

Emiratisation in the Local Labor Force of the UAE: A Review of the Obstacles and Identification of Potential Strategies

Jasim Ahmed Al-Ali

Victoria University School of Management

P.O. Box 14428 Melbourne City MC VIC 8001 Australia

E-mail: jasimahmedmohammad.al-ali@research.vu.edu.au

Abstract

In the United Arab Emirates (UAE), around 89 % of the populations are non-nationals. Despite this, there is a comparatively high unemployment rate amongst UAE nationals, and nationals make up only 9 % of employees in the public sector and 1 % of employees in the private sector. This paper reports on a study that aims to identify both the barriers to Emiratisation (employment of UAE nationals) in the UAE workforce, and to suggest strategies to increase Emiratisation. The paper argues that there are three areas that may be crucial to Emiratisation, which include **Personal factors** such as education, skills, and experience, **Organisational capital** such as culture, English language and human resource strategy, and **Social capital** such as gender inequality, nepotism and lack of trust. These have been tested in a preliminary survey with open-ended and close-ended questions, purposefully conducted by 17 senior managers, or those that possess similar expertise, in the field of human resource management in UAE (Dubai). The most significant obstacles to Emiratisation in the workforce as perceived by the 17 respondents were related to the unavailability of career development prospects, education and skills, low wage, little opportunity for training and promotion, lack of English language, and lack of trust in the ability of UAE nationals to complete their work. However, other obstacles exist such as absence of a work culture, work attitude and gender issues, which are also important factors in increasing the participation of UAE in the workforce. From the results of the study a number of strategies are developed to increase the participation of Emiratis in the workforce.

Keywords: Emiratisation, policies, expatriates, culture, personal capital, organisational capital, social capital.

INTRODUCTION

The United Arab Emirates (UAE) lies on the south eastern side of the Arabian Gulf occupying some 83,600 square Kilometres in the east of the Arabian Peninsula. It shares borders with Qatar to the northwest, with Saudi Arabia to the west and south, and with Oman to the east and northwest. The United Arab Emirates gained independence from Britain in 1971, with a total population of 180,000. Due to the unequal demographic structure as in the small indigenous population, coupled with the in-flow of the oil wealth and the need for social development including infrastructure schemes, a large number of expatriates have been imported from Middle East and Asia, due to the lack of qualitative and quantitative UAE National manpower. Consequently, it has helped the government to be underpinned economically, and has encouraged building a modern infrastructure such as institutions for education, health, social and culture facilities.

Generally, there are a number of reasons expatriates were employed extensively. First, the late arrival of modern education was one of the causes encouraging demand for trained and skilled manpower from abroad. As higher education and school are recent phenomena, 20 –25 years would be needed to provide well trained people skilled in various professional and occupations. Therefore, the immediate provision of local skills for essential

development schemes was enormously difficult. In addition, constructional works like building, road construction, maintenance, and other jobs, do not attract UAE Nationals, since they have other easier alternatives. Expatriates were the only the alternative solution to run these jobs.

LABOUR MARKET STATUS

As mentioned earlier, expatriates dominate the labour market in the UAE. According to Tanmia human resource report (2005), 80 % of the population of UAE is expatriates. This is reinforced by the total labour force figures for 2004, where, of the 2.4 million employees, it is expatriate workers that overwhelmingly dominate (human resource report, 2005). Expatriates make up approximately 91 % of the UAE labour force, and 98.7 % of the private sector (Abdelkarim 2002). The number of unemployed among Nationals has increased significantly from 7,664 in 1995 to 35,000 in 2005 (Human Resource Report 2005).

Table 1: Annual Average Growth in the UAE Labour Force by Sex and Nationality, 1995-2004

Labour force			Annual average growth (%)
UAE Nationals (Total)	121,291	254,000	8.2
Male	105,562	183,000	6.1
Female	15,729	71,000	16.7
Expatriates (Total)	1,214,603	2,477,000	7.6
Male	1,074,542	2,127,000	
Female	140,061	350,000	
Total	1,335,894	2,731,000	7.9

Source: Ministry of Economy and planning data for 1995 and Tanmia estimates for 2004.

Table 2: Population participation in the Labour Force (percentage)

Year	UAE nationals			Expatriates			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1975	41.5	1.1	22.1	85.4	11.6	69.9	73.5	5.7	53.7
1980	35.2	1.3	18.9	84.1	14.5	67.2	73.9	8.8	53.7
1985	31.8	2.1	17.2	79.9	21.2	62.6	69.0	13.5	49.6
1995	35.5	5.4	20.7	82.0	27.3	66.6	73.4	19.4	55.4
2004	39.4	16.1	28.0	89.3	36.9	72.6	78.9	30.3	63.2

Source: Ministry of Economy and planning data for 1975-1995 and Tanmia for 2004

The Government of the UAE has been endeavoring to fix the imbalance between the public and private sectors and at the same time try to find opportunities for UAE nationals, both male and female. Recently, the government pursued several policies such as charges on foreign labour, quotas, employment targets, and the quality of the education system and training of nationals to increase the participation of UAE nationals in the workforce. Unfortunately, the overwhelming majority of employers did not follow these policies because they are aware that there are no laws and regulations to enforce them to hire UAE nationals, or to monitor them by the manpower council. However, this paper will focus on three factors that have yet to be tested in UAE, which include: 1) personal factors, 2) organisational factors and, 3) social factors. This paper will conduct an exhaustive investigation into these factors' depth based on a sophisticated framework which will identify the causes for the large gap existing presently in the workforce, and outlining ways in which these new factors can help increase Emiratis participation in the UAE workforce. The center question in this paper is: *What are the conditions for establishing and ensuring better performance for the UAE nationals in organisations.* This paper however, critically analyses these three factors based on the literature and explores their effect on both employees' and organisation's performance.

The centre argument of this paper is that employees and organisations can achieve greater performance when these three factors integrate simultaneously. In other words, human capital acts as the building block from which one can construct the organisational capital of the firm and both the human and organisational capital then go on to interact and create social capital. Therefore, together, personal, organisation and social capital are the basis for structuring a strong and supportive relationship, and for developing the courage and grit necessary for entrepreneurship and action taking and the more they interact, the greater the value created and vice versa. Therefore, it is worth it to examine and illustrate these three capitals in more detail to justify to what extent that affects UAE nationals in their performance.

HUMAN CAPITAL

Human capital theory states that people would develop that knowledge, experience and skills through a different type of activities, namely, advanced education, tenure, management experience, work force exist and job changes (Tharenou & Cateora 1997). Therefore, human capital became increasingly recognised by policymakers and economists as a fundamental asset in contemporary knowledge-based economies. Empirical studies however, show the importance of skills and knowledge on economic growth, particularly through adopting and imitating technological capabilities. A shift away from resource-based toward knowledge-based economies has made human capital very prominent in wealth accounting. In this paper we tackle three vital elements in human capital, which include education, skill and training.

EDUCATION AND TRAINING

International trends in education indicate that a serious review and reform of the status quo in education is needed (Cakdwell 2003a). A good standard of essential education is the first step towards building a strong workforce in any country, and there is a main role for the government and community in aspiring to a positive neighborhood effect in an effort to provide and maintain a high quality learning atmosphere, and eventually reinforce the community (Cuban, Sachs & Sachs 2001; Friedman 1962). Education is a cornerstone of development, and its significance is increasing in an age of accelerating technological change and globalization. According to Malhotra (2000), education enriches knowledge distribution, and the establishing and incorporation of mechanisms for the flow of knowledge in the society. It is through education that skills and knowledge are developed, enhancing more than just simply the ability of labour to perform (Human Development Network 1999).

In the UAE, strategic leadership of education is partially essential as socio-economic and apolitical transformation has been significant and dramatic during the past two decades. For instance, adult illiteracy dropped from 48 per cent in the 1970s to well below 23 per cent in 2004. In addition, the development of female education was more tangibly evident, while illiteracy dropped from 62 per cent in 1970 to as low as 19 per cent in 2004. Furthermore, in higher education, the ratio has increased dramatically to 154:100 in 2004 (Human Resource Report 2005). The Ministry of Education (2005) cited in Human Resource Report (2005) asserts that females surpass males in all stages of private education and accounted for 51.3 per cent of the total student population.

Therefore, our central argument is that the UAE education system needs to be improved and expanded to serve the development of the country more effectively. For instance, the government school curriculum has to be changed from basic teaching to advanced methods based on technology, technical practice and problem solving. Also, the quality of teachers is often very low, and therefore, government should outsource the best quality of teachers from developed countries such as Australia, USA and UK. Again, our observation indicates that most government schools have a low personal computer-student ratio, which gives a negative indication of student performance and their skills. This is justified by a conviction that using computers has a positive impact on student attainment and attitudes, as reported by Sivin and Bialo(1994), who analysed 133 research reviews and project reports. Furthermore, freedom of expression in the school system is restricted, and therefore, many students confine their knowledge and imagination within themselves. This has a negative impact on their behaviour and attitudes, low innovation through low self-esteem and self-consciousness. The above argument leads to the fact that many public schools still do not adhere to international standards in their teaching. Therefore, this paper will thoroughly evaluate whether or not education is a factor in assisting UAE nationals to make up a greater part of the labour force.

Also the significance of training and the creation of a learning environment have been recognised as key elements to competitive success or to the attainment of sustainable competitive advantage in the organisation (Altman & Iles 1998). Beardwell and Holden (1997) state that training is a process planned to change attitudes, knowledge or skill behaviours through learning experiences, to achieve an effective performance in an activity (or range of activities). Gray (2001) argues that UAE does not have a training-led employment culture and therefore, employers have become used to bringing expatriates from different countries with readymade skills (). The recent study in UAE indicates that 52.4 per cent of UAE nationals are not given enough training (Morada 2002). However, this indication shows that most managers are not aware of or do not pay attention to training, especially for UAE nationals' employees.

SKILL AND ATTITUDES

The other issues that the UAE national employees are facing in the workforce are skills and attitudes compared to expatriates in the workforce. These two factors are significantly different due to the higher level of education, skills and attitude that expatriates possess compared to UAE national employees. There are numerous studies that have illustrated that work skills, attitudes and behaviour in the workforce in Arab countries have never been satisfactory (Al-Otaibi 1992). Employees in UAE do not perceive their work as a source of satisfaction and tend to experience various forms of deprivation and withdrawal behaviour such as absenteeism, high turnover, laziness, and general lack of commitment to work (Freek 2004). For instance, most UAE employees' lack of experience, skills-in-particular, limited English language skills, relevant qualifications, and attitudinal and behavioural characteristics, that is, lack of motivation, were related to work effort and status. In contrast, expatriate workers have more experience, are better qualified and are willing to work longer hours for lower salaries (Isa & Hala 2001; Lynton 2001; Stephen 2001).

ORGANISATIONAL CAPITAL

There is extensive literature documenting the relationship between organisational capital and firm performance (Ichniowski & Shaw 2003). Numerous organisations have identified the need to invest in organisational capital, to gain the maximum effort from their workers and to be capable of achievement in highly competitive global markets. Investment in organisational capital has been recognised as one way of creating a competitive advantage. This suggests that, investment in organisational capital improves production efficiency or service quality, and product differentiation, thereby obtaining a strategic and sustainable competitive advantage. In the following section, this paper will illustrate several factors that play a significant role in organisational capital. These factors comprise human resource policies, career development, compensation system, work condition, organisational culture and English language.

HUMAN RESOURCE POLICIES

All organisations have versions of human resource policies and procedures for sustainable competitive advantage. Without these policies it would be virtually impossible to run a business efficiently. Human resource policies are “organisational decisions that affect the practices and systems that, in turn, influence employees’ behaviour, attitudes and performance” (Kramar 2005, p. 246). According to Smith and Mazin (2004) human resource policies enhance employee understanding of company rules and expectations, which encourages communications between employees and supervisors and among workers in general. Many scholars such as Barbeito (2004), Nankervis, Compton and Baird (2005); Stone (2002), state that human resource policy has a fundamental role to play in encouraging, supporting and rewarding desired behaviours all of which are at the focus of action between line managers and employees. Mabey and Thompson (2000) found support for the significance of policy communication as a key determinant of the methods of management development utilised in organisations.

There are many studies emphasising the importance of human resource policy in the Gulf Co-operation Council, and UAE in particular. For instance, between the years 2000 and 2004, the Gulf Co-operation Council countries established various policy instruments affecting national labour markets. These instruments include wage subsidies, government wage restraints fees and quotas improving the quality of the education system and training of nationals, charges on foreign labour, and employment targets for UAE nationals (Al-Lamki 2000; Economic Development Board 2004; Kapiszewski 2000).

CAREER DEVELOPMENT

According to Sharf (2006) being satisfied with one’s career could be one of the most important elements of an individual’s personal happiness. Adelle and Bradley (2004), in their study of 264 undergraduate students from a north eastern university in USA, found that individuals felt positive about their decision when they received career development training. In addition, they were likely to perceive both the procedure and the outcome of their career choice positively. In the study of 723 full-time employees at several higher educational institutions in the north of England, Nabi (1999) found similar results.

In UAE, as in other Arab Gulf countries, a number of studies have been reported in terms of career development. For instance, Freek (2004), in a study for Tanmia found a higher provability of labor turnover in the private sector, due in part to employers' general lack of policies to promote career development. Abdelkarim and Ibrahim (2001) in their study of 1300 employees in the private sector found that most UAE nationals prefer to work in the public sector due to better career opportunities. They strongly suggested that employers in the private sector should develop a career plan for employees, including UAE nationals, which could be filed with a career advisory centre.

COMPENSATION SYSTEM

According to Lawler (1971) one imperative outcome employees derive from work is their compensation. Employees' pay satisfaction is a more important feature of job satisfaction to large numbers of employees than satisfaction with other features such as work, supervision and co-workers (Heneman 1985). The importance of pay satisfaction lies in its association with a number of "downstream" attitudes such as organisation citizenship behaviour (Miceli and Mulvey 2000), organisation commitment (Lane 1993 cited in Kessler and Heron 2006) and, more tangibly, "quit" rates (Heneman 1998). Kramar (2004) strongly argues that the positive influence of new work designs and new technology on productivity can be damaged if employees are not satisfied with the level of pay and benefits or if they believe pay and benefits are distributed unfairly.

In the Gulf Co-operation Council in general and UAE in particular there is tangible evidence that wages, promotion and other benefits are considered the main obstacle facing the local population. For instance, Al-Lamki (1998) found that, because of the pay level, 65 per cent of Omani respondents preferred to work in the government sector, rather than the private sector. Tanmia (2004), in a study of 1300 male and female UAE nationals, found that wage differentials for UAE nationals was the main obstacle they faced when working in the private sector. Berengaut and Muniz (2005) also, provide empirical evidence that UAE nationals have a strong preference to work in the public sector due to the high salary obtainable in the public sector, which, on average, they cannot attain in the private sector. One of the policies that Elhage et al. (2005) recommended in his study is that authorities should reduce the disparity between public and private sector wages and benefits.

WORK AND WORK CONDITION

According to Kohn and Schooler (1983) cited in Sharf (2006), work conditions affect employees' psychological functioning more than employees' psychological functioning affects his or her job. It has been argued that more flexibility in working hours, and greater regulation of long hours, will boost productivity, and meet the business case for the work life balance promoted by the government (Equal Opportunities Commission 2004b; Trades Union Congress 2003). MacInnes (2005) argues that Britain's long hours working culture is dreadful for males, females and families. Ganster and Bates (2003) argue that working long hours on a high quality job may lead to different outcomes than working long hours on a low quality job. Although this could be realistic, the quality of the job does not always lead to better outcomes, due to the different motivation of individuals. The high quality of the job could be useful to one group and could be harmful or useless to another. For instance, there are many UAE

employees who place greater value on being treated well, and being respected in the workforce, as opposed to the quality of their job.

ORGANISATIONAL CULTURE

It is widely agreed that organisational culture has important effects in the organisation. According to Deborah and Paul (2000), organisations that develop an atmosphere which encourages and supports all employees and in which all employees have equal opportunities will be better positioned than competitors, and their employees will be more innovative and motivated. To support this view, Harvey and Allard (2002) emphasise that managers who understand the dynamics of linguistic style can develop more adaptive and flexible approaches to conducting or participating in meetings, thus advancing their careers.

Chuang, Church and Zikic (2004) argue that organisational culture plays a significant role in designing diverse group functioning. He draws further attention to the fact that organisational culture not only has a direct impact on intra-group conflict, but also moderates the association with group diversity and intra-group conflict based on the degree of value similarity and the value content shared among group members.

There has been little emphasis on the effects of culture for both the UAE and Gulf Cooperation Council. For instance, Abdelkarim (2001) states that UAE has ignored the importance of commitment-based work culture, instead relying heavily on monetary rewards and top-down mechanisms to try and combat job-hopping. Further, Freek (2004) found in his study that UAE nationals' employees do not always welcome cultural diversity however, they also not reject it. Consequently, this research will explore to what extent culture has an influence on UAE nationals ability to perform better in the workforce.

ENGLISH LANGUAGE

Lack of English language undoubtedly affects employability in their workplace. Currently employers prefer bilingual workers to obtain customer satisfaction. The English language, by all means, assists the employment of many job hunters in many developing countries in general, and in the GCC countries and UAE specifically, to catch up with the rapid growth in technology in different fields of studies.

It is internationally recognised that lack of English language is one of the main reasons of unemployment. Abdelkarim (2001), who has investigated the attitudes of 1300 employees in the private sector in UAE, found that 32 per cent of respondents indicated improvement in English language training throughout the school should be the main intervention sought from government. On a follow up study by Samman (2003) of 142 students in Saudi Arabia, it was found that 60 per cent of students did not feel that they were proficient in English. What is note worthy is that 70 per cent of science male students did not believe themselves to be proficient in English. Therefore, this research aims to find out whether the elements of organisational factors as mentioned above are factors that affect UAE nationals to perform better in the workforce.

SOCIAL CAPITAL

According to Adel and Kwon (2002) social capital provides the firm with value such as collaboration and unity, especially when communication fixes manners of obligations and expectations based on rules of reciprocity and parity. Cohen and Prusak (2001) demonstrate that without social capital innovation, the sharing of knowledge and efficiency can be significantly reduced. Kwon (1999) argues that social capital can increase performance in the organisation by enhancing commitment, increasing flexibility, and fostering intellectual capital. This suggests that societies with a high level of social capital can operate economic and social institutions at lower transaction cost than those with lower levels of social capital (Platteau 1994). In this section, the paper focuses on three elements that it is assumed that have effect on UAE national employees to perform better in the workforce. These factors are: trust, gender issues and nepotism.

In the following section, this paper will explore and illustrate to what extent these factors affect UAE nationals to perform better in the workforce.

TRUST

Trust refers to the level of confidence that individuals have that others will act as they say or are expected to act, or that what they say is reliable (Commission Research Paper 2003). It has been found that a challenge for strategic alliance formation of nations is the lack of trust, perceived as a keystone of strategic partnership (Kwon & Suh 2005). Beccerra and Gupta (1999) went further by adding that employees with a high trust relationship exhibit a greater willingness to take risks beyond sharing information. Further, they found that employee performance would be enriched if the issues of distrust were reduced. It could be argued that the notion of trust has different meanings to different people and is somewhat ambiguous with respect to which “people” respondents have in mind. For instance, people from different groups perceived the concept of trust differently based on their knowledge, culture and understanding.

In the Gulf Co-operation Council in general and UAE in particular there is tangible evidence that trust is considered as one of the impedimental issues facing UAE nationals. For instance, Budhwar, Al-Yahmadi and Debrah (2002) in their study in Oman found that expatriate managers prefer centralized decision-making, practice tight control and do not like to delegate authority to National employees. This suggests that the expatriate managers have a large power distance, in which superiors and subordinates consider each other as existentially unequal; the hierarchical system is based on the existential inequality. Freek (2004) conducted a qualitative study of 54 finance sector employees in Dubai. He vehemently highlights that lack of trust in the private sector makes UAE nationals work in the public sector. Further, one of the UAE nationals, through his interview in the private sector, formed the impression that: “They don’t trust us; they think we are not capable” (Freek 2004, p. 21). Therefore, this research intends to identify whether or not trust is a deciding factor for UAE nationals to perform better in the workforce.

The next part of the literature review will examine the concept of gender in the labor market. It commences with issues relating to gender inequality worldwide and includes a comparison with the UAE.

GENDER ISSUE

The difference between male and female continues to polarise relations between the sexes in ways that generally subordinate, marginalise, or undermine females with respect to males.

In the Arab world, however, many studies have found strong evidence implies differences in pay and negative attitude towards female managers and females in managerial and leadership positions. For instance, Mensch (2003) in his study of Egyptian boys and girls between the ages of 11 and 19 found evidence of extremely strong traditional attitudes about gender role. Gender socialization was found to be extremely patriarchal and strongly supportive of traditional family values. The situation of gender differences in UAE is similar to Arab countries. The UAE is predominately a conventional, male dominated society, and therefore, conventional attitudes regarding females at work may still be firmly held within society (Whiteoak, Crawford & Mapstone 2006). According to Tanmia (2005) and Baud and Mahgoub (2001), 37 per cent of women participants in their study reported dissimilarities in the level of earning between themselves and male age groups at the same level of occupation.

WASTA

The word “*wasta*” in the Arab worlds means nepotism and it refers to “both the act and the person who mediates or intercedes” (Cunningham & Sarayrah 1993, p.1). The use of *wasta* is prevalent through the Middle East in general and UAE in particular and is playing a significant role in many important decisions in life such as obtaining a job or promotion.

Despite the fact that *wasta* has been used widely in the Arab world as a hiring practice, either formally or informally, for as long as business organisations have been in existence, and has generated a great deal of controversy, comparatively little has been written about it. Empirical data on the potential consequences of *wasta* is even more insufficient. *Wasta* in the employment process occurs when a candidate knows someone who interferes using their high social position or influence in the country to employ that particular person. *Wasta* is used when an unskilled person is accepted to join in a particular position while better qualifications are rejected. However, this will affect the job satisfaction and motivation, diminishing employees’ work involvement and organisation commitment. The consequence is that the organisation will not be able to achieve its goals, objective and effectiveness. The “brain drain” is one of the main serious outcomes of the *wasta*, which is happening from the third world countries to developed countries (Haajenh, Maghrabi & Dabbagh 1994).

The situation of *wasta* in UAE is exactly like many other Gulf Co-operation Council’s attempts to avoid tackling sensitive and negative social issues. Therefore, the researcher sees that confronting *wasta* is the only method to combat it. Whiteoak, Crawford and Mapstone (2006) found in their study that there is a utility in *wasta* in the

younger generation more so than the older generation. This is clear indication that young UAE nationals are willing to use *wasta* in a competitive job market and a work environment with very many policies pertaining to equity and equal opportunity. Therefore, this research aims to find out whether elements of social factors as mentioned above are factors that affect UAE nationals to perform better in the workforce.

METHODOLOGY

To generate the needed information for this study, the researcher adopted the following methods and procedures:

1. The researcher reviewed and synthesised the literature related to the subject then (based on this review) designed a questionnaire.
2. The questionnaire was sent out for pilot study to four UAE academics who are qualified in the field of human resource management or who possess similar expertise. This step was implemented to determine whether the questionnaire elicited the needed information. This field test helped establish validity and reliability of the instrument prior to distributing it to the 20 Senior Managers.
3. The questionnaire was distributed to 20 Senior Managers in eight organisations. Twelves of them were senior managers local Emirates and eight were Westerners.
4. The questionnaire responses were collected and analysed to determine the most prominent obstacles that UAE nationals face in the workforce.

INSTRUMENTATION

For the purpose of this study, a questionnaire was composed of six sections: personal data, Emiratisation, recruitment and retention, compensation and benefit package, culture, education and training. To generate responses to the survey, participants were asked to respond to 31 questions concerning barriers that impinge upon the Emiratisation of the local labor force of the UAE. Most questions asked for a response on a 5-point Likert scale.

DATA ANALYSIS PROCEDURES

The data were analysed after comprehensive interviews were completed with key informants, to identify the difficulties that Emirates employees face in their workforce. The study used SPSS package for frequency analysis, which was used in this phase to examine three parts of the questionnaire. First, the study examined how many respondents there were in each category of the classifications and compared these numbers with the number of questionnaires sent to the respondents in each category. In addition, the study examined the frequencies for the factual data to see the highest and lowest scores for each factors. Finally, frequencies were used for an initial examination of the opinion items, which helped the researcher to see how the respondents have answered each scale.

PRESENTATION AND ANALYSIS OF THE DATA

The qualitative and quantitative survey covers a sample of 20 senior managers in the field of human resource management or those that possess similar expertise. Email questionnaires were sent out to the key informants in the form of open-ended and close-ended questions. The study intended to use both qualitative and quantitative survey because this allowed key informants to include more information, including feelings, attitudes and understanding of the subject. In addition, it gave the key informants more room to express an opinion without being influenced by the researcher (Foddy 1993). Lazarsteld (1944) suggested using open-ended and close-ended questions at the initial stage has enormous impact on identifying adequate answer categories for any issues. The invitation letter was sent out through e-mail to all key informants (appendix 1). Confidentiality and privacy of the information were assured.

PERSONAL CHARACTERISTICS OF RESPONDENTS

The demographic of key informant respondents is shown in appendix (1). 17 out of 20 responded, 65 % were male and 35 % were female. 47 % of the majority were aged between 31-40, while the 35 % were found to be between the ages of 41-50 (for further details see the appendix).

The aim of the study was to find out the important variables facing UAE nationals as the biggest barriers in their workforce. Because of this, the analysis focuses on responses for each question of very important and important only, and those variables that lie between somewhat important and no opinion were neglected.

COMPANY POLCIES

The majority of respondents three quarters reported (13 out of 17) that the existence of written policy or program for Emiratisation in their respective organisations as follows:

1. Better wages compared to other organisation;
2. Career development;
3. Motivation to seek promotion to higher posts is an official policy for UAE nationals;
4. Organisation strategy to increase number of UAE nationals recruitment annually;

In contrast, six of seniors indicated that there is no policy to be followed in their organisation due to the following reasons:

1. They believe that it is unnecessary to have their own Emiratisation policy since rulers of UAE, to recruit nationals in both the public and the private sectors, already initiate it.
2. Not supportive towards Emiratisation from their organisation.
3. Their experience is that UAE nationals prefer to not work in the private sectors as a result of employment conditions as compared to public sectors. Therefore, they do not endeavour to write an Emiratisation policy.

This suggests that the majority of organisations are aware of Emiratisation and they have a written policy. However, respondents suggested 16 policies for the government to apply to firms that do not comply with the Emiratisation program and these are:

1. Link visa issuance with adherence to quota system.
2. Issuing fines or taxes for an organisation that does not implement Emiratisation program.
3. Doing regular checking for organisations in order to ensure that they are recruiting UAE nationals and with a sufficient training.
4. Not allowing employers to register new employees unless they provide proof from the Ministry of Labor and Social Affairs that there are no qualified UAE nationals available in the market.
5. Applying high fees on renewing expatriates fees in immigration.
6. Give those organisations not complying with Emiratisation low priority to participate in government projects.
7. Public announcements, such as newspaper and Media about those organisations contributing toward Emiratisation.

RESONS FOR LOW EMIRATISATION

Table 1 shows respondents' reported views about the major barriers preventing UAE nationals from participating in the work force.

Variables	Very important	Important	Merge both very important and important
Lack of experience/training/skills	35 %	35 %	70 %
Lack of Motivation	30 %	35 %	65 %
Lack of English language	30%	35%	65 %
Lack of communication skills or interpersonal skills	35 %	24 %	59 %
Lack of trust	18 %	23 %	41 %

Table 1

This suggests that the four most important variables in this category are lack of experience/ training/ and skills, and lack of motivation, lack of English language and lack of communication skills.

The most commonly perceived reasons for the UAE nationals representing fewer than 2 % of the manpower in the private sectors are the following:

Table 2 shows respondents' views about why Emiratis do not seek employment.

Variables	Very important	Important	Merge both percentage
No career development prospects	47 %	53 %	100 %
Low wage and benefits	58 %	24 %	82 %
Little opportunity for promotion and training	35 %	47 %	82 %
Expatriates resistant to pass on their knowledge and experience	59 %	17 %	76 %
Long working hours	47 %	30 %	77 %
Working a split-shift	29 %	41 %	70 %
UAE Nationals are discriminated against	29 %	24 %	53 %
Working on Thursday	18 %	35%	53 %
Family resistance	23 %	12 %	35 %

Table 2

Twelve of respondents have given the same reasons above as the major challenges (regarding hiring UAE nationals) currently facing the human resource development in their organisation except the following:

1. Local of UAE nationals' employees in Human Resource Departments.
2. UAE nationals are unlikely to apply for low status and low skilled jobs, such as labourers.
3. Employers prefer to recruit expatriate staff due to lower expense compared to UAE nationals.

Overall, by comparing the above reasons in both quantitative and qualitative analysis, it is clear that the lack of experience, training, qualification, English language, low wages, long working hours and little opportunity for promotion were given as the priority reasons for low Emiratisation in the workforce.

REASON FOR HIGH EMIRATISATION

Table 3 shows respondents’ reported most important factors influencing their decision when they consider recruiting UAE national.

Variables	Very important	Important	Merge both very important and important
Education /qualification/skills	76 %	18 %	94 %
Experience	24 %	41 %	65 %
References	0	12 %	12 %
Age	6 %	18 %	24 %
Gender	0	12 %	12 %

Table 3

Of this, only education/qualification/skills and experience are rated as important.

Table 4 shows respondents’ reported reasons for increasing the retention of UAE nationals.

Variables	Very important	Important	Merge both very important and important
Contribution towards training and other employment costs of UAE National employees	82 %	18 %	100 %
Revision of salary and incentive system on a regular basis	76 %	18 %	94 %
Create a special unit responsible for the recruitment and development of UAE Nationals	65 %	29 %	94 %
Provision for increased technical and language training for UAE Nationals during employment	71 %	17 %	88 %
Implement tax for those organisations that do not follow quotas for the UAE Nationals employment	53 %	35 %	88 %
Implement quotas for employment of UAE Nationals	47 %	41 %	88 %
Work placements for UAE Nationals students from school and college	59 %	17 %	76 %
Ensure reasonable cultural awareness balance in the workforce	30 %	41 %	71 %

Table 4

There are five reasons respondents have given in qualitative questions as a strategy for having UAE nationals over 20 % of the total number of employees as follows:

1. Career planning development.
2. Motivation to promote to higher posts is an official policy for UAE nationals’ employees.
3. Trust and empowerment.
4. Ensure human resources are UAE nationals.
5. Performance appraisal by objective (360).

WORK ENVIRONMENT

UAE nationals and expatriates have broadly similar pattern of overtime worked.

COMPENSATION AND BENEFITS PACKAGGE

Expatriates are reported as being generally more satisfied and in some ways much more satisfied with their work than UAE nationals. This applies across a range of variables, with the exception of the chance to have their ideas listened to. See table 5, 6 and 7 below. Table 5 below shows the comparison, and the factors that most contributed to UAE nationals’ satisfaction in both public and private sector.

	UAE Nationals		Expatriates			
	Very satisfied	Satisfied	VS+S	Very	Satisfied	VS+S
Annual leave entitlement	35 %	35 %	70 %	47 %	35 %	82 %
Sense of achievement they get from The work	12%	47 %	59 %	29 %	59 %	88 %
Chance to have their ideas listened to	12%	47 %	59 %	35 %	23 %	58 %
Amount of pay compared to other Organisations	6 %	47 %	53 %	35 %	41 %	76 %
Strategy for achieving their career Goal	6 %	41 %	47 %	23 %	59 %	82 %
Amount of hours worked in a week	29 %	12 %	41 %	41 %	41 %	82 %
Opportunity for promotion	12 %	23 %	35 %	29 %	29 %	58 %

Table 5

Table 6: Shows how satisfied are UAE nationals and Expatriates in the Public sector

	UAE nationals			Expatriates		
	Very satisfied	Satisfied	VS+S	Very	Satisfied	VS+S
Annual leave entitlement	43%	42%	85%	57 %	28%	85%
Sense of achievement they get from the work	0	57%	57%	14%	86%	100%
Chance to have their ideas listened to	0	85%	85%	14%	14%	28%
Amount of pay compared to other Organisations	0	57%	57%	28%	43%	71%
Strategy for achieving their career goal	0	71%	71%	14%	71%	85%
Amount of hours worked in a week	28%	14%	42%	43%	57%	100%
Opportunity for promotion	14%	43%	57%	28%	43%	71%

Table 6

Table 7: Shows how satisfied are UAE nationals and Expatriates in the Private sector

	UAE Nationals			Expatriates		
	Very satisfied	Satisfied	VS+S	Very	Satisfied	VS+S
Annual leave entitlement	17%	33%	50%	33%	67%	100%
Sense of achievement they get from the work	16%	67%	83%	50%	50%	100%
Chance to have their ideas listened to	17%	33%	50%	67%	33%	100%
Amount of pay compared to other organisations	17%	50%	67%	50%	50%	100%
Strategy for achieving their career goal	17%	16%	33%	50%	50%	100%
Amount of hours worked in a week	16%	16%	32%	17%	50%	67%
Opportunity for promotion	17%	17%	34%	50%	33%	83%

Table7

STRATEGIES FOR PASSING THE KNOWLEDGE TO UAE NATIONALS

To encourage expatriates to train and pass their knowledge to UAE nationals in the workforce respondents suggested ten strategies. These strategies are:

1. Reward package and renewal of contract link with training UAE nationals.

2. Extra incentive or benefit should be given to the expatriate employees when the training is being conducted successfully and UAE national obtain greater knowledge at work.
3. Encouraging their effort for training UAE nationals publicly whether in the newspaper or media.
4. Increase their awareness of their responsibility towards the UAE society and the organisation.
5. Develop and implement a career path/ career development scheme.
6. Gain their trust in order to pass on the ideas and information. This trust can enhance the communications skills between UAE nationals and them, which encourage them to pass on the knowledge.
7. Specify the number of locals to be trained with the plan approved from both parties.
8. Enforce expatriates contractually and compensate them for training UAE nationals.

CULTURAL ISSUES

On the impact of the multicultural work environment on UAE nationals' employment in the workforce, the data and analyses indicate that the UAE nationals were either very satisfied (35.3 %), or satisfied (46.1 %). This means overall that UAE nationals who are currently working in the workforce do not perceive the multicultural work environment as a huge barrier. However, problems do exist and several points need to be noted here. Firstly, social and cultural factors do stand as a major reason for the resignation. Most importantly, and from our observation it should be noted that females are more likely to perceive the multicultural work environment as a problem than males.

On the other hand, eight out of seventeen of respondents acknowledged they have offered to solve problems that occurred between UAE nationals and expatriates, while eleven of respondents indicated they have not tried to solve problems. However, the majority of respondents reported that due to the expatriates not trying to train or pass on the knowledge to UAE nationals has been found as a major issue facing UAE nationals in the private sectors. While others reported that the UAE national was more qualified than the Director and hence was a direct threat to him. In addition, there was resistance- lack of acceptance and intimidation. Furthermore, there was misunderstanding in communication and mistrust due to the language, different cultures, different thought and attitudes. Finally, expatriates are afraid that the UAE nationals will take over their jobs.

Regardless of the above problems mentioned, respondents have explained several techniques were used to solve the problem between two groups such as emphasising the assurance of the importance of both individuals and their roles to the organisation, transferring UAE nationals for the same job with a different branch, and application of human resource policies and mutual understanding.

EDUCATIOANL LEVEL DEMANDED

Table 8 shows respondents' views about educational level demanded for UAE nationals in the workforce.

	Percentage
Undergraduate	94
Higher diploma	76
Diploma	70
Post graduate degree	65
Secondary/ technical school	47

Three quarters of respondents (76%) see that UAE nationals are adequately prepared for the workforce after graduation, while four of seniors believe that UAE nationals are not adequately prepared for the workforce and they are concerned that UAE nationals need further training to develop their skills, which enable them to match the marketability requirement. However, those who disagreed recommended links between the education and industry and labor market skill profile requirements. Furthermore, the government should enrich the curriculum studied using real situations that occur in the organisation, with appropriate method, of finding the solution, and program, with many aspects related to work.

TRAINING IN THE WORKFORCE

Half of respondents reported that UAE nationals have provided training during the last 12 months, while two of them agreed that UAE nationals have achieved training either once or three to five times and six seniors obtained it more than five times.

The vast majority (15) of the respondents agree that given further opportunity for study the participation rate of UAE nationals will increase, while two indicated as not sure whether it would increase or not.

DISCUSSION

This study has investigated the obstacles facing Emiratisation (UAE nationals) in the local labor force of the UAE nationals. The result of this study revealed that the UAE nationals are facing a number of barriers in the workforce such as education, experience and skills, lack of training, human resource policy, limited careers development, language skills, incentive system, culture, English language, lack of trust, gender issues and nepotism. This is consistent with studies that have shown that there is a strong negative attitude towards working in the private sector.

The result from Table 1 clearly shows that the private sector is not ready to employ UAE nationals who lack experience and skills that the market requires. It is quite interesting to note that it has been recognised that experience and skills play a major role in the private sector, and this is one of the reasons why UAE nationals prefer not to enter the private sector. This is exactly what Yang and Samiha (2001) found, that UAE nationals have only general and sometimes vague impressions, as they have little first hand knowledge and experience. Freek (2004) also indicates that most UAE employees' lack of experience, skills-in-particular, limited English language skills, relevant qualifications, and attitudinal and behavioural characteristics, that is, lack of motivation, were related to work effort and status. It could be deduced therefore, that the UAE nationals are not willing to enter the private sector due to the glaring mismatch between the needs and requirements of employers in the private sector and the expectations of UAE nationals.

Also, this study identified four main reasons for pushing UAE nationals out of the private sector due to the lack of career development prospects, amount of hours worked in a week and little opportunity for promotion compared to what UAE nationals gain in the public sector (see table 6 and7). This is supported by Tanmia (2001), that there is little interest by firms in the private sector for their employees' career prospects, and UAE nationals identified

career progression as the major reason that affected their retention with their last employer. This suggests that UAE nationals are more satisfied in the public sector than the private sector due to better chance of progression in their career. The fourth reason is the transfer of experience and training. Respondents' views show that either the expatriates are not keen to pass on their experience to the UAE national employees or that UAE nationals do not get enough training. The UAE nationals feel insecure and deprived due to the lack of experience, which ultimately restricts them to work in the private sector. On the other hand, respondents from the public sector reported that three main reasons have tremendous affect on UAE nationals' decision to participate in the workforce, which are: annual leave entitlement, chance to have their ideas listened to and strategies for achieving their career goal.

The majority of expatriates are more satisfied in both the public and private sector with all the different aspects of the job as is shown in table (5, 6 and 7). Looking at the dissatisfaction, respondents indicated that expatriates are very dissatisfied with their chance to have their ideas listened to (28 %) in the public sector. However, it is difficult to make any strong arguments based on the information received from the respondents due to the sample size. Indeed, there are a number of reasons that made expatriates satisfied in their workforce. First, the salary package in UAE equals four times what they receive in their own countries. Secondly, they achieve ample chance to hire their families such as wife and sons, who support them to make extra money. Indeed, there are other reasons that gave expatriates fewer grievances and more satisfaction in the workforce.

However, a large number of UAE nationals so far are not convinced to work in the private sector. Therefore, the optimum alternative would be the public sector. The attractiveness of the job in the public sector along with the special attributes such as life long employment, further education opportunities, benefits, wage, working conditions, working hours and retirement benefits have created a strong preference for UAE nationals to join the public sector (Abdelkarim, Abbas 2001; Freek 2004).

According to human capital theory, individuals have a greater chance of finding a job when they have higher education/qualification, skill and knowledge. This precisely what the majority of senior managers have emphasized. The first most important factor that respondents consider (94%) is the education, qualification and skills as very important in determining hiring UAE nationals in both the public and private sectors. To support this view, Krueger and Lindahl (1999) elucidate that better-educated people are more likely to be in work, and if economically active, are less likely to be unemployed. Therefore, it is clear that UAE nationals who are less educated (high school and diploma) have less opportunity to find an appropriate job compared to those who are attainment higher education such as undergraduate and higher diploma. The second most important factor is experience in determining hiring UAE nationals. Unfortunately, these two factors are confining and put a lot of pressure of UAE nationals shoulder to find appropriate jobs that fulfilled their expectation. Therefore, the ongoing training needs and training potential of UAE nationals need to be looked more seriously. Furthermore, being given additional opportunity for study on the other hand will encourage UAE nationals to acquire marketable skills.

RECOMMENDATION

Based on our study findings the following are recommended.

1. First and foremost, it is suggested that the UAE government should continue to regulate and monitor the process of Emiratisation in the private sector and to take the following policies when it is necessary. This however, should be in line with fulfilling the business interests of investors.
2. UAE government must focus in education and spend enormous amount for the long run. For instance, spend more monetary on educational structure based on the empowerment of state and local officials as well as the empowerment of principals, teachers, professionals, families and the community at large. In addition, UAE policy makers may wish to consider Germany's dual system of partnership between organisations and school at the secondary level and beyond. This system however focuses on ensuring that young individuals have a training place and suitable employment. In addition, it provide youth excellent opportunities to learn, get a degree and find a job in the organizations that train them and concurrently enjoy job security and possibilities for advancement (Al-Qudsi 2006).
3. Up-to-date communication between the education institutes and the private sectors. In other words, there should be a close link between the educational and training institutes on one hand and the private and public sectors on the other hand.
4. Organisations should have short and long-term Manpower planning in the fulfillment of their organisational structural requirements, recruitment of locals becomes much more effective as the recruitment process will be based on several successful and practical criteria such as succession planning, career development planning, training before employment planning and transfer and promotion.
5. Modernisation of the methods of production and labor regulations to create more employment opportunities for UAE nationals.
6. Many females do not likes to work due to unavailability of childcare places therefore the social partners should provide serious incentives for increasing the number of childcare place, which fit in with the modernisation of industrial relations and ultimately help to increase the number of females in the workforce.
7. Narrow the gap between in the public sector and in the private sector in terms of salary, working hours, productivity and work ethic.
8. From the above information, it has become abundantly clear that the lack of training and experience is one of major impediments to job satisfaction among UAE nationals in the private sector, therefore UAE government should employ some policies for private sector which assist UAE nationals not to have sufficient training, but also lead to higher job satisfaction.
9. English is recognised as the international language of communication and it's considered as the operational language in most private sectors, therefore, it is recommended that the level and standard of English taught in both schools and University should be improved to match market requirements.
10. Combine a social security scheme for private sector employment to decrease the inconsistency in retirement policies between the public and private sector (Al-Lamki 1998).

11. UAE nationals are facing grave issues in terms of Emiratisation and generally the vast majority of the population does not know about this issue and therefore public awareness and mass media communication at all levels should deal with it. Every individual in the country should be aware of the problem so that it can be solved it more quickly (Al-Lamki 1998).
12. All private companies must henceforth recruit UAE nationals as human resources managers. This step will encourage UAE human resource managers to recruit UAE nationals, because if the official responsible for recruiting new staff in a company is a UAE national, he or she will give priority to a UAE national job seeker over an expatriate.
13. Given that only (16.1%) of the Emirate labour force are women, there is an agent need to promote and encourage Emirate women to join the work force through a mechanism of affirmative action and equal job opportunities. However, this could be done through institute awareness programs of employment opportunities and benefits to Emirate women in the workforce. To achieve that UAE government should utilize of the local and international media as a means for promoting the role of working women in the workplace. Accordingly, it is recommended to establish HRM and Strategies to implement and or chest rate the recruitment, training and development, and promotion of Emirate women to management positions.
14. UAE government should increase competition and economic globalization, which are promoting new forms of flexible organization and new management styles, that can further enhance UAE women's labor market position, as these new forms put more emphasis on both the public and private sectors and attitudes that are flexible, non hierarchical, cooperative and holistic.
15. The UAE government should change the concept of wasta as a means of recruitment through the activation of the role of institutions interested in the recruitment of young people (UAE nationals) and address the governmental bodies and the need for special treatment to efficiently distinguish the applicant regardless of any other considerations.

LIMITATIONS

The present paper may be seen as a preliminary attempt to establish the important factors that influence UAE nationals to perform better in the workforce. Its findings must be assessed with at least two limitations in mind. First, the key informants were from the Emirates of Dubai only. There were no participants from Abu Dhabi, Sharjah, Ras Al-Khaimah, Ajman, Umm Al-Quwain and Fujairah. Secondly, the paper used a relatively small sample, which did not allow us to pursue more investigation in other companies in other UAE states. Thus, the findings of the present paper may be seen as preliminary in nature, and are intended to stimulate further research interest in the three factors, namely, personal, organisational and social factors.

CONCLUSION

Firstly, this paper examined the situation of the labour force in the UAE since it gained independence from Britain in 1971. This paper critically highlighted that the expatriates dominate UAE nationals in both public and the private sectors. Currently the UAE is facing a grave issue and it needs a swift solution to balance their labour industry and population structure. More prominently, the number of unemployed among UAE nationals has been increasing significantly and this puts the UAE government into a serious confrontation in terms of finding jobs for its citizens.

The paper then highlighted three factors that have not been tested previously in UAE, namely, personal capital, organisational capital and social capital. The results showed that these factors have enormous effect on UAE nationals to perform better in the workforce. In addition, results revealed that for UAE nationals to achieve better position and status, higher education attainment, experience, adequate skills and training are necessities in both the public and private sectors. As well, the information gathered from respondents abundantly clarified some issues, such as wages, career development, promotion, lack of trust, gender issues and nepotism. However, these are the main obstacles to job satisfaction and feeling of self-fulfilment of UAE nationals in the workforce. The result has showed some issues that touch on cultural difference between the UAE national and expatriates. However, relatively speaking these cultural issues are of minor importance in themselves.

The strengths and limitations of the present study can serve as a useful guide for future research efforts. One avenue for future research would be to expand the current model to all organisations in the UAE by examining these three factors and comparing the result with the other six states. The second avenue for future research would be through a comprehensive interview with HR directors and UAE national employees in different industries to identify the possible contribution of flexible work environments, and empowerment of employees, and other best HR practice for organisational performance also needs to be considered. Empirical investigations of the interaction effects of such HR practice would help to find out the most important factors that stand behind the low participation of UAE nationals in the workforce.

References

- Abdelkarim, A. 2001, *U.A.E Labor Market and Problems of Employment of Nationals, an Overview and Policy Agenda*, Tanmia, Center for Labor Market Research and Information, Dubai.
- 2002, *Center for Labour Market Research and Information, Skills and Training in the UAE: The Need For and The Dimensions of Institutional Intervention*, Tanmia, Dubai.
- Abdelkarim, A. & Ibrahim, S. 2001, *Productivity Problems in the UAE: The Role of Productivity Organisation*, Dubai, UAE.
- Adel, S.P. & Kwon, S. 2002, 'Social capital: prospects for a new concept', *Academy of Management Review*, vol. 27, no. 1, pp. 17-40.
- Adelle, B. & Bradley, L. 2004, 'Career development for going beyond the call of duty: is it perceived as fair?' *Career Development International*, vol. 9, no. 4, pp. 391-405.
- Al-Lamki, S.M. 1998, 'Barriers to Omanization in the private sector: The perceptions of Omani graduates', *The international Journal of Human Resource Management*, vol. 9, no. 2, pp. 377-424.
- 2000, 'Omanization: A three tier strategic framework for Human Resource Management and training in the sultanate of Oman', *Journal of Comparative Internationals Management*, vol. 3, no. 1, p. 55 (7230 words).
- Al-Otaibi, G.A. 1992, 'Job satisfaction among public and public sector in Kuwait, a comparative study', *Journal of Public Management (in Arabic)*, vol. 69, pp. 31-62.
- Al-Qudsi, S. 2006, *Unemployment Evolution in the GCC Economies: Its nature and relationship to output gaps*, Center for Labour Market Research and Information (CLMRI) The National Human Resource Development Employment Authority (Tanmia), UAE.
- Altman, Y. & Iles, P. 1998, 'Learning, leadership, teams: corporate learning and organisational change', *Journal of Management Development*, vol. 17, no. 1, pp. 44-55.
- Barbeito, C.I. 2004, *Human resource policies and procedures for nonprofit organizations*, John Wiley, Hoboken, N.J.
- Beardwell, I. & Holden, L. 1997, *Human Resource Management: A Contemporary Perspective*, Pitman, London.
- Beccerra, M. & Gupta, K.A. 1999, 'Trust within the organisation: integration the trust literature with agency theory and transaction costs economics', *Public Administration Quarterly*, vol. 23, no. 2, pp. 177-203.
- Berengaut, J. & Muniz, C. 2005, *United Arab Emirates Staff Report for the 2005 Article IV Consultation*, Staff representatives for the 2005 Consultation with the United Arab Emirates, Dubai.
- Budhwar, P., Al-Yahmadi, S. & Debrah, Y. 2002, 'Human resource development in the Sultanate of Oman', *International Journal of Training and Development*, vol. 6, no. 3, pp. 198-215.
- Cakdwell, B. 2003a, 'A blueprint for leadership for the successful transformation of schools in the 21st Century', paper presented to Educational leadership in the New Millenium: From Teacher Development, Hong Kong, 7 November 2003.
- Chuang, Y.T., Church, R. & Zikic, F. 2004, 'Organizational culture, group diversity and intra-group conflict', *Team Performance Management*, no. 10, p. 1/2.
- Cohen, D. & Prusak, L. 2001, *In good company: How Social capital makes organisations work*, Havard Business Shoold Press, Boston, MA.
- Cuban, L., Sachs, J. & Sachs, R. 2001, *Leadership for student learning: Urban School leadership-Different in kind and degree*, Institute for Educational Leadership, 2006, <<http://www.iel.org/programs/21st/reports/urbanlead.pdf>>.
- Cunningham, R.B. & Sarayrah, Y.K. 1993, *Wasta: The hidden force in Middle Eastern Society*, Praeger, Westport, CT.
- Deborah, H.C. & Paul, I. 2000, 'Climate for diversity and its effects on career and organisational attitudes and perceptions', *Personnel Review*, vol. 29, no. 3, pp. 324-45.
- Economic Development Board 2004, *Reforming Bahrain's Labour Market*, The Kingdom of Bahrian and the International Labour Office, Bahrain.

- Elhage, M., Erbas, N., Farahbaksh, M., Goswami, M. & Floerkemeier, H. 2005, *United Arab Emirates: Selected Issues and Statistical Appendix*, International Monetary Fund, Washington.
- Equal Opportunities Commission 2004b, *Work life Balance*, Equal Opportunities Commission, London.
- Foddy, W. 1993, *Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research*, Cambridge University Press, Cambridge.
- Freek, S. 2004, *Voices from the Shop Floor: The Impact of the Multi-cultural work Environment on UAE*, Tanmia, United Arab Emirates, Dubai.
- Friedman, M. 1962, *The Role of Government in Education*, University of Chicago Press, Chicago.
- Ganster, D.C. & Bates, C. 2003, *Do long work hours decrease general well being and increase work family conflict?*, University of Arkansas, Seattle.
- Gray, L. 2001, *Private sector training and employment: Evaluation and Intervention Strategies; Centre for labour market research and information*, Tanmia, Dubai.
- Haajenh, A.F., Maghrabi, A.S. & Dabbagh, T.H.A. 1994, 'Research note: Assessing the effect of nepotism on human resource management', *international Journal of Manpower*, vol. 15, no. 1, pp. 60-7.
- Harvey, C. & Allard, M. 2002, *Understanding and Managing Diversity, Readings, Cases, and Exercises*, Prentice Hall, Upper Saddle River, NJ.
- Heneman, H. 1985, *Pay satisfaction*. In K. Rowland and G. Ferris (Eds), *Research in personnel and human resource management (Vol 3)*, JAI Press, Greenwich, CT.
- 1998, *Employee withdrawal responses, paper presented at the annual Meeting of the Southern Management Association*, New Orleans, LA.
- Human Development Network 1999, *Education in the Middle East and North Africa: A strategy towards Learning for Development, United Nations Development Programme Research Paper*, New York, NY, United Nations Development Programme.
- Human Resource Report 2005, *The National Human Resource Development and Employment Authority*, Tanmia, Dubai.
- Ichniowski, C. & Shaw, K. 2003, 'Beyond Incentive pay: Insiders Estimates of the value of complementary Human Resource Management Practice', *The Journal of Economic Perspectives*, vol. 17, no. 1, pp. 155-78.
- Isa, B. & Hala, K. 2001, *Center for Labour Market Research and Information: Towards increasing National Female Participation in the Labour Force*, Tanmia, Dubai.
- Kapiszewski, A. 2000, *Population, Labour and Education Dilemmas facing GCC States at the turn of the Century*, <www.crm,hct.ae/events/archuve/tend/AndKP.html>.
- Kessler, I. & Heron, P. 2006, 'The fragmentation of pay determination in the British civil service', *Personnel review*, vol. 35, no. 1.
- Kohn, L.M. & Schooler, C. 1983, 'Reciprocal effects of job conditions and personality', *American Journal of Sociology*, vol. 87, pp. 1257-86.
- Kramar, D.C. 2004, *Human resource management in Australia: Strategy people performance*, McGraw-Hill Australia Pty Limited, Australia.
- 2005, *Human resource Management in Australia: Strategy people performance*, McGraw-Hill Australia Pty Limited, Australia.
- Krueger, A. & Lindahl, M. 1999, *Education for Growth in Sweden and the World*, Sweden.
- Kwon, I.-W.G. & Suh, T. 2005, 'Trust, commitment and relationships supply chain management: a path analysis', *Supply Chain Management: An International Journal*, vol. 10, no. 1, pp. 23-33.
- Lawler, E. 1971, *Pay and organizational effectiveness*, McGraw Hill, New York.
- Lazarsfeld, P.F. 1944, 'The controversy over detailed interviews - an offer for negotiation', *Public Opinion Quarterly*, vol. 8, pp. 38-60.
- Lynton, G. 2001, *Centre for labour market research and information: Private sector training and international strategies*, Tanmia, Dubai.
- Mabey, C. & Thompson, A. 2000, 'The Determinants of Management Development: The Views of MBA Graduates', *British Journal of Management*, vol. 11, pp. 3-16.
- MacInnes, J. 2005, 'Work-life balance and the demand for reduction in working hours: evidence from the British social attitudes survey 2002', *British Journal of Industrial Relations*, vol. 43, no. 2, pp. 273-95.

- Malhotra, Y. 2000, 'Knowledge assts in the Global Economy: Assessment of National Intellectual Capital', *Journal of Global Information Management*, vol. 8, no. 3, p. 5 (8544 words).
- Mensch, S., Ibrahim, B., Lee, S. & El-Gibaly, O. 2003, 'Gender role attitudes among Egyptian adolescents', *Studies in Family Planning*, vol. 34, pp. 8-18.
- Miceli, M. & Mulvey, P.W. 2000, 'Consequences of Satisfaction with pay system: Tow field Studies', *Industrial Relations*, vol. 39, no. 1, pp. 62-87.
- Morada, H.B. 2002, *Work and work conditions of the UAE Nationals in the federal Government agencies and their perceptions on Emiratisation policies*, Tanmia, United Arab Emirates, Duabi.
- Nabi, G. 1999, 'An investigation into the differential profile of predictors of objective and subjective career success', *Career Development International*, vol. 4, no. 4, pp. 212-24.
- Nankervis, A., Compton, R. & Baird, M. 2005, *Human resource management : strategies and processes*, 5 edn, Nelson Australia Pty Limited, Southbank, Vic.
- Platteau, P.J. 1994, 'Behind the market stage where real societies exist: part 1, the role of public and private order institutions', *Journal of Development Studies*, vol. 30, no. 3, pp. 533-77.
- Samman, H.A. 2003, 'Dependence on foreign labour, quality of education and unemployment in the GCC countries: in search of solutions', University of Southern California.
- Sharf, R.S. 2006, *Applying Career Development theory to Counseling*, Thomson Brooks/Cole, Belmont, CA.
- Sivin, J.K. & Bialo, E. 1994, *Report on the effectiveness of technology in schools, 1990-1994*, Software Publishers Association, Washington, DC.
- Smith, S. & Mazin, R. 2004, *The HR answer book: An indispensable Guide for managers and human resource professionals*, New York.
- Stephen, W. 2001, *Human resource development through Vocational Education in the United Arab Emirates: the case of Dubai Polytechnic*, Dubai Polytechnic, Dubai, United Arab Emirates.
- Stone, A. 2002, *Human resource management*, Kyodo Printing Co (Spore) Pet Ltd., Singapore.
- Tanmia 2004, *Emiratisation in the Banking Sector: Factors Influencing Success and Failure: The National Human Resource Development and Employment Authority: Center for Labour Market Research and Information*, Human Resource development and employment Athority, Dubai, United Arab Emirates.
- Tharenou, P. & Cateora, P. 1997, *Managerial Career Advancement in Cooper, CL & Robertson, IT (eds) International review of industrial and Organisational Psychology*, John Wiley and Sons Ltd, New York.
- Trades Union Congress 2003, *Thing Have Got Better- Labour Market Performance 1992-2002*, Trades Union Congress, London.
- Whiteoak, J.W., Crawford, N.G. & Mapstone, R.H. 2006, 'Impact of Gender and Generational difference in work values and attitudes in an Arab Culture', *Thunderbird International Business Review*, vol. 48, no. 1, pp. 77-91.
- Yang, G. & Samiha, A. 2001, *Skill, Wages and Working Conditions in the Insurance Sector: Center for Labour Market Research and Information*, Tanmia, Dubai.

Appendix 1



