

Structural Barriers to Emiratisation: Analysis and Policy Recommendations

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Decades of rapid development on the Arabian Peninsula attracted numerous migrant workers who now dominate the labour markets. As a result, UAE nationals have a few job opportunity, hence high unemployment rate. This research paper, therefore, aims to identify the factors that possibly augment the placement and retention of UAE nationals in Dubai's workplaces and proposes a feasible strategy for greater job opportunities for UAE nationals and achieve increased workforce participation. Through a theoretical framework, this paper employs three aspects of capital theory: human capital such as education, skills, and experience; social capital, such as gender inequality, nepotism and trust; organisational capital such as culture, English fluency and human resource management (HRM). Using existing scale, a survey was conducted with 1500 UAE national employees from seven private and public sector organisations. The paper discusses the results of the data analysis and hypotheses testing. Five variables that significantly explain the variance between the public and private sectors are training and development, career development, English fluency, gender inequality, and trust. The study will conclude policy recommendations that enhance Emirati workforce participation. (179 words)

Keywords: Emiratisation, UAE labour force structure, UAE public and private sector, empirical study

1. Introduction

The population and labour market imbalance between UAE nationals and non-nationals in the private and public sector organisations is one of the impediments. The paper investigates the issues that really obstruct the locals to get in to the employment. The arrival of enormous non-national workers has created economic and social problems for the UAE labour market (Prasad and Yang 2002). Non-nationals constitute 2.4 million (91%) in the Emirate labor market, overwhelmingly

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employed in the private sector. UAE nationals, therefore, comprise some nine per cent of UAE nationals employed: eight per cent (192,000) in the public sector and a mere one per cent (70,000) in the private sector (Human resource report 2005; Freek 2004; Abdelkarim 2001a). Over the last decade, the Emirates' average annual employment growth rate is 7.9 per cent, with UAE nationals' contribution somewhat higher at 8.2 per cent. However, UAE nationals' unemployment rate in 2005 was 12.6 per cent (35,000), 19.8 per cent for females and 8.9 per cent for males and, is expected, without government intervention, to rise strongly into the next decade (Human resource report, 2005).

Emiratisation is an affirmative action quota driven employment policy that ensures UAE nationals' employment opportunities in the private sector (Godwin, 2006). Since 2000, the Gulf Cooperation Council (GCC) countries, and UAE in particular, established various economic policy instruments affecting national labor markets and promoting employment for their citizens. 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).

A number of studies have provided the reasons that UAE nationals prefer working in the public sectors for better compensation and job security (Freek 2004). But the existing low rate of employment or high attrition rate can be attributed to UAE nationals' lack of ability to complete a work satisfactorily (Abdelkarim 2001) thereby pushing them out of work in the public sector (Freek 2004). This obviously makes the work environment for UAE nationals less than desirable. Proad et al. (2002) further posit that working in the private sector is a relatively new phenomenon for UAE nationals. As a result UAE nationals have only general and sometimes vague impressions as they have little first hand knowledge or experience (Yang & Samiha 2001). In an attempt to answer the questions what criteria that establish the UAE nationals employable in private and public sector organizations, the paper considers three factors, such as personal, organisational and social (Shaw et al. 2005; Seibert et al. 2001; Tomer 1998), crucial to Emiratisation program and investigates to what extent these factors act favourably or hinder UAE nationals to join the workforce.

2. Conceptual Framework and Hypotheses Formulation

Prior studies have suggested that industry specific personal, organisational and social capital might play an important role in innovative activities within an industry (Dakhli and Clercq 2004). More personal/human capital leads to higher compensation and personal rewards: workers with more education and experience tend to be paid more than those with less. The other capitals that people acquire over time are organizational and social capital, which help them boost productivity. Different levels of personal, organisational and social capital may interact to produce joint effects on productivity. When social capital interacts with personal capital, there is a transfer of knowledge that creates higher productivity. When organisational capital interacts with personal capital, there is a more satisfaction and creates higher efficiency. However, this study doesn't analyze any interaction effects of these three constructs.

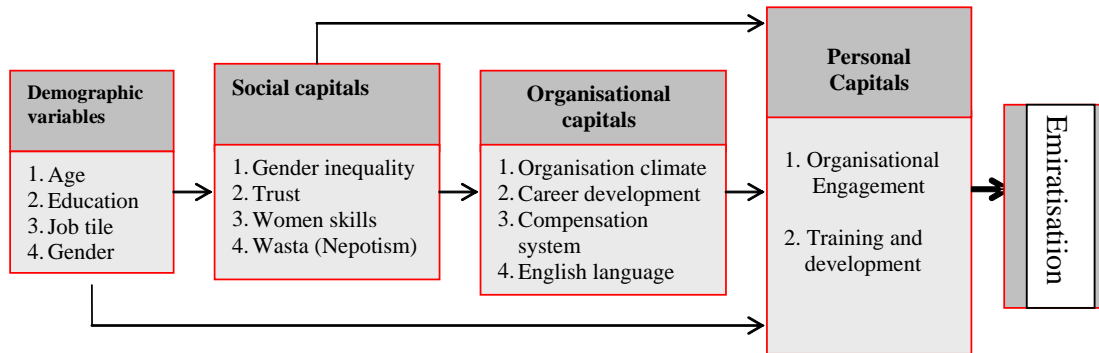


Figure 1: Conceptual Framework of Emiratization Process

Figure 1 presents a conceptual framework for Emiratization that includes three constructs: social, organisational and personal capitals. Demographic, as control variables, is also considered in the framework. Details of the constructs and its items are discussed below.

2.1 Personal Capital

Organizational Engagement

There are many factors play significant role in building employees' attitude within an organization or outside. Ostroff et al. (2005) found that when employees' values are consistent with the organization's values, it leads to more positive organisational engagement. Empirical studies (Adkins et al. 1996; Klimoski & Jones 1995; Kristof-Brown & Stevens 2001) reveal that value correspondence with peers was considerably associated with employees' attitude. Klimoski and Jones (1995), and Neuman et al. (1999), argue that a greater amount of homogeneity in personality among group members is associated with greater effectiveness. However, it could be argued that group homogeneity may have a positive impact on employees' feelings of satisfaction through increasing their sense of identification or social integration within the group, but that does not mean to ignore group heterogeneity. Because, heterogeneity offers opportunity for organizations and enormous challenge to employees as well. Therefore, this research will try to investigate whether or not the organisational engagement is a deciding factor for UAE nationals to perform better in the workforce.

Training and Development

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; Altman and Iles cited in Saunders et al. 2005). Training is a process planned to change attitudes, knowledge or skill behaviours through learning experiences and to achieve an effective performance (Beardwell and Holden 1997). Well-trained workers are the foundation stone of workers' productivity and a clear-cut edge in the marketplace (Deborah and Paul 2000). The recent study indicates that 52.4 per cent UAE nationals are not given enough training (Morada 2002). Abdelkarim (2001)

concludes that gaps in local provision include competent supervisory training especially in the manufacturing sector for shop-floor supervision and technical training for industry. Therefore, the first hypothesis states that,

H1. There exists significant variance in human capital (e.g. organisational engagement, and training and development) in the public and private sector organisations.

2.2 Organisational Capital

Organisational Culture

It is widely agreed that organisational culture affects organisational performance. According to Deborah and Paul (2000), organisations that develop a congenial atmosphere and support their employees will be more innovative. Chuang et al. (2004) argue that organisational culture helps in designing diverse group functioning. It has a direct impact on intra-group conflict, moderates the association with group diversity. There has been little study on cultural effects on 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) argues that UAE nationals' employees do not always welcome cultural diversity; however, they also do not reject it. Consequently, this paper will explore to what extent culture has an influence on UAE nationals performing better in the workforce or in other words on organisational engagement.

Career Development

The National Career Development Association defines the term 'career' as the 'individual's work and leisure that takes place over his/her life span'. Being satisfied with one's career could be one of the most important elements of an individual's personal happiness (Sharf 2006). Adelle and Bradley (2004), in their study of 264 undergraduate students from a northeastern university in USA, found that individuals felt positive about their decision when they received career development training. In the study of 723 full-time employees at several higher educational institutions in the north of England, Nabi (1999) found similar results. Freek (2004) emphasises that access to career plans would encourage UAE nationals. However, it could also encourage non-nationals as well. Hence, this access could potentially lead to fewer opportunities for UAE nationals to find jobs, especially in the short term. This is found reversed over time, as the government has imposed a tax for non-nationals and a quota system for UAE nationals, which forces the private sector to employ a certain percentage of UAE nationals. Therefore, this paper will explore to what extent career development has an influence on UAE nationals performing better in the workforce.

English fluency

English is the lingua franca for technology, management and to a certain extent trade, and fluency undoubtedly affects Emirate citizens' employability. English fluency levels in UAE are of concern to Abdelkarim (2001), whose findings on

employees' views include their perceived deficiency of English fluency instruction in the Emirates' education system. In Saudi Arabia, Samman (2003) also found a majority (60 per cent) of students reported English language deficiencies; of note, 70 per cent of science students were not confident in language.

Remuneration

According to Lawler (1971), one imperative outcome employees derive from work is their compensation. Employees' pay satisfaction leads to job satisfaction as compared to satisfaction from work, supervision and co-workers (Heneman, 1985). Academics and practitioners alike see remuneration as powerful reward mechanisms for reconciling the "Principal-agent" problem (Christopher 2006). 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 (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 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 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. Therefore, the second hypothesis states that

H2. There exists significant variance in organisational value variables (e.g. organisational culture, career development, compensation and English fluency) in the public sector and private sector organisations.

2.3 Social Capital

Gender Inequality/ Social Justice

The gender debate contains dimensions relating to an adverse position for female employees: subordination, marginalisation, undermining. In the traditionalist Arab world there is also evidence of severe pay differentials and negative attitudes towards females in a leadership position. UAE, as part of this social environment, has similar cultural attitudes towards women's role in a male-dominated society; an instance is that women must legally earn less in any given job. (Whiteoak et al 2006, Baud & Mahgoub 2001). In practice, as reported by Tanmia (2005), discrepancies can occur given education, seniority and job descriptions, 37 per cent of women participants reported dissimilarities in pay rates. Nevertheless, pay differentials may be attributed to the greater opportunities for career development available to national males, a factor in the high turnover rates for UAE females (Adam 2003). Further, Baud and Mahgoub (2001) noted that 21 per cent of the women said that they had experienced discrimination in job opportunities for promotion.

Trust

In the Gulf Cooperation Council countries, there is evidence that trust is an impediment to employment for nationals. In an Oman study (Budhwar et al. 2002), the authors reported that expatriate managers prefer tight control and centralized decision-making, with little delegation or empowerment for their employees. Expatriate management has little regard for national employees' technical skills, an attitude that largely explains UAE nationals' preference for public sector employment (Tanmia 2004, Freek 2004).

Wasta

Wasta is a type of nepotism practiced in countries having an Arab culture and the term refers to "both the act and the person who mediates or intercedes" (Cunningham & Sarayrah 1993, p.1). The practice of *wasta* has a significant and undesirable role in organizational behavior and is particularly relevant to the allocation of jobs, either overtly or otherwise. Despite *wasta's* cultural and controversial influences, there is comparatively little documentation and empirical study noticed in literature. A person who is delivering '*wasta*' influences a potential employer on behalf of a job applicant. *Wasta* employment practices are discriminatory and often illegal. The outcomes for both the organisation and the receiver of *wasta* are frequently deeply unsatisfactory, as there may be better, more productive candidates available that, if selected, could contribute more to the organisation. *Wasta* has yet another negative connotation, in as much as, in this study, well-qualified GCC nationals are leaving to seek more transparent and satisfying work in developed countries (Haajenh et al. 1994).

Wasta produces negative social capital, acting as a barrier to reform and good governance. Governments in the region are unwilling to devote the resources and social disruption to address entrenched sensitive and negative social issues. Critically, Whiteoak et al. (2006) found, in their study, that perhaps because of the ease with which the previous generation found public sector positions, the younger generation faces a new and difficult private sector and has returned to *wasta* more so than the older generation. Thus, we offer the following hypotheses:

- H3. There exists significant variance in social value variables (e.g. gender inequality, trust, social justice and wasta (Nepotism)) in public and private sector organisations.*
- H4: In public sector organisations, after controlling for the demographic variables (gender, age, job title, and education), the social value variables (trust, gender inequality, social justice, and wasta (nepotism)), and the organisational value variables (organisational culture, career development, remuneration and English fluency), will explain the unique variance in the human capital variable of organisational engagement*
- H5: In the private sector organisations, after controlling for the demographic variables (gender, age, job title, and education), the social value variables (trust, gender inequality, social justice, and wasta (nepotism)), and the organisational value variables (organisational culture, career development,*

remuneration and English fluency) will explain unique variance in the human capital variable of organisational engagement.

3. Methodology

Sample and Data collection

Data for the study were collected via questionnaire survey from December 2005 through February 2006. The population for the study comprised UAE nationals working in private and public sector organisations. The questionnaires using 5 point likert scale (1= strongly agree, 3= neutral, 5= strongly disagree) were distributed to a sample of 1500 UAE national employees working in Dubai organisations and 930 usable responses were received (i.e. response rate of 62 per cent). The sample, primarily 100 per cent UAE nationals, was purposively drawn from seven organisations: five from the private sector, two from the public sector. The respondents represented top, middle, junior managers and support staff (clerks/secretaries) of these organisations. A number of criteria were used to select the organisations. One of the criteria was a list of those organisations who received quality awards in recent years such as the Dubai Quality Award. Moreover, these organisations were identified as providing good working conditions in relation to the national trends identified from the national survey, which Tanmia (2004) had used in his prior study. Table 1 presents the demographic profile of the respondents separately for private and public sector. Female respondents represented the majority (56 %), followed by male (44 %) from both the sectors. The mean age was 25-30 years, with minimum age varying from 20 years to above 61 years. Public sector has 65 per cent people higher diploma and above as compared to 44 per cent in private sector. Of those who responded to the survey, 64.6 per cent were in managerial positions; the remaining 35.4 per cent were typically in administrative positions.

Table 1: The demographic profile of respondents

Demographic inform		Public and Private	
		Public sector (%)	Private sector (%)
Gender	Male	44%	44%
	Female	56%	56%
Education	Below higher Diploma	5%	5%
	Higher Diploma and above	44%	55%
Job title	Managerial position	64.6%	64.6%
	Administrative position	35.4%	35.4%
Age	Below 30 years	2%	2%
	Above 30 years	98%	98%
Work experience	Less than 10 years	6%	6%
	Above 10 years	94%	94%

Measures of Scale Items

The study adapted a 58-items questionnaire using 5-point Likert scale (1= strongly agree, 3= neutral, 5= strongly disagree). The questionnaire was adapted from a number of existing literatures with pre-established scales and focused on various Emiratisation issues under three constructs: personal, organisational and social. A factor analysis was employed separately on the 12 items of human capital, 28 items of organisational capital and 18 items of social capital that resulted in number of factors. Human capital resulted in two factors, organisational capital in four factors and social capital in four factors. After a varimax rotation was performed, all these factors had eigenvalues greater than one. Cronbach alfa of all these factors were found reliable at > 0.7 (Hair et al.2006) except one (Social justice) at 0.66. However, it is well above the range of 0.50 to 0.60 and thought to be adequate for a satisfactory level of reliability in basic research (Nunnally, 1971). The details of scale measures, factor loadings and reliability coefficient (cronbach alfa) are produced in Table 2, 3 and 4 in Appendix.

(i) Personal Capital

A factor analysis of human capital was employed that resulted in two factors: organisational engagement, and training & development. Organisational engagement is measured on 9 items (Table 2) with mean value 2.82 and SD of .67. It was adapted from Milliman et al. (2003); Edgar & Geare (2005), Sagie et al. (2002) and Cook & Wall (1980). The reliability coefficient (α) for 9 items was 0.79. The second factor, *Training and development*, is measured by 3 items based on earlier researchers (Greenhaus et al. 1990; Edgar & Geare 2005) with mean value 2.40, SD of 0.87. The reliability coefficient (α) for 3 items was 0.79.

(ii) Organisational Capital

Building on previous research on organisational capitals, we measured it through assessing the level of generalised organisational culture, career development, remuneration and English fluency (Brynjolfsson et al. 2002). The first factor, organisational culture, was assessed on 15 items adapted from previous research (Greenhaus et al. 1990; Carmeli 2005; Edgar & Geare 2005; Sagie et al. 2002; Weiss & Dawis 1967) with mean value 2.67, SD of .68. The reliability coefficient (α) for 15 items was 0.89. The second factor, *career development*, was assessed on 7 items with mean value 2.1, SD of .62.. It was adapted from pervious research by Carmeli (2005) and Greenhaus et al. (1990). The reliability coefficient (α) for 7 items was 0.74. The third factor, compensation, was assessed on 4 items from Heneman, (1985) with mean value 3.1, SD of 1.0. The reliability coefficient (α) for 4 items was 0.79. The fourth factor, *English fluency*, was assessed on 2 items with mean value 3.6, SD of 1.12. The reliability coefficient for 2 items was 0.78.

(iii) Social capital

Building on prior studies, social factor was assessed on four factors: gender inequality, trust, social justice and *wasta* (nepotism). *Gender inequality* was assessed on 7 items adapted from prior research (Al-lamki 2000; Sidani and

Gardner 2000; Edgar and Ceare, 2005) with mean value 3.27, SD of 0.69. The reliability coefficient for 7 items was 0.74. *Trust* was assessed on 3 items adapted from Cook and Wall (1980) and Carmeli (2005) with mean value 2.6, SD of 0.83. The reliability coefficient for 3 items was 0.70. *Social justice* was assessed on 5 items adapted from previous studies (Sidani and Gardner 2000; Edgar and Ceare, 2005) with mean value 3.32, SD of 0.80. The reliability coefficient for 5 items was 0.66 (only alfa value less than 0.7). However, the reliability coefficient is well above the range of 0.50 to 0.60 and is thought to be adequate for a satisfactory level of reliability in basic research (Nunnally, 1971). *Wasta (nepotism)* was assessed on 3 items adapted from Whiteok et al. (2006), Spector (1988) and Dobie et al. (2001) with mean value 2.41, SD of 1.01. The reliability coefficient for 3 items was 0.77.

4. Hypotheses Testing and Result Interpretation

Hypotheses were tested using Pearson correlation, independent sample t-test and hierarchical regression analysis. Hypotheses H1, H2 and H3 state that there is a significant difference in mean scores between the public and private sector with respect of ten variables: organisational engagement, training & development, organisational culture, career development, compensation, English fluency, gender inequality, trust, social justice and *wasta*. The hypotheses were supported partially (Table 5). Five out of 10 variables were found significantly different in their mean scores. These variables are: training and development, career development, English fluency, gender inequality, and trust. All are significant at $p < 0.05$. The t-test says that the public and private sector organisations are different from each other on these five factors.

Table 5: Differences in mean scores between the public and private sector

		Mean	SD	Levene's Test for Equality of Variances		t-test for Equality of Means			
				F	Sig.	t	df	Sig.	Mean Difference
Training development	Public Private	2.52 2.33	.90 .86	2.797	.095	3.264	759.8	.001	.191
Career development	Public Private	2.27 2.12	.62 .61	.001	.979	3.661	776.9	.000	.152
English fluency	Public Private	3.72 3.53	1.09 1.14	.393	.531	2.417	802.9	.016	.181
Gender inequality	Public Private	3.35 3.22	.67 .70	1.222	.269	2.699	813.6	.007	.124
Trust	Public Private	2.71 2.58	.83 .84	.020	.887	2.209	787.6	.027	.124

To test hypothesis H4, hierarchical regression analysis was employed to examine the impact of three sets of independent variables on *organisational engagement* as dependent variable. Analysis was performed using SPSS 15. In the first step (Model

1), demographic variables (age, education, job title and gender) were entered into the hierarchical regression and acted as controls. Public Sector Model 1 (Table 6) Statistical Summary of Organisational Engagement, the multiple R (.161) was found to be statistically significant, $R^2 = .026$, $F(4, 362) = 2.42$, $p < .05$.

Table 6: Public Sector Model 1 Statistical Summary of Organisational Engagement

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.42	.66444	.048

In total, 2.6 per cent (1.5 % adjusted) of the variation in organisational engagement was accounted for by the set of demographic variables.

Table 7: Public Sector Model 1 Regression Coefficient, Organisational Engagement

Model	Unstandardised Coefficients		Standardised Coefficients β	t	Sig	Correlations		
	b	SE				Zero-order	Partial	part
(Constant)	2.239	.275		8.131	.000			
Gender	.155	.074	.116	2.113	.035	.115	.110	.110
Age	.024	.036	.037	.658	.511	.022	.035	.034
Job title	.071	.035	.125	2.029	.043	.114	.106	.105
Education level	.011	.028	.023	.383	.702	.034	.020	.020

Standardised regression coefficient (β) (Table 7) for the two control variables, gender ($\beta = .116$, $p < .05$) and job title ($\beta = .125$, $p < .05$) were significant. Of the 2.6 per cent explained variance, the squared semi-partial correlations (sr^2) show in the 'part' column of Table 7 that gender explained 1.2 per cent ($sr^2 = .110^2$) and job title explained 1.1 per cent ($sr^2 = .105^2$) of this variance, when all other variables in the equation were controlled. Of the two demographic variables, gender explained greater unique variance in organisational engagement in public sector organisations. In step 1, age and education level did not significantly explain any additional unique variation. Only gender and job title of the demographic value variables were significant.

In the second step (Model 2), social value variables were entered after the demographic variables into the hierarchical regression. The introduction of the social variables (gender inequality, trust, social justice and *wasta*) caused R^2 to change from .026 in model 1 to .474 in model 2, see Table 8

Table 8: Public Sector Models 1 & 2, Statistical Summary of Organisational Engagement

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.416	.66444	.048
2	.688	.474	.462	40.307	.49106	.000

Table 8 shows a significant change in R^2 ($\Delta R^2 = .448$, $p < 0.001$). The multiple R (.688) was statistically significant, $R^2 = .474$, $F(4, 358) = 40.307$, $p < .001$. In total, 44.8 per cent (46.2% adjusted) of the variation in organisational engagement was accounted for by the set of social value variables, in addition to the 2.6 per cent variance by the demographic set of variables grouping; in total of 47.4 per cent of variance.

Table 9: Public Sector Model 2: Regression Coefficient, Organisational Engagement

Model 2	Unstandardised Coefficients		Standardised Coefficients	t	Sig	Correlations		
	b	SE				β	Zero-order	Partial
(Constant)	2.379	.263		9.05	.000			
Gender	.070	.060	.052	1.15	.248	.115	.061	.044
Age	-.061	.028	-.095	-2.19	.029	-.022	.115	.084
Job title	.023	.026	.040	.88	.378	.114	.047	.034
Education level	.010	.021	.021	.45	.649	-.034	.024	.017
Gender inequality	-.179	.043	-.178	-4.12	.000	-.373	.213	.158
Trust	.462	.033	.575	14.05	.000	.618	.595	.537
Social justice	-.020	.035	-.025	-.56	.571	-.095	.030	.022
Wasta	-.090	.026	-.140	-3.42	.001	-.269	.178	.131

Table 9 shows that the standardised regression coefficient (β) for one demographic variable, age ($\beta = -.095$, $p < .05$), and three social value variables: gender inequality ($\beta = -.178$, $p < .001$), trust ($\beta = .575$, $p < .001$), and *wasta* ($\beta = -.140$, $p < .001$), were significant. Of the 47.4 per cent explained variance, the squared semi-partial correlations (s^2) show in 'part' of Table 9 column that the majority of dominant variables in terms of unique variance is explained [where age is 0.7 per cent ($s^2 = .084^2$); gender inequality is 2.5 per cent ($s^2 = .158^2$); trust is 29 per cent ($s^2 = .537^2$); and *wasta* is 1.7 per cent ($s^2 = .131^2$)] when all variables in the equation were controlled for.

However, the pattern of significance for the demographic variables has changed. In step 1 (model 1), both gender and job title were significant; however they became insignificant in step 2 (model 2). This was reflected in their respective semi-partial correlations (s^2). Gender has changed from a significant 1.2 per cent ($s^2=.110^2$) in step 1 to an insignificant 0.2 per cent ($s^2=.044^2$) in step 2; and job title from a significant 1.1 per cent ($s^2=.105^2$) in step 1 to an insignificant 0.15 per cent ($s^2=.034^2$) in step 2. That means gender and job title in step 2 explained an insignificant amount of unique variance (total 0.35%) of the total 47.4 per cent explained variance in organisational engagement in the public sector organisations. Age, which was insignificant in step 1, became significant in step 2 ($\beta=-.095$, $p<.05$), moving from an insignificant 0.1 per cent ($s^2=.034^2$) to significant 1 per cent ($s^2=-.084^2$) of variation when the four demographic value variables (gender, age, job title and education level) and four social value variables (gender inequality, trust, social justice and *wasta*) were controlled for. Trust, gender inequality, *wasta* and age were significant predictors and explained unique variation in organisational engagement in public sector organisations. Of these, trust explains the greatest unique variance in organisational engagement, followed by age, *wasta* and gender inequality. In step 2, gender, job title, education level and social justice did not significantly explain any additional unique variation.

In the third step (Model 3), organisational value variables were added, after controlling for demographic and social value variables in the hierarchical regression.

Table 10: Public Sector, Models 1, 2, & 3 Organisational Engagement Summary

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.416	.66444	.048
2	.688	.474	.462	40.307	.49106	.000
3	.798	.636	.624	51.61	.41059	.000

The introduction of the organisational set of variables (organisational culture, career development, remuneration and English fluency) caused R^2 to change from .474 in model 2 to .636 in model 3, as depicted in Table 10. This was a significant change in R^2 ($\Delta R^2=.162$, $p<0.001$). The multiple R (.798) was statistically significant, $R^2=.636$, $F(4, 354)=51.609$, $p<.001$.

In total, 16.2 per cent (62.4% adjusted) variation in organisational engagement was accounted for by the set of organisational value variables after the 2.6 per cent variance explained by the demographic set of variables, and the 47.4 per cent variance explained by organisational set of variables were accounted for. In total of 63.6 per cent of variance was explained.

Table 11: Public Sector Regression Coefficient: Organisational Engagement

Model 3	Unstandardised Coefficients		Standardised Coefficients	t	Sig	Correlations				
	b	SE				β	Zero-order	Partial	part	T
(Constant)	1.519	.241		6.29	.000					
Gender	-.033	.052	-.025	-.63	.523	.115	-.034	-.020	0.70	1.44
Age	-.063	.023	-.100	-2.74	.006	-.022	-.145	-.088	0.78	1.28
Job title	.012	.023	.021	.53	.591	.114	.029	.017	0.65	1.54
Education level	-.005	.018	-.011	-.29	.768	-.034	-.016	-.009	0.69	1.44
Gender inequality	-.125	.037	-.124	-3.37	.001	-.373	-.176	-.108	0.76	1.32
Trust	.112	.040	.139	2.80	.005	.618	.147	.090	0.42	2.40
Social justice	-.001	.030	-.001	-.03	.971	-.095	-.002	-.001	0.73	1.37
<i>Wasta</i>	-.043	.022	-.066	-1.89	.059	-.269	-.100	-.061	0.85	1.18
Organisational culture	.582	.053	.573	11.06	.000	.755	.507	.355	0.38	2.61
Career development	.093	.044	.087	2.10	.036	.497	.111	.067	0.61	1.65
Remuneration	.009	.028	.012	.32	.750	.418	.017	.010	0.68	1.47
English Fluency	-.023	.021	-.038	-1.10	.268	-.075	-.059	-.036	0.87	1.15

Table 11 shows evidence that the standardised regression coefficient (β) for one demographic variable, age ($\beta = -.100$, $p < .001$), two social value variables [gender inequality ($\beta = -.124$, $p < .001$) and trust ($\beta = .139$, $p < .001$)] and two organisational value variables [organisational culture ($\beta = .573$, $p < .001$) and career development ($\beta = .087$, $p < .05$)] were significant. Of the 63.6 per cent explained variance, the squared semi-partial correlations (sr^2) shown in the part of column of Table 11 show that the important variables in terms of unique variance explained, were organisational culture 12.6 per cent ($sr^2 = .355^2$), gender inequality 1.2 per cent ($sr^2 = -.108^2$), trust 0.8 per cent ($sr^2 = .090^2$), age explained 0.8 per cent ($sr^2 = -.088^2$), and career development explained 0.4 per cent ($sr^2 = .067^2$) of variance, when all variables in the equation were controlled.

The pattern of significance for the social value variables changed. In step 2 (model 2), *wasta* was significant; however, it became insignificant in step 3 when controlled

by the organisational additional set of variables. *Wasta*, which explained 1.7 per cent ($s^2 = .131^2$) of the total 47.4 per cent variance by the end of step 2, now explains 0.4 per cent ($s^2 = .061^2$) of the total 63.6 per cent variation by the end of step 3. With regard to the part correlations (Table 11) for all variables, organisational culture has the highest part correlation (.355), which is also statistically significant at the .000 level. This variable explains 12.6 per cent of the total variance. Overall, the results show that organisational culture, trust, gender inequality, age and career development are significant predictors of organisational engagement and explain unique variations in organisational engagement in public sector organisations. Increase in any of these five variables results in increase in organisational engagement. In step 3, gender, job title, education level, social justice, remuneration and English fluency did not significantly explain any additional unique variation.

5. Discussions and Implication

The paper puts forth problems associated with employment issues of the UAE nationals in the public and private sector organisations. This can be attributed to number of reasons. The locals can be blamed for their low initiatives at one hand and the non-response of UAE organisations on the other. Findings of this study suggest that two issues are very important in Emiratisation process: organisational engagement and training & development. Both the factors are very much internal to the organisations and eventually tend to Emiratisation or localization. We will elaborate this issue later in this section. Let's talk about the eligibility criteria of UAE nationals and their employability in private sectors where efficiency and effectiveness is a major concern. Educational qualification is paramount and respondent profile indicates (Table 1) that most of the UAE nationals are underqualified. Upgrading the educational qualification will definitely be a great help for the locals to get an employment. English language fluency and clear communication in business parlance is paramount internally and externally to the organisations. The survey result showed that the English language in the private sector organisations prevents UAE nationals from being competitive and getting promotion. Therefore, English fluency has enormous impact on career development. Improvement English language training throughout the school should be the main intervention sought from the UAE government (Abdelkarim 2001).

Findings of this study indicate a significant difference in education level between the public and private sector employees. Vast majorities (65.4%) of UAE nationals working in the public sectors organisations possess Bachelor degree and above, as compared to 43.5 per cent in the private sector. However, this finding has three explanations. First, UAE nationals who have obtained Bachelors degree target to work in the public sector due to package compensation, retirement plans, social security, working hours and better environment. Second, employees in the public sectors continue to get supports for their study and acquire additional education. Finally, it could be due to mismatch between the private sector's skill requirement and the skill level of Emirates University graduates resulting in the UAE nationals to accept the public sector jobs (Alghafis 1992). This causes a hindrance in the employment in the private sectors. This suggests that the reform of education is essential to improve the skill of students and prepare them to attach the industries requirement.

As discussed earlier, organisational engagement is a driver of Emiratisation process. Findings state that organisational culture, career development and remuneration have a significant relationship with organisational engagement. Private sector organisations provide higher training and development to its employees to extend their range of skills and capabilities. This sector is committed to their employees' training and development and helps them to acquire additional qualification to shape up their career as compared to the public sector organisations. However, this finding is not consistent with Abdelkarim and Ibrahim (2001) who state that the private sectors are resistant to train UAE national workers, because sooner or later UAE nationals leave the company that has incurred their training cost. To make the Emiratisation process effective, UAE locals should grow with the private sector organisations after receiving the training from it. Public sector organisations, on the other hand, need to focus more on providing training and development activities to UAE national employees to attain skills. Besides, it enhances employees' engagement to the organisation; a factor that affects employees' satisfaction (Dodd-McCue and Wright 1996) and ultimately making the Emiratisation a success.

Career development is significantly related to organisational engagement that in turn effects the Emiratisation. The public and private sector organisations in UAE differ in terms of their career development program. Private sector employees are satisfied with their career achievements; developed new skills; able to implement variety of their skills and talents. Lee (2005) finds that organisations that invest in career development are more likely to increase organisational engagement and job satisfaction. Chen et al. (2004) states career development positively influences employees' satisfaction, professional development and productivity.

Organisational culture, perceived as an obstacle to local employees that need to be taken into consideration if Emiratisation is to be effective. The finding implies that organisational culture facilitate UAE nationals to perform better in the workforce. Employees in the private sector organisations are more satisfied with their organisational climate. The respondent employees indicated that their manager does a good job of communicating with them, conflicts are resolved to the satisfaction of those concerned; constantly updates them with relevant organizational information; have more satisfaction with the way in which the organization's policies are applied; and they have good physical working conditions. In contrast, employees in the public sector were less satisfied with their organisational culture (Abdelkarim 2001). Organisation should share with its member the good news as well as the bad news so as to gain their loyalty (Suliman 2005). The findings of this study suggest that understanding the beliefs and the expectation of UAE national is a key to bridge the gap in the Emiratisation process. Organisational culture must not only be strong, but it should also have unique quality, which can't be imitated (Ogbonna and Harris 2000).

Remuneration added a unique variance to the organisational engagement, satisfaction and commitment. Remuneration in terms of salary and career development will highly satisfy UAE nationals and eventually leading to effective Emiratisation. Remuneration is a key to eliciting and reinforcing behaviour that support organisation strategy and it has a significant positive or negative effect on employees' performance (Balkin and Comez-mejia 1990). Therefore, both sectors

need to pay attention to the salary package for those UAE national employees that commensurate their education, skill and expertise. This matching pay package will surely make the UAE nationals more satisfied to work without any distinction between the public and private sector.

Social capital acts as third means to Emiratisation program. Only two factors have significant relationship with organisational engagement: gender inequality and trust. The private sectors stress upon female employees, their salaries, positions and career development. Respondents in the private sector were more satisfied with policies toward career development; obtained more training opportunities and position opportunities, feel that their organisations hiring females for long-term investment. In contrasts, females in the public sector displayed less satisfaction in terms of training opportunities, position and salary discrimination. The results however are not consistent with prior study by Adam (2003) who states that the training opportunity and career progression are limited and very slow for UAE female employees. Similar studies have shown the negative attitude and traditional stereotype attitude towards UAE females. (Al-Lamki, 1999; Baud & Mahgoub 2001). Metcalfe (2007) puts forth two thematic areas restricting Bahraini females: the lack of human resource planning relating to women and equal opportunities, and the limiting training and development opportunities for women. The findings of this study clearly indicate that while women in UAE have been accorded equal educational and employment rights; in practice, discrimination exists in both the sectors. However, the results indicate that gender discrimination is less in the private sectors.

The employers of the organisations need to provide the employment and equal opportunities to women having qualification and skills. These managers need to be positively influenced to change their conservative attitudes towards women in UAE society. The possible best way is through education, which can nurture values of equity, fairness and mutual respect. Jamali et al. (2005) states that education can positively influence not only on self-image and confidence but also encourages employees' participation.

Trust has significant relationship with organisational engagement and job satisfaction (Aryee et al. (2002) and hence Emiratisation process. Tanmia (2004) argues that UAE national employees could not be trusted due to lack of technical skill. The public sectors are less willing to delegate responsibility to UAE nationals and are based on rigidly designed human resource policies. Thus, much attention needs to be paid to the empowerment of UAE nationals as a means of maximising organisational engagement and developing trust (Kramer et al. 1996). Previous studies have shown that greater empowerment by the organisation enhance the employees productivity participation, satisfaction and engagement (Conger and Kanungo 1988; Malone 1997). To achieve the Emiratisation initiatives within UAE, the task of reducing the reliance on non-national workforce needs to be delegated to UAE national teams, who are encouraged to form judgements and take on increased levels of responsibility. Climate of trust between organisation and UAE national employees is essential to success Emiratisation program. The next most pressing area of action that has preoccupied is the urgent need to move away from the unequitable relationship-based human resource management policies such as *wasta* towards a competence or merit based approach.

However, the findings cannot be generalized to UAE organisations. Because the respondents were sampled from those few organisations who received Dubai Quality Award in recent years. These organisations have demonstrated to the government that they provide the best working conditions in relation to the national trends identified from the national survey. The other reason could be the methodology itself, which is quite different from the previous studies by so many researchers. The previous studies by Tanmia (2004) and Abdelkarim (2001) were qualitative one and therefore differ in their findings. Finally, the practices of the private sector toward Emiratisation might have been changed since 2002 because the UAE government has put in a lot of effort to support the private sector in UAE.

6. Policy Recommendations

In the prevalent globalised market, organisations, both public and private, need to ensure positive result on their business for survival. The obvious reason is to rely on expatriate staffs on account of their efficient and effective business operations. On the other hand, most of the local nationals are undermined not being satisfying these requirements especially for private sector organisations. However, most of the positions and responsibilities in the organisation can eventually be managed by those local efficient employees if the Emiratisation process is monitored effectively.

To make the process effective, some factors such as education and training are found crucial from the findings. The local graduates need to be educated through an updated university curriculum that matches the industry requirements and helping them recruited by companies. Moreover, Ministry of Education forms a consultative committee of educators' and employers' representatives (both sectors) to determine current and future skills requirements, based on reliable statistics. Further, the local employees need to be educated and trained under the supervision of the expatriate managers for skill enhancement and holding subsequent key position. Once the local employees have prerequisite qualification for a position, the private sector organisations need to accept them into the mainstream labour market. The other issues like salary package and carrier development will follow in due course and allow them to be the part of the good organisational culture and build trust.

Decision makers in UAE need to establish what is called "Career and Succession Plan Review Board" whose task would be to focus on the carer development of UAE nationals (Fryxell et al. 2004). Human resource managers and others charged with managing careers with organisations (preferred UAE nationals because UAE national managers close to UAE national culture and their perspective) need to develop career systems favourable to UAE national employees (Baruch, and Maury 2000). Prince (2005) argued that career development should be managed carefully, 'core' UAE national employees, who are uniquely valuable and hard to find in the external labor market should be first.

Emiratisation is not new in UAE Government's policy agenda. Since 2000, Gulf Cooperation Council (GCC) and UAE in particular have had an economic policy instruments in place that include employment target for UAE nationals (Al-Lamki 2000; Economic Development Board 2004; Kapiszewski 2000). Its time for the concerned ministry to issue sanctions to the private sector organisations violating the resolution on appointment of eligible local candidates. Government intervention

is crucial at this moment for all appointments in private sector by inviting a government official into the selection board and ensuring the strict adherence of the rules and policies. Even though outsourcing of expatriate employees, as a measure of competitive advantage, is a global phenomenon, fixed term appointment need to be strictly followed with the purpose of training the locals during that period (Bhanugopan and Fish 2007).

7. Limitations and Direction for Future Research

Limitations of the study and directions for future research need to be acknowledged. The limitation of this study relates to its methodology and scope. In terms of methodology, the sample responses were from seven organisations. Inclusion of more sample organisations would have been representative of the study. The views of the expatriate managers and employers in private and public sectors are not covered in this study. The conceptual framework of the study was based on three constructs: personal, organisational and social. All these constructs are very much internal to the organisations. Inclusion of external factors (e.g, competition in the market and customer satisfaction etc.) might influence the interactions of variables and some changes in the results.

In terms of scope, it is clear that only quantitative data analysis is not sufficient to conclude and generalise findings of the research. Few case studies would have been undertaken in the study to triangulate the result. The future study warrants further investigations in this field in different states of the UAE in order to bring more generalised conclusions. Similar comparative study can be extended to other countries facing the expatriate versus local labour issues similar to UAE. The study is much beneficial to the managers of the UAE nationals, academic researchers studying the Emiratisation/localisation issues and the policy makers. They might look into the issues discussed in the paper for necessary future actions.

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Appendix

Table 1: The demographic profile of respondents

Demographic information	Public and Private		
		Public sector (%)	Private sector (%)
Gender	Male	6%	5%
	Female	4%	5%
Education	Below higher Diploma	6%	5%
	Higher Diploma and above	4%	5%
Job title	Managerial position	6%	5%
	Administrative position	4%	5%
Age	Below 30 years	2%	2%
	Above 30 years	3%	3%
Work experience	Less than 10 years	6%	6%
	Above 10 years	4%	4%

Table 2: Scale Items, Factor loadings and Cronbach Alfa of Human Capitals

Scale items	Factors		Cronbach α
	Organizational	Training & Development	
Frequently, I think of quitting my job.	.674		0.79
I would be very happy to spend the rest of my career with this organization	.666		
There is a sense of being a part of a family in this organization.	.660		
My organization values skill and experience when recruiting and promoting employees.	.573		
This organization has a poor future unless it attracts better managers.	.556		
My organization does what it can to ensure the well being of its employees.	.536		
I do not feel emotionally attached to this organization.	.523		
I believe employees really care about each other in this organization.	.492		
My organization support employees with the balancing of work and family responsibilities.	.430		
My organization has provided me with training opportunities enabling me to extend my range of skills and abilities.		.703	0.79
My organization is committed to the training and development of its employees		.674	
My organization supports my attempts to acquire additional training or education to develop my career.		.644	

Table 3: Scale Items, Factor loadings and Cronbach Alfa of Organisational Capitals

Scale items	Factors				Cronbach α
	Organizational climate	Career development	Compensation system	English fluency	
Management here does a good job of communication with employees.	.728				0.89
There is opportunity to discuss my training and development requirements with my organization.	.723				
In my organization, conflicts are resolved to the satisfaction of those concerned.	.666				
People in my organization are encouraged to make suggestions for improvement in our work.	.662				
My organization cares about whether or not I achieve my career goals.	.643				
I am satisfied with the way these polices are administrated by this organization.	.619				
My manger constantly updates me with relevant organization information.	.604				
Employees in my work unit are like a family.	.604				
My organization provides tasks that give me the opportunity to develop and strengthen new skills.	.598				
I feel satisfied with the way in which the organization's polices are applied.	.580				
I am satisfied with organization policies and practices toward employees.	.570				
I am satisfied with the way employees are informed about organization policies.	.535				
I have good physical working condition (total time, shift, good ventilation and lighting, adequate work space) in this organization.	.513				
My job does give me enough time for family and social activities.	.413				
My health has not suffered as a result of working for this organization.	.408				
Overall, I am satisfied with the success I have achieved in my career.		.651			0.74
Overall, I am satisfied with the progress I have made toward meeting my goals for developing new skills.		.612			
My organization expects me to be fluent in English Language.		.604			

My work is interesting and challenging in this organization.		.552		
I am satisfied with the chances for advancement in my job.		.551		
My job requires me to do many different tasks at work, using a variety of skills and talents.		.508		
The importance of English language in my job cannot be underestimated.		.499		
I am satisfied with this organization's salary structure.		.812		0.79
I am satisfied with my current salary.		.769		
I am satisfied with similarity of salary paid among departments in this organization.		.737		
I am satisfied with the way promotions are given out in this organization.		.495		
English is the biggest problem preventing me from being competitive among expatriates in my organization.			.839	0.78
English is the biggest problem preventing me from participating effectively from gaining promotion in my organization.			.829	

Table 4: Scale Items, Factor loadings and Cronbach Alfa of Social Capitals

Scale items	Factors				Cronbach α
	Gender inequality	Trust	Social justice	Waste	
My organization's policies and practices hinder women's career development	.719				0.74
Training opportunities and career progression are limited and very slow for women in this organization.	.717				
The lack of a professional woman's network creates a major void for women aspiring to a professional managerial position.	.672				
The possibility of pregnancy makes employers reluctant to hire women in management position.	.642				
Employers in my organization feel that employing females is a short-term investment because females are known to leave, after short periods of employment, for family reasons.	.550				
Cultural differences in the perception of power and authority in UAE are an important factor explaining women's exclusion from leadership.	.451				

Men and women have the same employment opportunities in this organization.	.431				
I trust management to look after my career interests.		.786			0.70
In general, I trust this organization to keep its promises or commitments to me and other employees.		.778			
I trust people I work with to lend me a hand if I need it.		.645			
Women are not competitive enough to be successful in this organization.			.724		0.66
Women lack the skills and ability for management position in this organization.			.697		
On average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home.			.663		
Traditional Arab/Islamic societies maintain that first and foremost, women should prepare themselves for the domestic career of being a wife and mother.			.565		
To achieve a high position in this organization, a woman has to sacrifice some of her femininity.			.473		
When it comes to finding a really good job, "who you know" is more important than "what you know".				.821	0.77
In order to get a really good job, friends or family member in high positions are needed.				.818	
Wasta is important in personal life				.769	

Table 5: Differences in mean scores between the public and private sector

				Levene's Test for Equality of Variances					
				t-test for Equality of Means					
		Mean	SD	F	Sig.	t	df	Sig.	Mean Difference
Training development	Public	2.52	.90	2.797	.095	3.264	759.8	.001	.191
	Private	2.33	.86						
Career development	Public	2.27	.62	.001	.979	3.661	776.9	.000	.152
	Private	2.12	.61						
English fluency	Public	3.72	1.09	.393	.531	2.417	802.9	.016	.181
	Private	3.53	1.14						
Gender inequality	Public	3.35	.67	1.222	.269	2.699	813.6	.007	.124
	Private	3.22	.70						
Trust	Public	2.71	.83	.020	.887	2.209	787.6	.027	.124
	Private	2.58	.84						

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Table 6: Public Sector Model 1 Statistical Summary of Organisational Engagement

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.42	.66444	.048

Table 7: Public Sector Model 1 Regression Coefficient, Organisational Engagement

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig	Correlations		
	b	SE	β			Zero-order	Partial	part
(Constant)	2.239	.275		8.131	.000			
Gender	.155	.074	.116	2.113	.035	.115	.110	.110
Age	.024	.036	.037	.658	.511	.022	.035	.034
Job title	.071	.035	.125	2.029	.043	.114	.106	.105
Education level	.011	.028	.023	.383	.702	.034	.020	.020

Table 8: Public Sector Models 1 & 2, Statistical Summary of Organisational Engagement

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.416	.66444	.048
2	.688	.474	.462	40.307	.49106	.000

Table 9: Public Sector Model 2: Regression Coefficient, Organisational Engagement

Model 2	Unstandardised Coefficients		Standardised Coefficients	t	Sig	Correlations		
	b	SE	β			Zero-order	Partial	part
(Constant)	2.379	.263		9.05	.000			
Gender	.070	.060	.052	1.15	.248	.115	.061	.044
Age	-.061	.028	-.095	-2.19	.029	-.022	-.115	-.084
Job title	.023	.026	.040	.88	.378	.114	.047	.034
Education level	.010	.021	.021	.45	.649	-.034	.024	.017
Gender inequality	-.179	.043	-.178	-4.12	.000	-.373	-.213	-.158
Trust	.462	.033	.575	14.05	.000	.618	.595	.537
Social justice	-.020	.035	-.025	-.56	.571	-.095	-.030	-.022
<i>Wasta</i>	-.090	.026	-.140	-3.42	.001	-.269	-.178	-.131

Table 10: Public Sector, Models 1, 2, & 3 Organisational Engagement Summary

Model	R	R Square	Adjusted R Square	F	Std. Error of the Estimate	Sig
1	.161	.026	.015	2.416	.66444	.048
2	.688	.474	.462	40.307	.49106	.000
3	.798	.636	.624	51.61	.41059	.000

Table 11: Public Sector Regression Coefficient: Organisational Engagement

Model 3	Unstandardised Coefficients		Standardised Coefficients	t	Sig	Correlations				
	b	SE	β			Zero-order	Partial	part	T	VIF
(Constant)	1.519	.241		6.29	.000					
Gender	-.033	.052	-.025	-.63	.523	.115	-.034	-.020	0.70	1.44
Age	-.063	.023	-.100	-2.74	.006	-.022	-.145	-.088	0.78	1.28
Job title	.012	.023	.021	.53	.591	.114	.029	.017	0.65	1.54
Education level	-.005	.018	-.011	-.29	.768	-.034	-.016	-.009	0.69	1.44
Gender inequality	-.125	.037	-.124	-3.37	.001	-.373	-.176	-.108	0.76	1.32
Trust	.112	.040	.139	2.80	.005	.618	.147	.090	0.42	2.40
Social justice	-.001	.030	-.001	-.03	.971	-.095	-.002	-.001	0.73	1.37
Wasta	-.043	.022	-.066	-1.89	.059	-.269	-.100	-.061	0.85	1.18
Organisational culture	.582	.053	.573	11.06	.000	.755	.507	.355	0.38	2.61
Career development	.093	.044	.087	2.10	.036	.497	.111	.067	0.61	1.65
Remuneration	.009	.028	.012	.32	.750	.418	.017	.010	0.68	1.47
English Fluency	-.023	.021	-.038	-1.10	.268	-.075	-.059	-.036	0.87	1.15

Table 12: Public Sector, Hierarchical Regression Analysis for Organisation Engagement

Methodology		Organisational Engagement			
		B	SE	β	ΔR^2
Step 1					0.26*
	Gender	0.16	0.07	0.12*	
	Age	0.02	0.04	0.04	
	Job title	0.07	0.03	0.12*	
	Education level	0.01	0.03	0.02	
Step 2					0.448**
	Gender	0.07	0.06	0.05	
	Age	-0.06	0.03	-0.10*	
	Job title	0.02	0.03	0.04	
	Education level	0.01	0.02	0.02	
	Gender inequality	-0.18	0.04	-0.18**	
	Trust	0.46	0.03	0.58**	
	Social justice	-0.02	0.04	-0.03	
	<i>Wasta</i>	-0.09	0.03	-0.14**	
Step 3					0.162**
	Gender	-0.03	0.05	-0.02	
	Age	-0.06	0.02	-0.10**	
	Job title	0.01	0.02	0.02	
	Education level	-0.01	0.02	-0.01	
	Gender inequality	-0.13	0.04	-0.12**	
	Trust	0.11	0.04	0.14**	
	Social justice	0.00	0.03	0.00	
	<i>Wasta</i>	-0.04	0.02	-0.07	
	Organisational Culture	0.58	0.05	0.57**	
	Career development	0.09	0.04	0.09*	
	Remuneration	0.01	0.03	0.01	
	English Fluency	-0.02	0.02	-0.04	

*
 $p < .05$.
 ** $p < .001$.

Note: For organisational engagement, final model, $F(4, 354)=51.609$, $p < .001$, and total $R^2 = .636$. B = unstandardised regression coefficients. β = standardised coefficients, SE= standard error of B, ΔR^2 = change in R square, significant variables in **bold** in step 3.