenant SAT answered the question in the affirmative as well by saying: “The talent management Centre is one of the organisational units within the Abu Dhabi police force, it is a Centre with the status of a section and is considered one of the major operations currently in the human resources division.”

Q2. Are there any activities and tasks required in the talent management centre by the members of staff to take the initiative to participate themselves?

In A Group, mainly a retail business with different international brands, they focus on their “learning culture” which is specific to their industry and to their brands. They place high importance on the image of the employee and how he can communicate and interact with fellow multicultural team members and with customers. Delivering customer service to the highest satisfaction is very important to the company, and is reflected in their expectations of all

employees. So, every employee must work on his own development plan which requires him to improve in certain areas of weakness and cover any training gaps.

As far as local Emirati recruits are concerned, the company looks for motivated local employees who have an ambition to succeed and are driven by passion. By and large, most Emirati candidates are young and quick learners who accept the challenge and the company appreciates their efforts and offers them opportunities and good support. The other expatriate candidates are expected to have certain competencies such as teamwork spirit, how they can work and engage within a team. However, the more senior the position the greater the requirements and expectations All candidates take psychometric test assessments, as well as tests for strategic thinking and line of reasoning. Also, a good level of English language is considered essential for all candidates.

LH, HR Manager at A Group, further explained:

“Employees must have a level of cultural awareness, good customer service & communication skills. They must work on their brand knowledge and be always inquisitive. Values training wow- the - customer approach. Everybody should know tricks of the trade depending on the department which he is working at.”

In addition, Ms. A , Recruitment Manager, on her part would like to see employees meets certain criteria, she described the process as follows:

“When new employees start in the stores, there is a check list. and everyone depending on his position, make sure everything is fit... They should know about the brand & what is the concept for the brand, and about the stock room etc. Employees must fit the image profile of the brand which they are working with, Zara is different for each other brand.”

On the issue of skills and skill levels, Mr. B, Talent Management Officer said:

“Yes, each person has a set targets on what they need to work on. Also, they have sub targets to figure out what are their areas of weakness that

they need to work on as well. In the stores the manager's responsibility is to look at the skills gaps and come up with a plan for to cover them, by training, coaching etc."

Meanwhile, in Abu Dhabi Police Force, the Centre for Talent Discovery strives to let employees know that the Centre is there to help them. They want to make sure that every employee knows about the Centre and what it can do for them. There is a conscious attempt by the senior management to create a culture of TM as a part of a broader UAE government policy to discover and promote talent. Furthermore, the Talent Centre is responsible for compiling information and data about talent to create a database whether in an electronic system or manually. It aims to generate an inventory of talent within the Police Force. Once the database is created, they send it to the other Branch along with their study and recommendations and by this means, their process of caring and developing for their talent starts.

Major AAM, Manager of Talent Management Centre at the Abu Dhabi Police Force said:

"The process for talent discovery starts with the Centre itself by way of awareness campaigns and letting everybody know that we are there for them. The candidates are responsible to come forward and register with the Centre knowing they can develop their talent and improve their skills and that we can raise the level of their job satisfaction and work happiness."

First Lieutenant SAT, Head, Talent Caring Branch, said:

"We have a programme called Tamouh (ambition) where we have individuals register themselves in a system, which is an electronic system for talent management, it consists of a database. This is considered the nerve centre or the backbone of our Centre. All talented employees are all registered in it and documented."

Ms. E, an Administrator at the Talent Centre, explained more of the details of the process:

"We have two components; the first, is the departments requirements i.e, when they ask, we need this or that talent, in which case we announce

the requirement and the interested employees will come forward and register. Moreover, we maintain a list of names for those individuals who have plans and talents. We generally get feedback from them as to what action they expect from us to take. We strive to accommodate them by launching suitable programmes to fit their talent development needs.”

Q3. What is the relationship between the direct manager and the employee? Does the direct manager participate in the activities of your Centre?

As a private sector company, A Group places a high emphasis on training and coaching in-house. Managers are expected to play a key role in coaching their employees to prepare them and groom them for future responsibilities. There is a kind of buddies-sisters relationship where whenever a new employee join the company, they appoint a buddy for him for a couple of months until he is trained. Managers and assistant managers, on the other hand, are expected to groom their successors, so when a position becomes vacant it can immediately be filled.

Moreover, due to the nature of the business, the company trains top managers to be culturally aware. Likewise, employees are encouraged to celebrate their ethnicity and be sensitive to other colleagues. Another issue is communication and interpersonal skills, which are very important to creating a smooth functioning and healthy work atmosphere.

Mr. IA, a Training Manager at A Group, emphasised the issue of succession planning:

“The line managers are (always) engaged in looking for successors. Not only for his position but for multiple positions in the store. For example, store managers they must identify a successor, and the assistant manager would have to identify a successor as well. So, this is one thing, identifying successors.”

Ms. A , a Recruitment Manager, explained the recruitment and performance management:

“We have something called (on-boarding the employee) which is to make sure they are well engaged and inducted in the business. We want

to make sure that they have the proper information and expectation related to their employment package. Also, we do for them orientation or induction. We also track performance, and job progress.”

Ms. LH, an HR Manager in A Group, described some of the available programmes for skills training:

“We have Online training, classroom training, in-store training and we also have the different programmes such as sales development programmes which is training designed for the salespeople. Additionally, for those who will become managers we have a special programme for them to prepare them to become managers and master several competencies.”

In Abu Dhabi police department, the approach is different as the Centre of Talent tries to create a culture for TM and discovery within the Force. It aims to register employees who have talent and compiles a database, which is accessible to all of the different departments, and managers are expected to facilitate this process for their employees and be supportive and motivate them to come forward, and at the same time feel that it will be accepted that they can deploy their talent.

In addition, when there is a training course for a certain skill like shooting or horse riding, all of those candidates who are registered in the database for this particular skill will be contacted and given the opportunity to participate, and at the end of their successful training will be placed in positions where they can practice their talent and at the same time fulfill Police Force requirements. Overall, the initial step normally should be taken by the individual employee combined with the tacit consent of his direct manager.

Ms. E, an Administrator at the Talent Centre in Abu Dhabi Police Force, explained their role and contribution in TM:

“At the beginning of our founding, we have launched a programme, this programme allows everybody who has a talent to come and register in

it. Additionally, the different departments within the Police Force can approach us for needed talent. The success of our major programme depends on the positive involvement and permission of the direct manager.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch, drew attention to the importance of employees being self-motivated and enthusiastic to participate in training and development:

“When there is a training course, we announce it to all those who are interested, after they register in our system they will be notified by SMS about the details and training. The responsibility of the direct managers is mainly confined to facilitating the process for their employee’s involvement in training and encouraging them to register.”

Captain AAJ , Head, Talent Recruitment Branch, said:

“Look, we as a Centre for talent management always encourage them, and we strive as much as possible to let everyone knows that we are there for them. To know what we can do for them, and what we can offer them.”

Q4. Do you have a professional coach in the organisational structure?

In A Group the concept of coaching is central to their operations, performed on a daily basis with all new employees and new joiners, implemented on the job inside the stores. There are a number of certified coaches within the company. There is an internal coaching culture and it is executed as a form of training. All shop managers are requested to take coaching skills and to act as coaches to their employees and not simply behave as the boss.

Specifically, for local Emirati employees coaching sometimes take the form of guidance and supervision and problem-solving since there is a special dedicated manager for Emiratisation. Likewise, coaching is used as a support tool, when a new employee under promotion

underperforms, the company will find alternative coaching for him as way of avoiding termination of service. This works most of the time in favour of the new employee especially when they transfer him away from a busy shop to a less busy store which reduces the work pressure and demands. So, coaching is a valuable TM tool used to avoid contract termination as well as a means of mentoring and training.

Mr. EJ, Emiratisation Officer at A Group, said:

“They do the coaching in the store and it is done with the store manager or supervisor. And yes, I do coach and guidance for some of the Emirati employees, when, and if needed.”

Ms. A, Recruitment Manager (A Group) elaborated on how they avoid unnecessary terminations:

“We do coach sometimes when there is new employee who just started, they cannot handle the work pressure (i.e., in the busy store). But in order to give them a chance and not end their probation we can transfer them to a smaller operation and give them another chance. Many of them they will pass and their performance will be good they will be in the right location and this is how you minimize terminating people who are on probation.”

Ms. LH, HR Manager at A Group, said:

“Coaches work with the employees on the competencies and on the product knowledge or if they have any problems. So yes, we do have coaching.”

In the Abu Dhabi Police Force, however, coaching is practiced as a routine operation and is part of the organisational culture and heritage; all military organisations in the world have coaching in some form or another. They do not have designated coaches as such, but the Talent Centre acts as a coach for everybody and the go-to point for anybody who needs it. But given that there are so

many important and relevant skills and talents, every department manages and hold responsibility for managing its own training needs.

Due to the nature of the Police, it is up to each department to run its own training programmes and appoint coaches with relevant expertise in the field. They use different supervisory tools at the Talent Management Centre among which includes the use of Personal Development Plans (PDP). This is considered one of the more effective approaches and generally is the preferred method. And when there is a group of individuals who have a talent in a certain field, a training course can be launched for them.

Major AAM, Manager of Talent Centre at the Abu Dhabi Police Force, said:

“As far as appointing a coach or mentor for each talent, we do not have that. However, the Centre acts as the mentor for all. We are the go-to point for every talent in this organisation. But we have (talent) coordinators in each departments and division, this coordinator is a member of the talent team. The Centre itself takes care of the process of general guidance.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch, said:

“No, because we have diversity of skills and talents, every talent is different, each person has a unique talent which only he/she can steer in the right direction. Nonetheless, we do cooperate with the concerned departments for their respective training courses. For example, we have the horse-riding training, which is run by the Equestrian department.”

Ms. E, Administrator at the Talent Discovery Branch at the Abu Dhabi Police Force said:

“No coaching as such, but each department or section, depending on their specialization have their own trainers or coaching of teams.”

Q5. How is the TM being managed as a project? Do you have teams? Is there a special work plan for them? And, how are the team members selected?

In A Group the nature of the work is organised in teams, as every store has its own manager, assistant manager, visual merchandizer, sales assistants, storekeeper etc. So, teamwork exists by default. As a result, brands are organised around work teams, and there is an appointed HR field partner to spend time with the teams in the stores. With each brand having its own requirement which changes from time-to-time.

However, project management in A Group refers to completely different objectives of teamwork, in contrast to Engineering projects activities like opening new stores and selling products and services to customers. But HR try to engage them and get them involved in other things as a way of not having them do one thing all the time. Also, they form occasional committees to discuss various issues.

Mr. B, Talent Management Officer (A Group) said:

“It depends, we have something called committees; and we have the hypoPo programme. Sometimes we need to focus on behavioural skills, soft skills training or we need subject -matter experts, let us say finance. We need to address what we’ve identified as “a challenge” so we created this programme.” High potential” we might need a subject -matter expert to come support us with developing the course and content and so on.”

Ms. LH, HR Manager (A Group) said:

“Our managers spend most of their time with their teams, they spend it in the stores with the employees. The team will be in the stores with staff. So, we follow the policy of outreach with our employees. We do not want to be away from them. We strongly believe that getting engaged with our teams on the floor.”

Ms. A, Recruitment Manager (A Group) said:

“The teams change depending on the requirements you have and the requirement of the brands. On these bases we agree with them what are the training needs which we need, so they go and develop material and

content courses accordingly or programmes they work on it and they work on them to cater for the needs of the gaps that we (need to cover).”

The teamwork and project management at Abu Dhabi Police Force is handled differently, as teams are selected and formed on demand to perform a specific task. There is a permanent committee established and is represented by all nine divisions. The aim of this standing committee is to spread the culture of TM and encourage individuals who have special skills to come forward and put their skills to use. A team consisting of various skills (i.e., IT, Artificial Intelligence, Civil Engineering, etc.) can be put together to execute a project.

Basically, there is a practice at the Abu Dhabi Police Force whereby talent is discovered in many ways, either by direct recommendation from the line manager or through personal registration by the employee himself or discovered through teams or programmes. The talent management Centre is always updating its database and reaches out to talented individuals. So, when the need for them arises, the teams can be assembled at very short notice. First Lieutenant SAT, Head, Talent Caring Branch at Abu Dhabi Police Force, said:

“Currently, we are not involved in any of the teams, because as I mentioned to you, it is based “on demand” whenever they ask us to propose someone to join any team. But recently a new special work team will be created with a special programme and specific talent but will be put on “mute” ready to be activated in the future.”

E, Administrator at Talent Centre, Abu Dhabi Police Force said:

“There is a type of programme which we launch, it is consisting of creating a work team to carry out a specific task. Many talents get together and there will be a mix and match of talents. A good case in point is the Radars Team, in which many different disciplines and talents combined efforts and came up with a good outcome, namely, fabricated, and improved radar devices.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch, said:

“We have created a work team called Tamouh (Ambition) to manage Talen. It consists of 9 members from the divisions, assisted by 9 coordinators from each department in the division. Through this team we aim to reach the largest number of talents in the General Directorate of the Abu Dhabi Police force, and to spread the culture of talent among our employees.”

Q6. Is there any sub-section concerned with such projects or when you are trying to form a team to achieve an objective, how do you do it? Secondly, when the team accomplishes its mission, do you evaluate and assess their skills and discover a talent that was previously uncovered?

At A Group, there is a periodic evaluation of staff members in order to promote employees and for training purposes to discover and fill any skill gaps. This is also done with local Emirati recruits who come without previous experience but nonetheless have good skills and ambition to succeed. The corporate culture inside A Group rewards hard work and talent and they consider this an important aspect for motivation which positively affects customer service.

The company uses assessment centres and launches certain programmes to identify talent and discover high potential candidates who could be selected for future managerial positions. Also, there is a yearly online evaluation to be completed for senior management and HR, providing the necessary feedback reports on the performance of their employees. High potential employees are allocated special training courses and go on work visits to prepare them for higher positions.

Ms. A , Recruitment Manager at A Group, said:

“At the end of each year, after all reviews are made and filled online....everything comes to us as HR and we generate the reports and all the evaluations it will appear (in the system) and based on that, we Categorize “categorization“ in a systemized way, it is automatically generated on the system it shows me all the good performers.”

Ms. LH, HR Manager at A Group, said:

“The high potentials or the good talent proven itself on the ground get invited to meetings, shadowing, and outside meetings and they get to go on training trips. So, the answer is yes.”

Mr. I Training Manager at A Group, said:

“We have a committee called the happiness committee ...where we take people from various departments and from the stores And the number one objective they had as a committee was how to come up with initiatives to engage people to make people feel better at their work ... for example appreciation events ... from stores and a happiness committee was created.”

Abu Dhabi Police established its Talent Management Centre in 2017 with the specific objective of discovering talent and encouraging a culture of TM and sponsoring talented employees' career advancement and development. The Centre is always looking to recruit talented individuals in all fields and maintain a comprehensive database on talent which the Police Force can use to form teams and committees. The Police Force takes care of all of its talented individuals at all times.

There is a Crisis Team at the Abu Dhabi Police Force which goes into action whenever there is a natural disaster like floods or earthquakes, and this Crisis Team is aware of the Talent Centre database which it can access for any talent it needs. During the Covid-19 Pandemic the Crisis Team needed volunteers cooks and chefs for their staff at the barracks because of the lockdown for all non-essential staff, and the Crisis Team was able to appoint cooks from the Talent Centre database.

Captain AAJ Head, Talent Recruitment Branch at Abu Dhabi Police Force Talent Centre said:

“We do have a connection. As we have two parties in this work, the first are the talented individuals who are working in the team, and the team itself. Whether you are forming a team to study the environmental impacts for the global warming or environmental crimes... I have a talent with experience in environmental studies who will make a great contribution to your team. The different teams consult with us, and we provide them with relevant talent.”

First Lieutenant SAT, Head, Talent Caring Branch at Abu Dhabi Police Force said:

“Yes. We are required every year to give our technical opinion on talents and on people who have unique and distinguished talent. We do this with or without programmes. So, the sponsoring of a unique talent might come sometimes through a work team or through his department or through his/her participation in any practice. We collect these names and we reach out to them, and we try to do what is needed.”

Staff Sergeant AAH, Acting Manager for Talent Discovery Branch at Abu Dhabi Police Force, said:

“One of the tools we have in our Centre is to run a programme of discovering talent and to reinforce any work team with talent. Alternatively, one of the departments might want to create a new team, and they need to utilize our database to source a talent, we support and encourage that pursuit, as we participate in all initiatives and work teams whatever they may be.”

Q7. Is there knowledge transfer or knowledge sharing, does this practice exist in direct or indirect ways?

In A Group, they do not have a knowledge department as such, but the HR department acts as the de facto knowledge management department. A Group have a system of documenting everything significant that they do, and they have a learning management system (LMS) which is a suite of software they use to make sure all information is accessible whenever required. One major reason for this data management is that, when people leave the company, the accumulated knowledge and practices do not leave with them.

Another interesting aspect at A Group is that all of the training courses and materials are prepared and developed by the staff themselves. They have in-store sessions in which training is given to staff on a continuous basis before business hours. In addition, they have in-store library where

employees can find topics and give suggestions on how to run the training and customize their needs.

Mr. IA, Training Manager at (A Group) said:

“We make sure that everything we do is kind of documented, all the scans ...learning management system this is a software that we use, and we make sure everything we do is on it. For example, the idea is that we could all be redundant any day so we must make sure that everything we do today is documented, like programmes, sessions that we have not only the content but the if we leave, somebody can take over right away, smoothly.”

Mr. EJ, Emiratization Officer (A Group) said:

“The employees are the ones who prepare the training material and courses as per their experience, for example, a finance person who is an accountant they use him to prepare the courses for the accountants and its mainly so that the company can benefit from this knowledge base.”

A , Recruitment Manager at (A Group) said:

“Product and technical knowledge inside the store is administered by the store managers, we qualify the manager to do it inside their stores for their employees and by this you are increasing the training hours of your employees... plus we have the Online, for training managers...there are training courses designed Online for certain levels and the manager go by himself and do a full training online. Online App.”

In comparison, in the Abu Dhabi Police Force, even though knowledge sharing is not stipulated by official directive, it happens by default. Whenever individuals are formed into teams to work together, it is usually composed of individuals with different talents and specific skills. For example, when they formed the Radar Team, they collected together people from Artificial Intelligence, Information Technology, Roads, and Civil Engineering and Programmaming

designed to ensure high performance and in the expectation that knowledge was shared through their collaborative teamwork.

However, there is a very important concept in the Police Force it is called *The Mandous of Talent*. Mandous is a traditional UAE Arabic word referring to the box customarily used by Emirati brides to keep their jewellery. Here, it refers to the “Box of Talents”, which is a data site or a platform accessible to anyone in the police force to post information and first-hand knowledge pertaining to a certain work group. Anyone can also go online and access the data and learn whatever from it.

Staff Sergeant AAH, Acting Manager, Talent Discovery Branch, said:

“This is completed, we have something called the *Electronic Club* where they can post and share all the information, lessons and conclusions reached, and this is done on the individual’s initiative at the sections or department level. It is optional.”

AAJ , Head, Talent Recruitment Branch for Abu Dhabi Police Force, said:

“There is always sharing of information within the top management, internally. Things like studies, and requests for additional information, this is all discussed at the top management level. We were mixing up related talents in work teams, we had people from AI and people from drone’s technology and people from Innovation, we put them all in the same team.”

Major AAM, Manager of the Talent Centre (Abu Dhabi Police Force) said:

“We go through phases with these teams, first we have the database, then we have the assessment and evaluation, then we have the motivation and incentives, but as far as knowledge sharing, believe me, I am not sure, because we have the Centre for Knowledge management in the Directorate of Abu Dhabi police.”

Q8. What is the link or relationship between the Talent Management Corporate and Business Strategy, what is the link?

As typical for a private company, A Group focus is always on their customer and on profitability. With that in mind, all heads of departments are considered strategy setters, and the management is responsible for linking what the strategy is with what people are doing on the floor. Therefore, they ensure they recruit the right talent, and develop the right talent which will cater to the right customer needs. The emphasis, therefore, is all about customers, customer-centric or customer centricity.

This corporate strategy is not constant, it keeps changing, and at the time of the interviews, A Group's management approach is to do it differently. They decided not to structure and divide the roles by business functions instead trying to make everyone responsible for his own brand. So, they now have an individual person assigned with responsibility for each brand and taking care of the relevant team in the field from A-Z. There is a standard practice known as "talent performance" where the manager introduces all of the policies in close coordination with the HR Department.

A , Recruitment Manager (A Group) said:

"We added the company values and tied them to required competencies. Our values are passion, teamwork, integrity, accountability because we wanted them to be scored and we want to make sure all our population (employees) are demonstrating our values."

Mr. B, TM Officer (A Group) said:

"Yes, on the group level we have a set of strategies which are set...and this is cascade it down to different departments. An example, how corporate committee should work with us ... We have an app it's like an Instagram where we can post, and all employees can see one of the pillars (of this App) is to talk about customer's centricity which means keeping the customer in the midst of everything we do."

Ms. LH, HR Manager (A Group) said:

"Before, the talent management was a separate function. Two years ago, we had recruitment and talent management and performance, compensation and benefits and training every one alone. ... However, recently, starting last year, we started changing this strategy. We started

a different approach. We did not want to divide the roles, and we wanted everybody who is responsible for his brand to be responsible for his selection.”

One of the major strategic objectives at the Abu Dhabi Police Force is Optimum Utilization of the human resources element. In so far as the department pursues this goal, it will be judged to be meeting the Strategic goal. Moreover, job satisfaction and employee happiness are considered one of the KPIs used by the Police Force. So, with that in mind, all policies and decisions taken by the Talent Management Centre will eventually be filtered and endorsed by the Strategy department. Another interesting development was elevating the TM KPI from the level of operational indicator to strategic indicator. This now requires measuring the amount of success and execution by how many talented individuals and talents are discovered and cared for. The more talent discovered the better. TM in Abu Dhabi Police Force is an important operational process and it is part of the Corporate Strategy and is categorized as falling within Level 4 operations.

First Lieutenant SAT, Head, Talent Caring Branch (Abu Dhabi Police Force) said:

“Our policies are normally endorsed and filtered by the Strategy Department, because they are the concerned body. At the end of the day, the effort of talent management serves or compliments the Police Force Strategy. Plus, the Human Resources KPI’s which applies to Talent Management are also put by the Strategy Department.”

E, Administrator (Abu Dhabi Police Force) said:

“You know, job satisfaction and work happiness are a key performance indicator (KPI) which we strive to achieve. Talent Management and caring for talent is something that will increase the employees’ job satisfaction and happiness in themselves, not necessarily 100% but it will make a positive difference. So, there is an important link here.”

Major AAM, Manager of the Talent Centre (Abu Dhabi Police Force) said:

“The relationship is in operations Level 4 within the strategic plan. Talent management is a level 4 operation, this is on the strategy side. On the other side, our relationship with the organisation in general is governed by our structure as a big team within the HR division, and we have a representative member in each of the organisational divisions.”

Q. 9 What is the link between Human resources and talent management?

A Group’s mission is to achieve customer value while at the same time achieving good returns on investment and continued growth. They view their employees as an important asset and have also linked the company values with required staff competencies. These values are passion, teamwork, integrity, and accountability. All of these competencies have to be scored against employee performance to ensure all the employee population are demonstrating these values.

The HR department at A Group have a policy of engaging with their employees in the field. They appoint field partners to be with the employees outside and not to simply sit in the office. Their style is not to have HR working away from the people, therefore, for every brand or a group of brands they appoint a dedicated field partner, whose job is to look after the day-to-day concerns of employees as well as attend to their training and development needs.

Mr. EJ, Emiratisation Officer (A Group) said:

“When you recruit somebody to fill a vacancy, you are following a certain procedure. First, you look what kind of competencies are you looking for. Based on that, you will decide if this individual is fit or not. Whether you are looking for a senior or junior position, a fresh graduate or whatever. Everyone is treated in a special way, because you will be matching the job requirement.”

Mr. B, TM Officer (A Group) said:

“We do training analysis, at the beginning of each year, we try to highlight individual performance organisational training gaps or performance gaps, and this is where we work with shop managers. To serve the needs of the employees who are working in a store and

highlight areas that they need to work on (improve). If there is a performance gap, we sit with them, and we focus on groups and come up with solutions.”

Mr. IA, Training Manager at A Group said:

“Training department works closely with HR to identify weaknesses and strengths in competencies and launch training and coaching programmes.”

As a Police organisation, Abu Dhabi Police force faces different challenges. These differences are reflected in its HR policies and recruitment of talent. The kind of talent required by a police force is completely different from the private sector organisation. Therefore, their internal procedures and processes are geared towards a different set of social values and concentrate on protection and security of the public. The Talent Management Centre is an integral part of the HR section of Abu Dhabi Police and reports to the HR section head.

The Centre of Talent Management at Abu Dhabi Police serves in two main functions. First, it gathers the requirements and needs of the different departments as far as talent is concerned and tries to match them with existing talent available in their database. Second, it encourages and motivates everybody who has a special talent to come forward and use it to the benefit of the entire Police Force. This is done as a part of the overall corporate policy which values and rewards and appreciates talent.

AAJ , Head, Talent Recruitment Branch (Abu Dhabi Police Force) said:

“There is a direct link between talent management and Human Resources Planning department. The planning department currently is the main provider for the trends and expert specialties needed by the Abu Dhabi Police Force in the future, The preparation for this will witness the overhauling of the general concept for the police cadre, which will also see a transformation of the traditional Human Resources

Management to Talent Resources Management, and this is one of the objectives that we have included in the Vision 2050.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch (Abu Dhabi Police Force) said:

“We are part of Human Resources, we have several procedures in cooperation with other sections of HR such as Planning department, and Employee affairs department (transfers etc....) and other departments as well.”

E, Administrator, Talent Management Centre (Abu Dhabi Police Force) said:

“We don’t have an HR department, but an HR division which incorporates an Employee Affairs department, if that’s what you mean? From the department of employee affairs, we obtain all our personnel data from them, things like name, title, position etc. Their database is automatically connected to our system, so whenever somebody registers in a programme as a talent, his military number and all his necessary bio data accessed automatically in our system.”

Q.10 What is the link between talent management and knowledge management?

At A Group, the process of knowledge management exists and is practiced on a daily basis, but there is nothing that is called a department or section for knowledge management. The process of transferring and preserving knowledge, procedures and processes is practiced conscientiously ensuring the continuity of business operations. The training department acts as the knowledge manager by documenting, scanning, and filing all procedures and processes inside a special learning system.

So, in that sense every organisation, whether big or small, has some form of knowledge management even though it might not recognise the concept explicitly. All of the training manuals and training content materials plus the training procedures for managers and employees are

repeated and practiced daily by the employees working in HR and by trainers and it is passed down from generation to generation. For example, the successor programme is a good case in point, when every manager is required to groom his successor.

Mr. I (A Group) said:

“We don’t have knowledge department but we as HR, act as knowledge management department. ...So each department. ...We make sure that everything we do is kind of documented.”

B (A Group) said:

“When there is a training course for, let’s say soft skills, the involvement comes ... This is where different departments come in and be part of talent development (interact) so, we sit with them and create content...For example, what to say (in the training course), what should be the content of the course, what is the issues we are trying (to address). The technical content (will be) created by them and also... and this is the major link.”

A (A Group) said:

“There is a link to what our requirement for this or that position is, what are the main competencies this person should cover in order to fill this vacancy? Based on that you develop PDP, bulk PDP or the other thing that we did we designed a programme for the SPDPeople management, there is a course given concerned with intelligence, leadership skills what you are interested is in these competencies to be covered. So, based on that, you put them in a PDP programme.”

At Abu Dhabi Police Force, knowledge management is practiced in a professional way, and is carried out as part of the work of the Strategy department. There is no separate Knowledge department as such, but the practice of managing knowledge exists inside the organisation. So, in a way, there is an indirect link between TM and knowledge management. In summary, the role of the Talent Centre is to discover and transfer knowledge and make it readily accessible to all

employees, and this wealth of knowledge, procedures and practices, it is anticipated, will live on and pass down from one generation to the next.

Recognition of the importance of the process of knowledge management in Abu Dhabi Police Force is dependent on the awareness of the people who are working in the Talent Management Centre. It is expected that everybody along the TM chain from new recruits to employees to recruiters to managers should realize the effectiveness of knowledge management on the overall outcomes of Police Force work. That is why the Talent Management Centre has outlined all of the inter-related activities in the flow chart of the Centre so that everyone in the organisation knows the process from beginning to end (inside-out), the start, the steps and the end.

Major AAM, Manager of the Talent Centre at Abu Dhabi Police Force said:

“So, the first transfer happens when we transfer the individual’s knowledge to our database. The next transfer is when we open our database to all departments in the Abu Dhabi Police Force. : We have classifications for talent, 6 classes we call it the talent classification, namely; *Dynamic, Intellectual, Art, Leadership, Academic, Innovative*...These are the six classes.”

E, Administrator at the Talent Management Centre (Abu Dhabi Police Force) said:

“It is there in the organisational structure, and even as practice-wise, we are working together with Knowledge department. Everything we do or accomplish we document it in the *Mandous* of Talent, as mentioned earlier.”

Staff Sergeant, AAH, Acting Manager for the Talent Discovery Branch said:

“Knowledge Management is part of the Strategy Department, and of course, there is a close cooperation between us, and we are currently working on a future vision to support talent and do it in such a way to support the wider objective of the needs of Abu Dhabi Police Force.”

Q11. What is the link between talent management and quality management?

Responsibility for quality management in A Group belongs to Quality, Health & Safety (QHS) which audits quality issues but does not have a major impact on TM and recruitment procedures. Basically, it concentrates on all departments following standards and procedures, but there is no direct link made to TM.

Therefore, quality management is exclusively an audit issue designed to ensure general guidelines on the safety and health of employees, but it has little or no effect on TM. Basically, the hiring, recruitment, and promotion process are all subject to training, performance and meeting specified competencies but it is not a documented uniform policy. A, Recruitment Manager (A Group) said:

“Yes. We have audit when they come to audit us. We have internal and external audit, so this is one of the criteria or requirements we need to complete.”

B, TM Officer (A Group) said:

“We do have international standards to follow, and it is mainly related to the audit department. They have certain standards that they adhere to basically anything that we do we follow those guidelines.”

IA, Training Manager (A Group) said:

“We don’t have a link on the local level.”

In Abu Dhabi Police Force, quality management is a part of the standard procedural manual. This is the principal link between TM quality, which is governed by the general guidelines and rules of the organisation. So, the Police Force procedural manual is taken as the benchmark, and this manual is constantly being updated.

All of the forms and questionnaires at the Talent Management Centre are numbered, coded, and documented in accordance with Quality Assurance standards. This is another link that exists between the Talent Centre and Quality management, because quality management assesses all departments on whether or not they are following the standards, such as ISO. Again, there are no quality guidelines that apply specifically to TM.

First Lieutenant SAT, Head, Talent Caring Branch (Abu Dhabi Police Force) said:

“The QS is also part of Strategy and whatever applies on Strategy applies on Quality. They always audit us, whether we are complying or not complying, if we are following the right procedures? What are the needed improvements, if any? They express their views and give us hints and advice whether there is any obsolete process or any additional process we should follow... etc.”

AAJ , Head, Talent Recruitment Branch at Abu Dhabi Police Force said:

“Frankly speaking, I do not think there is much of a link between us and the Quality Management, even though they contribute a lot to putting the requirements and general specifications and guidelines which we abide by.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch said:

“The Quality management is under Department of Strategy in the Human Resources Division, and certainly a lot of our work is done in cooperation with the Quality Branch with a view to enhancing performance and improving our procedures.”

Q12. What about the link between talent management and corporate social responsibility CSR, or sustainability?

In general, many large companies and government organisations in the UAE are following some form of sustainability policy. People are becoming increasingly aware of the environmental and social aspects of business, and companies are trying to appear sustainable and environmentally

friendly. A Group is no exception. The company has implemented some measures such as going paperless, and recycling and using paper cups as opposed to plastic cups, plus educating people about sustainability and sustainable practices.

The company, in addition, participates in and encourages volunteering initiatives such as the Khalifa Fund. Also, they have created interesting new training for their staff on how to deal with customers with determination or who are physically challenged. They identified that there is a lack of awareness on how to approach customers or people with determination. So, they delivered a programme on training employees on how to deal with them. Basically, the trend for more sustainable environment and social responsibility is there but still in its early stage of development.

Mr. IA, Training Manager (A Group) said:

“Yes, obviously the efforts are to make us a sustainable place. We, at HR encourage environmentally friendly practices, we have limited the use of plastic or paper cups in the office. We promote the idea of everybody having their own CSR responsibility. We ordered for all employees to use mugs.... this is one thing so we reduced papers ...we go as much as we can paperless. We encourage recycling.”

Mr. EJ, Emiratisation Officer (A Group) said:

“We believe in social and community engagement whenever there is an opportunity.”

Mr. B, TM Officer at A Group said:

“We participated and encouraged volunteer initiatives like Khalifa Fund. Also, we created new training on how to deal with customers of people with determination. Because we identified that there is a lack of awareness on how to approach customers or people with determination... So, this was on training employees on how to deal with them.”

As an organisation, Abu Dhabi Police Force is committed to sustainability and social responsibility which constitutes part of overall UAE government policy. There is a responsibility towards the employees and staff at the Police Force from within the organisation but also there is a responsibility towards the society at large. However, this is planned and implemented by the organisation as a whole and not by the Talent Management Centre specifically.

However, there is a section at Abu Dhabi Police Force called, “We are all Police” (Kullona Shurtah) and it belongs to the Society Police, and it is open for all to register as volunteers to serve society according to their abilities. There is a link and cooperation between the Talent Management Centre and the Kullona Shurtah initiative for the good of society.

AAJ , Head, Talent Recruitment Branch (Abu Dhabi Police Force) said:

“As far as sustainability is concerned, it will be covered in our example of the cook/chef whom we involve with the Crisis and Disaster team which we talked about earlier. About social responsibility, we are still not there yet, but we are engaged with the Community development Authority in the Emirate of Abu Dhabi who are providing financial support to needy families, through” Kullona Shurtah” We are all Police.”

E, Administrator, (Abu Dhabi Police Force) said:

“In terms of society service, we have external and internal society service. The internal service relates our employees and their families, and the external service relates to the society at large. A good example which comes to my mind now is the International Happiness Day, which we actively participated in it.”

Staff Sergeant AAH, Acting Manager for the Talent Discovery Branch at Abu Dhabi Police Force said:

“As far as SCR or society service is concerned, our scope of work is strictly inside the Police Force serving our employees. However, if our talented employees want to do society service outside, we support them. Whenever they have any external initiatives, we will support them with

our talented volunteers who will participate with them. Having said that, there is the “Kullona Shurtah.”

Q.13 What the linkage between talent management, and innovation management in general?

As a private company, A Group practice innovation, but it is not a dedicated department. In the same way as they practice knowledge management, but they do not have a dedicated department for knowledge management. For example, they have a programme called “ HighPo”, and it means they select the good performers and promising employees with high potential, and they train them and place them on a special path for future promotion.

Another example of innovative practice is the “Happiness Committee”, where they select people from different departments and from the stores, and the objective is to help people feel better at work. Also, they have Apps online for employees to log in and write their recommendations and suggestions. This is one way that management receive employees’ feedback on a variety of issues.

Mr. IA, Training Manager at A Group said:

“Yes we have something similar to that which is in our portal one of the main functions of it is called “My Voice” where employees can suggest or propose a new brand or you can submit an idea and you can talk to HR directly through here ... So this is very similar along the lines of what you are saying.”

A , Recruitment Manager (A Group) said:

“Our training department is the catalyst for change, they make up new programmes like train the trainer, enhancing communication, motivate too elevate, emotion intelligence and so on.”

Mr. EJ, Emiratisation Officer (A Group) said:

“We have an App, something called My Voice, all employees can log in and put their ideas or opinions about things and work. I think 90% of the information is already there...There are some attractions... small competitions etc... They are supposed to all have access to it.”

As previously was mentioned, The Talent Management Centre at Abu Dhabi Police Force have a unique classification for talent. It classifies six types of talents which includes '*Innovative*'. And this Centre coordinates with the innovation department, accordingly. The Talent Management Centre makes its database fully accessible to the Innovation section. This was the direct link between innovation and TM.

Given the close relationship between the innovation department and TM there is a strong possibility that the two departments will be merged together into one department in the ongoing restructuring. It is known and understood that there is considerable overlap between innovation management and TM.

AAJ , Head, Talent Recruitment Branch (Abu Dhabi Police Force) said:

“We are mixing up related talents in one work team, I put people from Artificial Intelligence (AI) and people from drone’s technology and people from Innovation, I put them all in one team, and ask them to develop a product? Example: A drone that can-do search and rescue operations in the desert.”

First Lieutenant SAT, Head, Talent Caring Branch at Abu Dhabi Police Force said:

“Knowledge and Innovation are almost the same department under Strategy. With Innovation, sometimes they would come to us and ask us for a specific talent to complete a work team or to carry on a certain task, we gladly oblige and coordinate with them. In addition, we cooperate with them regarding future talent requirements which will be in demand by the Police Force in the future or in the coming years....”

E, Administrator, Abu Dhabi Police Force said:

“With innovation department we have access to their pool of talent and vice versa, they can access our pool. The Talent Management Centre itself was an innovative idea put forward by the Innovation section, so it’s all interconnected. So, when we launch a team or programme as we did in the Radar Team, there was innovators among our team, so, there is a strong connection.”

