

**A Study into the Benefits of Developing Talent
Management within the Public Sector:
The Case of Abu Dhabi Police General Head Quarters -
UAE**

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ABSTRACT

This research examines the importance of developing Talent Management programmes at Abu Dhabi Police Department to develop and build a talent pool as a key human resource. It assesses the relevance of Talent Management and makes recommendations on how to develop an integrated Talent Management programme in the public sector in order to achieve the mission objectives of the government. It seeks to find out the challenges and obstacles that hinder the development of Talent Management within the Abu Dhabi Police Department, UAE. It critically evaluates the current HR practices in terms of attracting, developing, recruiting and retaining employees. While managing and developing employee potential in the UAE has recently been put at the top of the government agenda, this study examines the workforce challenges facing the UAE where foreign manpower is excessively high, to determine what are the strategies and vision of the decision makers regarding Talent Management.

This study adopted mixed methods. The rationale for adopting a quantitative and qualitative research approach is based on the purpose of the study, the nature of the problem and research questions. Quantitative data are collected through a questionnaire involving managers at the AD Police Department. This will be supported by qualitative data using semi-structured interviews to provide rich descriptive data to support the quantitative data.

The findings of this study have practical implications as they help raise awareness amongst the decision makers within the police force of the need for developing Talent Management capabilities. They will also make a valuable contribution to knowledge through reviewing and expanding the literature on Talent Management programmes, and provide an opportunity for researchers to undertake further studies which could be useful for different organisations wishing to develop Talent Management programmes.

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DECLARATION

This is to declare that this thesis is my original work and written by me. I am solely responsible for the whole work. All the verbatim extracts have been distinguished and the sources have been specifically acknowledged in the thesis. I also declare that this thesis has not been submitted to any other institution within a degree programme and any mistakes in this thesis are of my sole responsibility.

(MANSOOR SAIF ALMANSOORI)

DEDICATION

This thesis is dedicated to my parents, father, mother, wife, daughter, (who gave me the moral support to come and finish my PhD in Liverpool Business School), brothers and sisters, and to all my family members for their love, prayers, and endless support.

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List of Abbreviations

ADP - Abu Dhabi Police

ADPGHQ - Abu Dhabi Police General Head Quarters

CIPD - Chartered Institute of Personnel and Development

DCS - Distribution Control System (DCS) Operator vacancy in Abu Dhabi,
UAE

DH - Dirham Emirati currency

GCC - Gulf Cooperation Council

GDP - Gross Domestic Product

GHQ - General Head Quarters

HR - Human Resource

HRD - Human Resource Development

HRM - Human Resource Management

IDC - International Data Corporation

IDP - International Diploma Programme

IOMA - The Institute of Management & Administration

KSAs - Knowledge, Skills and Abilities

MBA – Masters of Business Administration

LDP - Leadership Development Programmes

MOI - Ministry of Interior (UAE)

SHRM - Strategic Human Resource Management

TANMIA - The National Human Resource Development and Employment
Authority

TD - Training and Development

TM - Talent Management

UAE - United Arab Emirates

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CHAPTER ONE

INTRODUCTION

1.1 Aim of the Study

This study investigates the problems faced by the United Arab Emirates (UAE) regarding the acute shortage and development of talent and why Talent Management has been not been introduced in Abu Dhabi Police Department (ADP). It examines the importance and benefits of developing Talent Management (TM) programmes at Abu Dhabi Police Department, and demonstrates why the ADP needs Talent Management to develop future leaders. It also seeks to find out whether the AD Police is ready to implement a TM programme.

The pace of development in the UAE is faster than anyone ever imagined and the Emiratis are learning to embrace change in a dynamic way. Factors such as globalization, sustainability and technology and consumer behaviour, continuously demand changes within the environment, particularly the business environment. While the West in general is still recovering from enduring economic recession, the UAE is today viewed as the Eldorado, an attractive business destination for investment. In other words, the growth rate and development continue to attract investors. As a result, the war for talent is clearly a reality in the UAE, and it is a reality that has become a major concern not only for AD police but other government sectors. As the UAE is faced with a national skills shortage, the war for top talent has never been more compelling.

Long-term vision of growth, human capital and sustainability are vital components. Thus there is a need to implement a strategy to develop a talent-driven culture in order to remain sustainable. This means the UAE will need not only to find ways to win the best talent, but also to engage and retain their existing employees.

This research examines the importance of developing Talent Management programmes at Abu Dhabi Police Department in order to build a talent pool as a key human resource. It assesses the relevance of Talent Management and makes recommendations on how to develop an integrated Talent Management programme in the public sector in order to achieve the mission objectives of the UAE government. It seeks to find out the challenges and obstacles that hinder the development of Talent Management within the Abu Dhabi Police Department - UAE. It critically evaluates the current HR practices in terms of attracting, developing, recruiting and retaining employees. Although managing and developing employee potential in the UAE has recently been put at the top of the government agenda, this study examines the workforce challenges facing the UAE where foreign manpower is excessively high, to determine how Talent Management is perceived by the decision makers.

1.2 An overview of key literature

In the current era of economic uncertainty, regional instability threats, globalisation and international competitiveness, the new complex market forces of demand and supply fluctuate significantly with the change in demographics and thus lead to a big challenge for organisations to maintain the flow of talent, especially for such organisations that have high job specifications and target the hiring of employees with specific competencies (Schuler and Tarique, 2009).

This situation has created an urgent need for research in the area of Talent Management, which has led to an extensive number of studies being conducted over the last two decades. As a result, Talent Management (TM) has reached prominence and is of interest to both organisations and academics (Lewis and Heckman 2009). Despite this wealth of literature, the talent debate still generates plenty of interest and is still pertinent today (Iles, et al 2010; Collings and Mellahi 2009; Hartmann, et al 2010; Bethke-Langenegger, et al 2011, Gallardo-Gallardo, et al 2013). As Mike Ruetters, Executive Chairman, EMC Corporation points out *"The one resource your competitors cannot duplicate - perhaps the only one - is the pool of managerial talent you create and cultivate"*. Similarly, Daniel Vaselia, M.D., Chairman and CEO, Novartis AG echoes the same sentiment *"Increasingly, there is a global battle for the best talent involving both companies and governments"*.

Although Talent Management, (TM), is a relatively new managerial concept within Human Resource Management (HRM), it is continuously gaining popularity and attention from both the academia and business world. Gaps still remain for further theoretical and empirical study, particularly in the Middle East. The term 'talent' became a buzz word in the management of organisations when the consulting firm McKinsey (1997) coined the phrase 'war for talent' to denote how the business world is pervaded by a shortage of talent and the battle of the firms to attract and retain human capital – their most important asset (McKinsey & Company, 2001). McKinsey and Company suggest that it is essential for organisations to have the right talent to be able to have the competitive edge. They also point out that it has become more difficult to attract and retain this talent (McKinsey & Company, 2001). McKinsey and Company's

research also claimed that it was not "best" practices that made high performing companies stand out but it was a holistic talent management mind set (Michaels, et al. 2001). McKinsey's 'war for talent' research has raised awareness and provided valuable insights into how to strengthen an organisation's human capital to significantly improve business performance.

The breadth and depth of literature on the war for talent focuses on the importance for talent development and discusses the reasons why talent management is extremely pertinent for an organisation's success. It is however, vague on what talent and TM means exactly (Huang and Tansley, 2012). In addition, the literature on TM highlights mainly the role of talent in driving the organisations' performance, profit and sustainable competitive advantage (Collings & Mellahi, 2009; Ulrich & Ulrich, 2010), and tends to overlook the employees' perspective (Bjorkman et al., 2013; Dries and Pepermans, 2008; Dries, 2011; Tansley and Tietze, 2013).

Broadly speaking, talent refers to actual and potential employees' knowledge, skills, experience and abilities which are in high demand and low supply. Since 1997 the concept of talent has taken different forms and shades of meaning. Talent is not viewed simply in terms of demand and skills but is considered as a quality that any actual or potential employee can possess, and which can be used to add value to individual, team and organisation performance. In current usage, 'talent' denotes personal qualities which enable an individual to make a difference to organisational performance.

A number of different views and arguments have been put forward by scholars in this area related to its various aspects such as the potential benefits of talent

management and devising the most appropriate talent management strategies. In addition, a number of authors have proposed models that help to manage and sustain an organisation's existing talent pool. However, with regard to the Abu Dhabi Police Department, internal evaluation by the researcher suggests that the issue of talent management has so far not been worked upon effectively and consequently a comprehensive strategy for creating and maintaining a talent pool is urgently needed. Abu Dhabi Police Department requires a strategic and broad-based Talent Management policy in order to drive performance and align with the federal government vision and cope with the increasingly rapid pace of change in the UAE.

The constant growth of the economy in the Middle-East over the last two decades and the increased intent of organisations to promote, enhance and sustain talent as the competition among the industries has risen critically, has led to the shortage of skilled and qualified personnel in the region. Governments have started taking steps, such as offering lucrative packages to target skilled and qualified manpower, which clearly signifies the importance of Talent Management in the Middle-East region (Collings and Scullion, 2010).

According to Berger and Berger (2011) Talent Management is of immense importance for an organisation's success as it helps it to obtain and maintain competitive advantage, while, Ntonga (2007) argues that investing in the activity of conserving human capital talents leads to effective and consistent employee performance, which enables an organisation to be successful in the long run. Further, a similar view is shared by Rothwell (2010), who states that it is important that skilled manpower is available at an organisation in strategic

positions and systematic planning should be in place in order to accomplish strategic business requirements.

In a global survey by Accenture Institute for High Performance in 2008, it was found that business leaders all over the world today find attracting and retaining talent to be the third most challenging task in maintaining business, which is clearly echoed by Sandler (2004), who argues that at present, Talent Management has become one of the most important functions of the human resource department in any organisation and it will gain more importance in the years to come. As a result the concept of Talent Management has developed significantly in the last few years that has led to the accumulation of an extensive literature. Moreover, a number of companies have been launched that provide consultation as well as training and assistance to implement Talent Management programmes efficiently.

However, even though a lot of research has been conducted in this area, there is still no clear definition and interpretation that can completely explain the concept of Talent Management. Scholars such as Lance and Berger (2004) state that an organisation must have a proactive and systematic strategy to implement Talent Management and it must explain how to identify, select and retain the manpower essential for the success of the organisation. On the other hand, expressing a conflicting view, Creelman (2004) suggests that the whole concept of talent management is nothing but sourcing, recruiting and retention of skilled manpower. McDonnell (2011) disagrees and believes that talent management is one of the most important factors in ensuring sustainable organisational success. However, Calo (2008: 404) joins the talent

management debate stressing that *“Recruiting, motivating, and retaining a talented workforce are not short-term problems or passing fads; they are systemic, protracted, and chronic problems that organisations will face for the foreseeable future”*.

Although a number of theories and models have been developed dealing with TM, an intensive review of literature reveals various gaps that have not been addressed so far. Similarly, the organisation under study i.e. Abu Dhabi Police Department, must recognise the need to effectively develop a talent management strategy that can facilitate the development of a competitive and comfortable work environment, so that its personnel can view it as a progressive public body, which aims to achieve excellence in public service while at the same time recognises the value of its employees.

According to Budhwar and Mellahi (2007) there has not been much research in the area of human resource management in the Middle-East region. Highlighting the issues in successful implementation of Talent Management strategies, Abdoun (2010) argues that the task of effective implementation of Talent Management strategies in local organisations of the Middle-East cannot be done overnight, whilst Hall et al. (2012) point out that despite the enthusiasm about talent management among the public-sector organisations of the GCC countries, there are only a few studies that can be found in the area of talent identification, and thus the literature can be said to be underdeveloped (Faust, 2008). In addition, there are other reasons for the gaps, such as the absence of one universal and precise definition of Talent Management and at the same time not having a defined and proven approach for its effective implementation

(Heckman and Lewis, 2006). Moreover, talking about the implementation of Talent Management programmes in general, Heckman and Lewis (2006) state that the objectives or goals from such programmes are still not clearly defined.

Scholars such as Ford et al. (2010) and Cappelli (2008) doubt the credibility of previous research conducted in this area, while Bjorkman et al. (2007) point out that there is little qualitative research conducted in this area and it is mainly based on the data collected from senior executives. Similar views are shared by Caplan (2010), who points towards the weakness of the underpinning theory related to Talent Management while Koh (2003) stresses that most of this research does not highlight the important role of HR in successfully implementing the Talent Management practices.

In terms of the TM research carried out in the Middle-East region, Chaisson and Schweyer (2004) point out that most of the research is descriptive in nature and it is conducted in other regions of the world rather than the Middle-East. Collings and Mellahi (2009) state that the concept and implementation of Talent Management is still in its primitive stage in the Middle-East, and therefore there is an urgent need to carry out further research in this area.

According to Steers and Sanchez-Runde (2001), there is significant interest by Middle-East organisations in the concept of Talent Management, however Rowley et al. (2008), insist that recent Talent Management studies that have been conducted in contemporary markets have revealed that Talent Management has fewer practical implications in developing nations than they expected there to be. But, interestingly, research conducted by the Chartered Institute of Personnel and Development (CIPD) suggests that the success of a

Talent Management strategy significantly depends on the correct approach used for its implementation and it is one of the most vital measures that lead to exceptional business performance (Foster et al., 2007).

A prominent and widely cited work on talent management is by Lewis and Heckman (2006: 139) who suggest that *“there is a disturbing lack of clarity regarding the definition, scope and overall goals of talent management”*. In the same line of thought, McDonnell (2011) claims that the majority of current research on TM discusses how important it is to identify and evaluate talent, but little about how to actually implement this in practice. The increasing global competition for talent has made Talent Management crucial to organisations. It is therefore imperative for Abu Dhabi Police Department to develop effective Talent Management to help to increase the organisational efficiency and performance. This study takes the view that successful Talent Management implementation needs to consider the cultural and organisational dimensions within the Abu Dhabi Police Department. In other words a TM model must make sense to the people in the organisation and be consistent with the organisational culture and not alien or freshly imported.

In conclusion, interest in TM and its impact on employee capabilities has increased in recent years, but empirical studies provide limited insights. In addition, research of this kind has been conducted in almost all advanced industrial countries. Yet TM remains under-researched in the Middle East. This study contends that most of the studies were too narrowly focused on western business and organisational settings which have a long tradition of stability, democracy, transparency and accountability.

1.3 Statement of the problem

The Arab world is going through a lot of unrest and political uncertainty; there is a need to be proactive, to develop talent and prepare a workforce fit for the 21st century. The current UAE economic, political and social challenges have led the decision-makers to the realisation that 'more of the same' will be difficult to sustain. This study addresses the current challenges confronting the UAE's public sector organisations focusing particularly on the Abu Dhabi Police Department and raises awareness of the strategic importance of talent management. The current UAE environment needs and requires local talent to manage volatile, complex and challenging issues especially in the near future. There is knowledge drain at the Abu Dhabi Police Department at the moment which requires the establishment of appropriate talent management strategies to address the growing need to develop and retain individuals who will be tasked to address the challenges of tomorrow.

A number of AD key staff will be eligible to retire over the next few years. Their vacant positions may be the most difficult to fill or replace. Retirement of leaders within the force leads to loss of critical knowledge and experience; therefore replacements are the biggest challenges that AD Police face. This is where the benefits of developing a TM programme becomes urgent to ensure that the AD Police institution has the necessary talent to achieve its mission objectives. While in organisations in developed countries the terms “workforce planning” and “succession planning” and “talent pool” have become widely used buzz words not just for academics but human resources practitioners, in developing countries the topic of talent does not generate the same interest or concern.

In addition, employees are currently underperforming and have often fallen short of achieving their targets. This study examines the extent to which the Abu Dhabi Police Department is ready to implement a Talent Management programme. The Abu Dhabi Police Department risks losing top talent if they ignore concerns over a traditional workplace culture and lack of clear vision. The UAE economic growth in the private sector has also created a new level of competition for AD Police where some employees will leave their jobs for a better salary or work environment. The literature has confirmed that the main reason people provide when leaving their job is lack of trust in senior leaders, stress in the workplace or job dissatisfaction. Within the Abu Dhabi Police Department, there are no clear strategies and policies for recognising and rewarding talent. In addition, lack of openness and inadequate quality and frequency of communication from the top is common. There is little consultation and meaningful debate before decisions are taken. The UAE is undergoing a rapid change in the region which will require a constantly refreshed and agile workforce that is well prepared to face the challenges ahead. In order for the Abu Dhabi Police Department to retain and sustain their modern and progressive status, it will need to adopt a proactive, strategic approach to talent management.

1.4 Rationale of the study

This study is significant in a number of ways:

1. Within the rapidly changing and unstable globalised economy and complex workplace of today, organisational performance is closely related to the development of talent, personal skills, knowledge and experience in order to remain competitive. There is a general consensus amongst (HR) practitioners

and academics that talent management is one of the most important human capital challenges faced by twenty-first century organisations, more so in the Middle East than anywhere else. Despite the initial hype about the 'war for talent' as a top priority, theory development and robust empirical evidence on TM is rather limited. This is a key test for the managers of the Abu Dhabi Police Department to develop talent capabilities and retain skilled staff in order to gain a competitive edge. This study examines the importance of developing Talent Management programmes at Abu Dhabi Police Department. This study is therefore worth undertaking because the findings of this study can help raise awareness amongst the police force of the need for developing Talent Management capabilities.

2. The study findings will make a valuable addition to the knowledge that has been acquired from other studies on Talent Management programmes, and may help other individuals who might wish to undertake further studies and be useful for different organisations to develop talent management programmes.

3. The study will also contribute to the increasing amount of research related to previous studies on Talent Management within organisations by examining TM programmes. It is considered that the study will be valuable in that it adds to the literature on Talent Management programmes, particularly as this area remains under-researched in the Middle East and in particular within the UAE. Research about TM is important because it enables the Abu Dhabi Police Department to retain its employees with the highest potential. It provides competitive advantage to the workplace and it adds value for the employer.

1.5 Research aim and objectives

This study examines the importance of developing Talent Management programmes at Abu Dhabi Police Department. In order to achieve the aim, this study has the following objectives:

1. To critically review the literature about theories, concepts and models related to Talent Management.
2. To analyse the current problems and challenges constraining the development of a Talent Management strategy in AD Police Department.
3. To examine whether western TM programmes and models can be implemented in UAE settings.
4. To explore and evaluate employees' and managers' perceptions and perspectives at Abu Dhabi Police Department towards TM.
5. To determine the benefits of introducing TM programmes at Abu Dhabi Police Department.
6. To make recommendations based on the findings of this study enhancing Talent Management capabilities within the AD Police Department.

1.6 Research questions

This research study aims to answer the following questions:

1. What are the current problems and challenges hindering the implementation of Talent Management in the AD Police Department?
2. Can western TM programmes and models be implemented in UAE settings?

1.7 Structure of the research

The study consists of seven chapters:

Chapter One: provides an executive summary of the research; it presents the research background and clearly explains the problem justifying why it is important and contextualises the problem within an organisational setting. It also sets the research questions and objectives.

Chapter Two: provides the research context which consists of an overview of the UAE describing the history, political, economic and socio-cultural aspects which have a direct bearing on Talent Management.

Chapter Three: critically reviews the narrative literature about talent management in the workplace between proponents and critics. It appraises the related debates and linkage between authors. The literature informs the research objectives and lists gaps in previous studies, adding value to the current research. The literature review is, therefore, segmented into the following core areas/concepts: talent-management; the gaps in related studies; the conceptual framework.

Chapter Four: discusses the methodology and methods that are applied in line with the aims and objectives of this study. It justifies the methodology paradigm that the researcher follows. This chapter presents also the population and subject groups, followed by the methods of data analysis. In addition, it illustrates the instruments of data collection. They are namely: the pilot testing, questionnaire survey administration and the semi-structured interviews conducted concerning AD Police Department in conjunction with the associated governmental entities.

Chapter Five: presents the findings of data collected from the questionnaire survey. It gives the background of the participants. This chapter also analyses the collected data about the AD Police Department. It provides the results of the qualitative data from the semi-structured interviews.

Chapter Six: interprets and justifies the research findings in line with the set objectives/research questions. It provides the discussion of the findings of both the questionnaire survey and semi-structured interviews. In addition, it draws conclusions and makes recommendations and addresses the limitations of the study. It presents suggestions for further research and highlights areas that benefit the decision-makers.

1.8 Summary

This chapter provides the background information for this study. It clearly explains the purpose of the study which focuses on the benefits of TM and justifies why it is important and worth undertaking. It contextualises the problem or issue within an organisational setting, the AD Police Department. It formulates the nature of the problem to be addressed by this study. It also sets the objectives supported by precisely written research questions with observable outcomes. Finally, it outlines the structure of the study.

CHAPTER TWO

RESEARCH CONTEXT

2.1 Introduction

This chapter aims to provide an overview of the research context in terms of the social, economic, cultural and political factors which have a direct bearing on Talent Management programmes in the UAE. Talent Management is a primary driver for organisational success. In general terms, talent management is the implementation of integrated strategies or systems designed to increase workplace productivity. This is accomplished by developing better-quality procedures for attracting, developing, retaining and utilising people with the required skills and capability to meet present-day and future organisational needs.

2.2 Geographical background and population of the UAE

Formerly known as the Trucial States or Trucial Coast, the United Arab Emirates (UAE) are located in the south-eastern part of the Arabian Peninsula. In 1820 Britain became present in the region, with a number of agreements being signed, one of which was the maritime treaty that gave its name to the area. Independence was finally granted in 1971 after Britain declared that the treaty relationships with the seven Trucial States were to end. Prior to the discovery of oil, the existence of the people was a simple one in the immense desert area of the UAE, with fishermen, seafarers living modest lives in its communities.

The UAE consists majorly of sand dunes and salt flats, with some oases in the west and south of the country, and the country can be divided into three area types: coastal, desert and mountainous. A map is shown in Figure 2.1.

Figure 2.1: Map of the UAE



Source: world-guides, (2014)

The geography of the UAE shows it has borders with Saudi Arabia to the south and west and the Sultanate of Oman in the east. The north coastline consists of the Arabian Gulf and the Gulf of Oman. The Strait of Hormuz lies to the south which gives the UAE some economic benefit as it lies on the trade routes of Europe and Asia. This in turn gives the UAE an advantage and degree of popularity in comparison with its neighbours (Infoplease.com, 2014; MOE, 2011; Dubai-guide, 2014).

As is widely known, the UAE consists of seven emirates over an area of 83,600 km² (32,278sq miles), namely, Abu Dhabi, Dubai, Sharjah, Umm Al Qaiwain, Ras Al Khaimah, Fujairah and Ajman. Lying in the largest of the seven emirates is the capital Abu Dhabi, inhabiting around 86.7% of the total land area of the country. Dubai is the second largest with nearly 5% of the land. The UAE is therefore the third largest country in the GCC after Saudi Arabia and the Sultanate of Oman.

The UAE population was estimated by the World Population Review (2014) to be approximately 9.5 million people in 2014. A staggering 75% of the inhabitants of the country are made up of those that have arrived from other parts of the world. Included amongst these are Americans, Europeans, Asians and other Arabs (Kumar, 2013). This leaves only 25% of the population of the UAE being made up of Emiratis. There is a high population of expatriates working in the UAE and this appears to stem from the rapid growth and open policies of the economy, in conjunction with the rate of development that followed the discovery of oil, (as noted by UK Trade and Investment, 2014) giving greater opportunities for expatriates to thrive there.

2.3 Historic, economic and political background

The federation of emirates which is made up of seven in total was established on 2nd December 1971 and is known as the United Arab Emirates (UAE). The UAE has over passing years grown into a solid federal unit despite the earlier animosity between tribal areas in the south-eastern part of Arabia, which at first led to the UAE being thought to have little chance of surviving. It now

symbolises the only federation in the Arab world that has been extremely successful.

The spirit and success of the UAE can in part be accredited to its governmental structure. In 1996 each emirate was given sovereignty, controlling its own administration, economic and social policies and its immense mineral and oil fortune. However, the country in later years has been more willing to permit the increase of federal jurisdiction where it has been considered to be a practical necessity. An example of this is how each of the emirates has brought their individual defence forces together into one essential command for the UAE. Movement has also been made in labour policies, real estate and property and in economic policies (Alawad, 2010; Government of Dubai, 2014).

The Abu Dhabi ruler is the president of the UAE, as the emirate has taken a leadership role due to its wealth and size. In turn the political system of the UAE is demarcated by a union of political allegiances and the old-style patriarchal control that is arranged in accordance with the numerous tribes of the country. Whilst other emirates have a significant part in the process of decision making, the Supreme Council (made up of rulers from each of the emirates) has the uppermost power in legal and executive terms according to the Federal Government of the UAE Interact (2014), exercising supreme control upon the affairs of the Union in general.

With a Gross Domestic Product (GDP) rising from \$46 billion to \$240 billion (an increase of over 500%) between 2002 and 2009, it would be fair to say that the UAE has made enormous progress in the development of its national economy.

This could only be helped by the fact that the UAE has the fifth largest oil reserve in the world (Hydrocarbons-technology.com, 2013), with Dubai accounting for about 80 per cent of the UAE's non-oil trade. As part of the UAE, the Dubai economy grew 2.3% in 2013 as the emirate recovered from the global crisis (Emirates business website, 2013). The chief of the Dubai statistics office was quoted on the website as saying: *"Dubai enjoys an infrastructure and legal framework that makes it attractive to foreign investment and that support the business environment; this helped strengthen the emirate's economy in the face of the global financial crisis to produce positive growth during the first half of the year. It is expected to be 2.3 percent by the end of the year."*

The huge oil profits in the UAE have had a significant impact on the countrys disposition to comply with legal standards for the ruling of business transactions, and it is slowly putting into place fairer economic practices (Pradhan, 2012). This is becoming more apparent as the UAE has become a more industrialised society due to the immense investments in infrastructure and services. Alongside this is the readiness to employ the oil revenue in varying ways to help sustain and progress the economy's on-going development.

Even though the economy of the UAE has advanced so quickly, the political system has not matured at the same rate. With a high level of internal correctness offering support, and with such high per capita incomes, the ruling families of the UAE have not felt the need to raise the institutional volume of their structures of government, nor indeed the need to greatly develop the political involvement of the general public, despite the quick advancement of the

UAE economy. There have been many internal debates with regard to democratisation, including widening the circle of accountability and participation, as well as less defined and more informal devices for political contribution. Despite this, the rulers of the UAE are very aware that political reforms must continue to progress in the face of a global revolution in media that has been wearing down the state monopoly on distribution of information amongst the markedly youthful population. In future years, further advances are likely to appear because of the on-going reform process (Bayliss, 2013).

2.4 Demographic influences and cultural backgrounds

As a highly multicultural country, the UAE has employees from all over the world in its many organisations. With a chiefly foreign workforce, Asian workers make up the highest percentage of the labour force, which stood at 7.8 million as recorded by Dyes (2012). Figures taken from the contracting company of a case study published by Fitch (2013) show the following breakdown of the foreign workforce within the UAE:

45% Indian

20% Pakistanis

15% Bangladeshis

20% Arab (originating from Egypt, Jordan, Syria and Lebanon).

All of the above come from varying backgrounds, some of whom are skilled, some semi-skilled and some already having professional work experience. Housing the workmen poses a problem in the respect of honouring the cultural and religious backgrounds individually. However, consideration has also to be given to productivity of the best skill based teams (Fitch, 2013). Furthermore,

the government is still working towards increasing the population and the employment of Chinese workers, which in turn will change the country's demographic further still. In accordance with this, promoting and developing leadership skills has become a major element of the government's approach towards business development.

2.5 Structure of the UAE public service sector

The public administrative structure within the UAE has been divided into a system of federal and emirate government. The Supreme Council, which consists of the seven rulers of the emirates, is at the top of the hierarchy of administration and government and it recommends and appoints the UAE President. The President sits at the head of the federal administrative system, and the seven rulers sit at the head of the respective emirate systems, while the Municipality is present within the emirate system, but not in the federal structure. If comparison is made to the system of administration of the United States, the UAE 'Federal-Emirate-Municipality' structure can be seen as similar to the American 'Federal-State-Local' government structure system (The World Economic Forum, 2012).

The federal government system comprises of the President, a cabinet with departmental ministers, Ministers of State and non-departmental ministers. All the ministers (including the Prime Minister) are appointed by the President. The rest of the ministries form the structure of the public administration for the government of the UAE: Petroleum and Mineral Resources, Defence, Foreign Affairs, Interior, Public Works, Agriculture and Fisheries, Planning, Economy and Trade, Health, Education, Labour and Social Security, Information and

Culture, Water and Electricity, Telecommunications, Finance and Industry, Transport, Justice and the Cabinet Office. As well as the above Ministries, there are Boards of Directors who are appointed by the relevant Ministers (following consultation with Cabinet members) who manage non-departmental public bodies (public enterprises and agencies) (UAEPM, 2014).

The government associates that are on the board of the above enterprises are governed by the Memorandum and Articles of Association/Charter of the particular body and the associated private sector shareholding. The greater part of these ministries carries out actions of public service with government-funded share capital that comes from public money via the Treasury. Despite not being large in number, these federal agencies and public enterprises had capital and reserves of just above Dh. 23.2 billion in 2010, which represented 8.7% of the GDP with, in that same year, a Dh. 26.7 billion contribution given to the federal government revenue. In accordance with the World Bank, (2014), in 2012, these enterprises made profits amounting to 7% of the total federal government revenue and 6.4% of GDP.

The economic environment for 2013 is very positive amidst improved confidence and encouraging signs in many sectors, including real estate. (The average house price in Dubai rose by 19 per cent in 2012, a rate of increase that is second only to Hong Kong.) The IMF expects GDP to increase from Dh1.416 trillion in 2012 to Dh1.445 trillion in 2013. A growth rate of 3.6 per cent is estimated for 2013, 3.7 per cent in 2014 and 3.8 per cent in 2015.

2.5.1 The establishment of the public service sector

A Western conglomerate led by Shell and British Petroleum owned and controlled the majority of the public/private oil industry, which commanded the economic outlook of the area up until the establishment of the UAE federation on 2nd December 1971. Up to this date there had been no official structure or meaning put to a public/private divide in the economy of the country. In each of the seven emirates, there were Sheikhdoms or Rulers' Courts that dealt with private and public enterprises, as well as the particular affairs of each emirate.

2.5.2 The development of the Emirate public service system

Based upon the notion that public services would not overlap or impede upon legislative or executive controls, or indeed the constitution, it was agreed that the public service within the emirates would run separately. A decision was then made that with the provision that if UAE citizens were served alike and in such a way that it complemented the organisation of the Federal Government, the organisations could stay within the public sector of the emirates. Thereafter, the objective of the public service would not conflict with the Federal Public Service sectors aims. Each of the emirates has kept some of its public services on the basis of their capability to finance and run them. Prior to the establishment of the UAE Federal Public Service there were many public services in each of the emirates. This was due to the different needs and requirements of their people and the varying amounts of means that were available for the support of the public organisations, (UAE interact, 2014). Quintessentially, the establishment of the Emirate Public Services was put into place for the delivery of services

required that the Federal Public Service could not adequately provide.

Within the emirates of Abu Dhabi, Dubai and Sharjah modern public services were established from 1995 firstly, with Umm al Quwain, Ajman and Fujairah and then Ras al Khaimah. With the development budget of 2000 came the beginning of the Abu Dhabi Emirate Modern Public Sector. At this point Dh. 43 billion was put into capital projects which included seaports, a civil airport, a jetty, a power station, road networks and housing. Also at this time another budget was established of Dh. 3,820 billion which was put into place for the police force, guards, the Rulers Court outflow and for the benefit of the Civil list. Received from the Trucial States Development Scheme, Ports and Customs levies were used in part to meet the requirements of the other emirates' development projects. Development from 2005 on the seven emirates' public service sectors started to become better structured and organised, particularly in Sharjah and Abu Dhabi. However, this was seen to a lesser extent in Dubai (Sinclair, 2014).

2.5.3 Current standing of the Federal public service sector

Despite the UAE public sector only starting in 1971/72, within a short time a traditional authority of the socio-economic activity of the country had been put into place, similar to other countries (in particular developing ones). The public sector has had immense significance in the financing of and support of numerous activities. Some activities in particular are those considered as important for the economic infrastructure, for example power, water, schools and roads. In 2010, the contribution made by the public sector was approximately 55% of the GDP, and at the end of 2010, the GDP was Dh.45.3

billion and it made up approximately 59.6% of the total investment, i.e. both public and private investment (if oil sector investments are excluded). By the end of 2010, investments were made for public service organisations (Dh.13.1 billion) and private sector enterprises (Dh. 19.1 billion). This meant those public enterprises (Dh. 15.2 billion), represented 27.5%, 40.4% and 32.1% respectively. Additionally, at the end of 2010, the public sector organisation contribution (without private enterprise) was Dh. 20 billion, representing an income of 17.6% since 2008. This contribution from public sector organisations to the GDP was Dh. 3.6 billion in 2002 signifying 4.5% of the GDP rising to Dh. 13 billion in 2011 representing in the region of 12% of the GDP (Hertog, 2013).

Alongside the contribution made by the public service sector, it has also generated approximately 340,000 job openings for expatriates and nationals, if defence and the police force are excluded. As well as these employed by the government, the associated public sector enterprises employed an estimated 143,000 people up to and including the end of 2009. Lastly, in April 2013, the Federal Cabinet approved an increase of Dh413 million in its annual budget (Mansour, 2014).

2.6 The development of Talent Management in the UAE

While the term Talent Management originates in reference to musical or performing arts talent, the term has become a powerful strategic force within different type of organisations such as schools, universities, businesses, hospitals and different government departments. After the boom in the UAE in both private and public sectors, many organisations implemented unique plans to meet their talent needs of the future and sustain challenge in the UAE

markets. Ulrich et. al., (2009) state that improving talent management within businesses leads to critical growth in the performance of the business and shifting from local to the international market.

The growth of the UAE has been phenomenal. Thirty years ago, only a handful of tarmac roads existed and the high-rise building was virtually unknown, yet emirates such as Abu Dhabi, Dubai and Sharjah are now sprawling urban areas whose skylines are dominated by impressive, modern, high-rise buildings. Wilkins (2010) indicates that the UAE government has increasingly encouraged companies to implement talent management in order to respond to the growing level of Emiratisation. Therefore, various public and private organisations have made large investments to train their employees to achieve their talent needs.

Das (2014) indicates that it has been fortunate for the people of the UAE that the main priorities of its rulers have been the preservation of political stability, economic development and the provision of social welfare. Hospitals, schools, reliable electricity and water supply, desalination plants and a modern road network were early priorities of the rulers.

2.7 Emiratisation policy: Giving the Emirati nationals the competitive advantage

The Emirati citizens of the UAE have a growing concern over the deep presence, in economic sectors, of foreign companies and workers. As a result of their concerns and questions put forward, the Emirati government has now introduced a policy of Emiratisation in order that national manpower can be generated, boosted and promoted.

Currently, UAE companies are swiftly growing in number and these companies are beginning to invest a lot more in the training and development of their own citizens. However, the shortfall in local workforce has led to a substantial reliance on foreign workers from varying cultures within the UAE, despite nationals being considered an important benefit to the economic development. This new government policy of Emiratisation, has been introduced in the public and private sectors, and has been developed by the Council of Ministers in the UAE since the early 1990s to withstand the effect of a large foreign workforce. The procedure of Emiratisation has been looking for ways to overcome barriers with regard to the employment of Emirati citizens, and also dealing with the social issues that have arisen with regard to their entry into the labour market (Madi, et. al., 2012). One of the objectives of Emiratisation is to offer work opportunities to increasing numbers of nationals. More so in the public sector than the private sector, 'Emiratisation' has become more obvious. However, the government has legislated laws in order to try and rectify this imbalance. Within the insurance and banking sectors of the private sector of the UAE, studies have found that there is a lack of trust from prospective employers in the eagerness of UAE nationals to work (Toledo, 2010). In order that the ideas and approaches of the UAE can be realised, the occurrence of Emiratisation should be backed up within the private sector organisations, so that they become vital partners in the development of human resources within the state.

2.8 The reasoning behind the Emiratisation policy

An increasingly foreign workforce population has been formed due to a number of economic factors. This has led to levels of discontent and pressure within the

UAE nation which now the government has to address in order to make changes. This has occurred despite the government launch of Emiratisation and its plan to renationalise the country's workforce, plus dealing with youth unemployment problems. Emiratisation is meant to work as the changing of the expatriate workforce for a workforce that is more locally skilled and qualified. The Emiratisation policy is part of a wider vision of which the intention is to generate a better level of self-reliance and security with the UAE. It is possibly to reason that the Emiratisation plan is a way of securing localised jobs, but that also takes on a wider view of nationalisation within the workforce, its aim being to broaden the number of nationals in the public and private sectors, and also supervise the reduction in the number of expatriate workers (Albinali, 2014). An investigation and appraisal of the success or failure of the strategies and initiative of Emiratisation of the government cannot really be embarked upon due to the lack of research.

In other areas, for example Saudi Arabia, the success rate of Saudization has been very low (Alanezi, 2012). A similar system was commenced in 2000 by the Nigerian federal government with its policy of Local Content (LC), or 'Nigerian Content' (NC) brought into the gas and oil industry.

Another strategy is needed in relation to the problems in decreasing or eliminating the requirement for foreigners in order to elevate the skills of national citizens, giving them the advantage in the competitive job market, in accordance with the UAE Government Strategy of April 2009. There have been committees and groups set up for the development, study and application of a considered set of actions that are to be aimed at the support of the

Emiratization plan. This is with the forward goal of meeting the objective to have many diverse positions in most sectors filled by a skilled workforce from within the UAE. The UAE Vice President and Ruler and Prime Minister of Dubai, His Highness (H.H) Sheikh Mohammed bin Rashid Al Maktoum said in his speech in 2009, during the inauguration of the UAE federal Government Strategy, that the main concern for strategies of the UAE would be a focus on the achievement of 'sustainable and balanced development and a high quality of life for all UAE nationals' (Sheikh Mohammed, 2009). This meant the system in the UAE needed to yield larger numbers of nationals with an eagerness, willingness and capability to become part of the job market. In some UAE establishments research has begun in studying human resource development in variety of fields, for example, in market research, labour relations, employment and employee development, as stated by Stephen (2012) and the Ministry of Labour (2011). The Ministry of Labour and Social Affairs and the National Human Resources Development and Employment Authority (TANMIA) is taking a fundamental role in preparing national citizens for training, advancement and employment opportunities in the public and private sectors (Ministry of Labour, 2011). Many examples of the system and services of TANMIA are listed below (Alameri, 2011):

- ❖ Advice and guidance: The provision of awareness of availability of job options within the marketplace in order that local people can make their own decisions over their career choice and work out plans for achieving their aims.
- ❖ Development of skills: Ensuring that help is provided for nationals in the progression of those basic skills that are necessary for gaining work,

such as techniques for job searching, organisation and improvement of a CV and job interview techniques that would be required.

- ❖ Exploration of alternatives: The potential for discovering other opportunities available, for example, further education and training courses, instead of gaining instant employment.
- ❖ Creation of awareness: Equipping the UAE nationals with the information and implements required in order that they can make educated choices about their lives to make constructive changes, perhaps beginning with finding the right kind of job. Giving opportunities for awareness through a variety of sources, such as employment workshops, personal interviews, careers library orientation programmes, occupational seminars, summer work experience and work shadowing.

There were mixed views with regard to the Emiratisation policy with some applauding the policy whose aim is to put the UAE citizen first, by making great changes to employment policies, reducing the constant flow of expatriates, whilst also dealing with the fear of UAE citizens regarding the long term future based on stability and security, peace and prosperity. However, many felt otherwise in that Emiratisation was, to put it bluntly, too modest, impractical and ill-timed. Another argument put forward is that the current reliance of the UAE on foreign labour has come about from the point that there are many non-Emiratis working in jobs that perhaps the younger Emiratis are either not willing to take up or are simply not qualified to do. Up to the present day, it would seem that Emiratisation has been unsuccessful in the accomplishment of its introduction and purpose.

2.9 Background and structure of the Abu Dhabi Police General Head Quarters

Since the formation of the Abu Dhabi Police (ADP) in 1957, many changes have been put into place as well as a great deal of advancement. This is also highlighted changes in status within the ADP through the labours and endeavours of the leaders and its dedicated policemen. H.H Sheikh Khalifa Bin Zayed Al Nahyan, president of the state said *“The security and tranquillity which our country is enjoying is a result of the efforts exerted by those men, who are standing up to their responsibilities and perform their tasks with sincerity day and night, towards all citizens and residents and we all appreciate the role they are playing of the urban change and the rapid development of the state”*.

Figure 2.2: Organisational Structure of the Abu Dhabi Police General Head Quarters:



Source: (www.ADP, 2013)

Since its founding, the GHQ of ADP sought to apply the saying of the late H.H Sheikh Zayed Bin Sultan AL Nahyan (*may Allah have mercy on him*), that “*the police are the essential foundation of stability and security in the country and spread confidence among the people*”.

The Abu Dhabi Police, working under the expertise of H.H Lieutenant General Sheikh Saif Bin Zayed Al Nahyan, is the principal law enforcement agency in

the emirate of Abu Dhabi. Also working alongside the H.H. Lieutenant General is the Deputy Prime Minister and the Minister of the Interior. The responsibilities of the ADP are enforcing criminal law, the improvement in public safety and upholding of order and peace within the Emirate. Qualities that are upheld by the ADP include honesty, integrity and respect for human rights whilst upholding public service to the Emirate. The ADP, while working alongside the community, strives to remain efficient and effective in its practices. In order to do so, it uses the most up-to-date technology and systems of management, and by mixing the old with the new, the ADP has now become far and wide viewed as one of the world's leading law enforcement agencies in accomplishing the goals required for an adjustable, resilient and forward thinking modern law enforcement agency (ADP, 2013).

2.9.1 Objectives and strategies of the Abu Dhabi Police General Head Quarters

A new security strategy has been put in to place which is fitting with the development and wide ranging changes that are taking place in the Emirates. This strategy was put in place by Lt. General H.H. Sheikh Saif Bin Zayed Al Nahyan so that changes and any challenges could be more easily dealt with. The General Head Quarters now has a clear vision in order that it may achieve its targets through simple pathways, endeavouring to cultivate its security systems in a more effective manner.

Table 2.1: Abu Dhabi Poice GHQ strategic plan (2014-2016)

Vision	To have the UAE as one of the most secure and safest countries in the world.								
Mission	To work effectively and affectively towards enhancing the quality of life in the UAE community by providing security, traffic, reform, and residency services, and ensuring safety of lives and properties.								
Values	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1. Justice</td> <td style="width: 50%;">2. Team-working</td> </tr> <tr> <td>3. Excellence</td> <td>4. Courtesy</td> </tr> <tr> <td>5. Integrity</td> <td>6. Loyalty</td> </tr> <tr> <td>7. Social Responsibility</td> <td></td> </tr> </table>	1. Justice	2. Team-working	3. Excellence	4. Courtesy	5. Integrity	6. Loyalty	7. Social Responsibility	
1. Justice	2. Team-working								
3. Excellence	4. Courtesy								
5. Integrity	6. Loyalty								
7. Social Responsibility									
Strategic Objectives	<ol style="list-style-type: none"> 1. Promote safety and security. 2. Control road security. 3. Deliver the highest levels of safety for civil defense. 4. Ensure readiness at crises and disasters. 5. Promote public confidence in the efficiency of services provided. 6. Optimal use of intelligence. 7. Ensure all administrative services are provided based on quality, efficiency and transparency standards. 								

Source from: (www. strategy.adpolice, 2015)

The General Head Quarters has assumed a harmonised strategy of administration, whilst at the same time has put into place all obtainable resources in order to provide experience, a growth of knowledge and up-to-date technology for its employees. This has been achieved in a relatively short period of time by the General Head Quarters by enlarging its systems for security and outlining the specialist fields and duties required in order to succeed in reducing crime and protecting the public. By using an open and honest application of its strategy and goals, the ADP has achieved and continues to preserve the well-being and safekeeping of the UAE people (ADPOLICE, 2015).

2.10 Summary

This chapter has highlighted the main features of both the UAE and the Abu Dhabi Police General Head Quarters. The chapter initially provided an overview of the general background of the UAE which included its history, economy, culture and the process of Emiratisation. The subsequent part of the chapter talked about the role of the Abu Dhabi Police General Head Quarters discussing its accomplishments, strategy and vision. The ADP has now begun to recognise the importance of human resources within the workplace and has expressed unease with regard to this. This unease has been acknowledged despite the ADP proving its value and being determined to preserve security and constancy in trying to ensure that all human and monetary competencies are set in place in order to achieve its vision. Contained within the strategy of the ADP, the campaign to promote familiarity with the perception of developing Talent Management among police sector employees, and indeed employees at all departmental levels, has developed into an area of greater interest and need for this study.

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

In line with the objectives of this study, this chapter provides a critical review of the literature. It compares and contrasts recent relevant literature in the field of Talent Management (TM). It aims to identify the limitations within the TM literature, any gaps, and, more particularly, provide an assessment of any conflicting views with regard to the policy of Emiratisation. The Emiratisation policy was introduced over ten years ago with the aim of promoting and encouraging competitive advantage for UAE nationals. This policy looks good on paper, however it remains limited in practice. Supporting the creation of job opportunities for local talent is crucial, as the UAE is witnessing an increasingly complex landscape, within which new and multifaceted challenges are emerging in the Gulf region. The development of UAE future leaders and other key staff is essential to maintaining and achieving the country's 2030 Vision. With regards to AD Police Department, the need to identify and develop a succession plan to improve recruitment and retention of talented individuals should be made a priority. The AD Police department cannot afford to ignore Talent Management as TM represents an opportunity to reinforce the institution's effectiveness and secure its future by recruiting, nurturing and retaining talent. Talent has become a focal concern for many governments and businesses. It has been acknowledged as a very significant success factor in today's unstable and complex economic climate. Consequently, extensive

research has been undertaken into the subject of TM and has produced many ideas, models and strategies of varying usefulness and success. This view is supported by Nijs et al. (2014, 180) who state that: *“Over the course of the last decade, organizations seem to have become increasingly convinced that the deliberate identification of talent is crucial for maximizing organisational performance”*

There are numerous definitions for TM from the various authors who have published on the topic without a clear consensus, as TM is interpreted and presented in divergent ways. However, TM can be considered as a phrase that has been coined to describe a group of organisational processes related to HR that are tailored to the attraction, development, motivation and retention of engaged and productive employees. This current research aims to clarify the meaning of the term ‘talent’ and find out whether organisational commitment to the hiring, management and retention of employees that have talent, is a process that can be usefully employed and adapted to the context of the UAE and, in particular, the Abu Dhabi Police Department. This research will also provide an investigation into the shortage of home grown talent in the UAE, recommend how AD Police Department and government institutions can address this issue, and highlight what can be done for the development of a stream of talent to help sustain the current prosperity in the country.

Talent Management can be considered as having the utmost importance to the sustainable management of an organisation (Akan and Kolachi, 2014). The terms *“talent management”*, *talent strategy*, *“succession management”*, and *“human resource planning”* are often confused or used interchangeably. Talent

Management refers to the process of developing and recruiting new employees, training and retaining current employees, and attracting talented employees to work for the organisation. Talent management is concerned with: developing strategy; identifying talent gaps; succession planning; and recruiting, selecting, educating, motivating and retaining talented employees through a variety of initiatives (Guthridge et al 2008; Ringo, et al. 2010).

Thus, TM makes a vital contribution to the financial, environmental and social performance of an organisation, especially given the dynamic nature of the world economy. Whilst it is often noted within the literature that the staff are the most valuable asset of an organisation, there can be a failure to align TM to organisational strategy or it may even be overlooked altogether (Williams et al., 2014). Successful management of talent involves ensuring the availability of a pool of talent to help in the survival of the organisation, whilst also building up the existing internal talent on an on-going basis (Afiounia et al., 2013).

A number of critics, however, see TM as yet another fashionable but transient concept within the field of management that may not have a great deal of value and relevance. It can also be seen as a concept that is merely a relabelling of traditional management ideas and techniques. Numerous activities and processes that were previously considered as part of learning and development, career management, succession management, reward, resourcing and so on, could, nowadays, be thought of as elements of talent management (Afiounia et al., 2013). TM is a complex mix of various, interrelated processes of HR and is viewed differently by different organisations; as such, it is a difficult term to define (Abdulwahed et al., 2014). It also seems that all new management

concepts, processes, models and philosophies can have their opponents and their advocates. On the one hand, TM can be viewed as a costly fad and a financial burden that managers are reluctant to put on the organisational agenda (Aksakala, 2013); on the other hand, TM can be considered as a very effective process with potential benefits which is worth considering within human resource management (Williams et al., 2014).

This study takes the view that talent management is about people's potential and how to get the very best out of them. TM as a management concept is different from traditional HRM. TM is not a repackaged brand of HRM. It has an added value and provides fresh insights and new knowledge rather than being just dated approaches and ideas with new labels (Chuai et al, 2008). Evans (1999) argues that companies have started gradually to recognise that the success of the organisation depends on the talent pool of its employees. Talent management must meet the demands of the growing complexity and uncertainty of today's world. To achieve sustainable success, an organisation should align these processes with its business strategies (Nilsson and Ellström, 2012). Having talented individuals on the payroll is one thing; enhancing their capabilities to secure competitive advantage is another (Lawler, 2009). The AD Police Department must proactively develop their next generation of leaders in order to continue to serve the country and maintain its distinct competitive advantage. As the economic, political and social forces in the GCC countries are rapidly changing, the AD Police Department needs to think beyond traditional competencies and experience when considering a potential candidate's readiness to join the AD Police.

A broad range of evidence from within the literature shows that TM tends to focus mainly on practices such as recruiting, training and retaining the most skilled and talented employees that are available (Al Ariss, 2014). To have an effective and holistic programme related to TM, there is a need to extend the scope of TM strategy beyond targeting recruitment, training and retention of staff. TM needs also to design and implement a vision for bringing forward talented people, over the long term, from the education system through into the workplace (Abdulwahed et al., 2014). Within the UAE, there are great threats posed to the long-term sustainability of organisations because of shifts in the demographics of the workforce, an increase in the competition for talent from across the world and a growing shortage of skilled and available workers (Alabdelkarim et al., 2014). It is imperative to set a long term strategy so that organisations can proactively adapt to the fluctuations of the global market, with a pool of talent built up within the UAE, so that business continuity can be maintained (Al-Ansari and Darwish, 2014). Through such a strategy, the expectations and needs of Emiratis can be met by achieving the national vision of security and stability. More than ever before, there is a need to nurture local talent and help develop the leaders of the future. The high income national economy in the UAE, based upon activities that are innovative and knowledge-intensive, has a need for national talent (Akan and Kolachi, 2014). Indeed, the main contention of this study is that the key driving force for the economy is talent (Albakeri, 2014). Across the world, talent is increasingly being acknowledged as a major factor in innovation, competitive advantage, and the growth of businesses and economies (Allen and Bryant, 2013). In economic

development terms, the UAE has become a key economic hub and an attractive and stable investment destination. The UAE leadership is fully aware that talent is the driving force for a sustainable economy to ensure continuity and prosperity of all Emiratis (Allameh et al, 2014). Thus the desperate search for talent is illustrated by a CIPD report (2012:2) which states “...*competition for talent is rife in many industries.*”

A closer look at TM reveals that the various labels for relevant concepts, from personnel management to human resource management to strategic human resource management, can seem quite complicated; however, as Brinks et al., (2014) state, differences between these concepts may only be slight. A number of researchers have pointed out that the seemingly varied human resource concepts suggest a continual effort on the part of experts in HR to become more business oriented and to enhance its status and image (Al-Ansari et al., 2013; Chami-Malaeba and Garavanb, 2013). Disagreements and rifts have become apparent within the debate over talent management in regards to its definition and scope; however, following an in-depth review of the literature, the conclusion that can be drawn is that there are three key themes within which TM can fit (Oltra and Lopez, 2013). Firstly, TM can be considered to be a relabelling of the term HRM (Schuler et al., 2011); secondly, TM can be considered as having a focus that is selective and integrated within HRM/D (Slocum and Tian, 2014); thirdly, TM represents an organisational focus upon the development of competence (Swailles, 2013). In view of the shortage of skills and talent across the world, this current research study contends that a concrete recognition of the importance of the development of human capital is the driving force for sustaining the national economy (Tansley, 2011). As such,

this study believes that talent ought to be firmly placed on the political agenda with substantial resources committed to enhancing the pool of talent. This view echoes that of Thoms' (2014), who highlights the significance that the TM concept has within strategic human resource management (SHRM), in most major organisations across the world. In an IOMA survey into critical issues for HR, talent management was found to be a key issue for 75% of respondents. Furthermore, Rizvi (2014), investigating operational matters for organisations within developing countries, argues that there is an increasing awareness of serious future concerns brought on by a shortage in talent; as about 40-70% of senior executives were about to reach the age of retirement within the next 5 years. Demographic shifts will, inevitably, impact upon the workplace (Rindermann et al., 2014). Employees will begin to have a much greater choice of employment, and will be able to base decisions on factors such as the work culture in an organisation, the work environment, the level of autonomy permitted within a potential role, and the level of compensation and the work-life balance that a job would entail (Reddy, 2013). Moreover, as Rana et al. (2013) suggest, it will become more difficult to retain those qualified and highly skilled professionals that are already employed within an organisation (Swales, 2013). There has been a shift in organisations from a perception that talented employees are assets to them being seen as investors; with the investment of time, commitment, skills and knowledge, talented employees enrich an organisation (Singh, 2012). It is very important for organisations to make a precise statement about TM or the development of talent, either in terms of what talent is, or what is being sought (Sujit, 2013). Also, organisations need to make a talent management strategy a top priority and part of normal business

functioning, whether comprehensively and proactively or just a reactive way to cope with changes in the modern economic environment (Spraggon and Virginia, 2014).

3.1.1 The emergence and evolution of Talent Management

Talent management has emerged due to strong evidence that shows that organisations worldwide are in desperate need of talent and are struggling to find enough talent (Jeff Schwartz, 2011; Kavanagh, 2010; Kazmin, Pearson, Robinson, & Weitzman, 2011; Meisinger, 2008; Michaels, et al., 2001; Payne, 2008; Sridharan, 2007). Studies by the World Economic Forum and the Boston Consulting Group (2011) and the Manpower Group (2011) revealed that the shortage of talent problem is an urgent global issue: it affects a wide variety of positions in many regions and countries of the world. Heidrick and Struggles (2012: 65) published a study recently called *Strategic Talent Management. The emergence of a new discipline*. They state that:

“The cumulative impact of global demographic trends, combined with on-going economic uncertainty and aggravated by a critical skills shortage creates a powerful talent triple whammy facing business. In response, forward-looking companies are bringing talent, particularly leadership talent, to the top of the agenda and are assigning responsibility for aligning business and talent imperatives to a senior talent executive. We are beginning to see the steady emergence of a new discipline of Strategic Talent Management, led by a Head of Talent or a similarly titled role.”

In today's complex world economy and fierce competitive business

environment, organizations are well aware that their survival depends on talent. In the Manpower Group study (2011) it is reported that 34 percent of employers are having difficulty finding suitable talent to fill positions. Japan, India and Brazil are the top three countries in terms of having difficulty filling jobs. Thus organisations know that hiring and retaining talent is a strategic asset, therefore it is important that talents are recognised and looked after properly in order to achieve the organisation's mission objectives. Today, talent management development is perceived as the driving force of business and as one of the key factors of gaining and sustaining competitive advantage in organisations.

It was highlighted earlier that the term Talent Management means different things to different people and organisations. For some, the term is in reference to how highly valued individuals, who are and considered particularly skilled or talented, are managed (Waheed et al., 2012). Others view the term TM more widely as representing the management of talent in general, with the assumption that everyone has a degree of talent and it ought to be identified and brought out for the benefit of the organisation (Thunnissen, 2013). Some think that the TM concept is just another organisational buzzword, one in a long line of management terms (Sinha, 2012). Jackson (2001:14) argues that:

“Business fads are something of a necessary evil and have always been with us. However, the difference today is how sudden is the rise and fall of so many conflicting fashions and fads and how they influence the modern manager.”

There is little consensus as to whether the prominence and popularity of TM is set to disappear, like so many other management concepts have, following a brief spell of fame within organisational terminology (Sidani and Al Ariss, 2014).

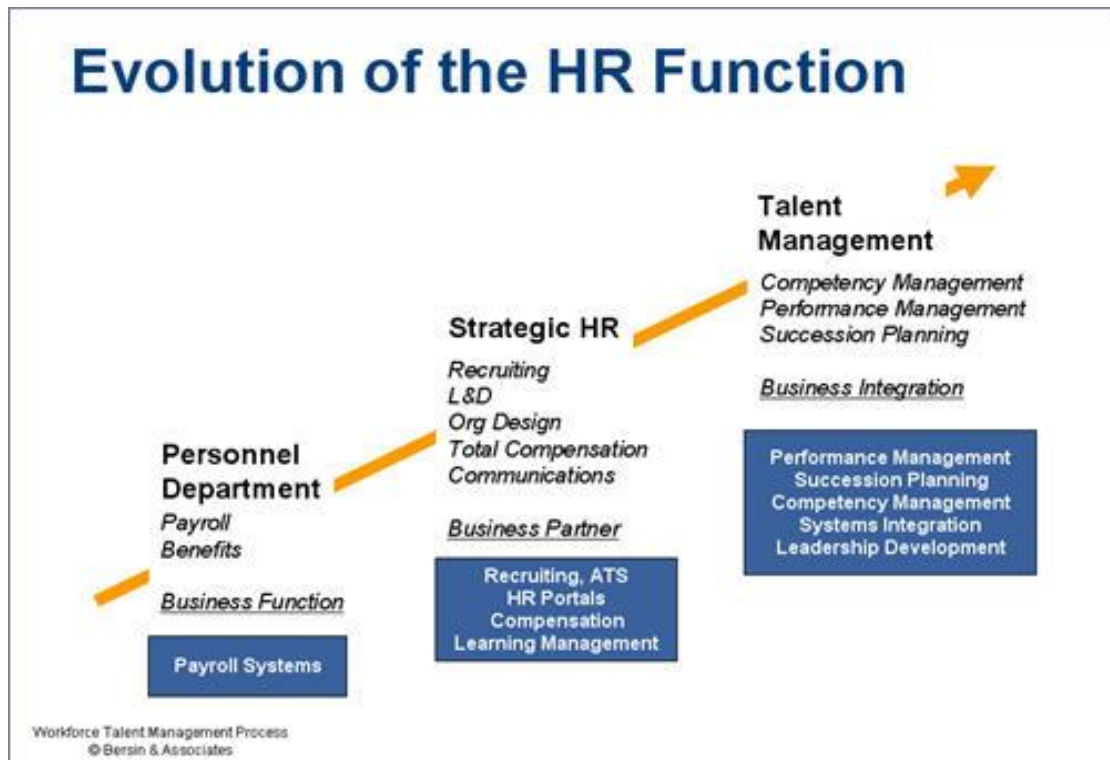
A number of authors are convinced that TM is just a relabelling and recycling of older ideas, with Schuler and Tarique (2010) referring to it as '*old wine in new bottles*'. Raja and Swapna (2012) point out that numerous other researchers have highlighted that TM practitioners have been advocating similar ideas and approaches to Talent Management from the 1950s, such as succession planning, assessment centres and 360 degree feedback. More cynically, perhaps, others authors argue that ideas such as TM are used as promotional exercises with little actual change to the way organisations go about their operations (Ozbilgin et al., 2013a). This suggests that on paper TM is a grand vision but in practice it is a white elephant.

However, despite the rise in popularity of TM, scholars hold different views on how to define 'talent' itself. For some talent within an organisation has been thought of as its high performers, (Marachi and Wario, 2013). For others, talented employees are viewed as those that have the attributes to be good managers (Thunnissen, 2013). Some researchers take a more nuanced position. Kirk et al. (2013), for example, believe that talented employees are anyone within an organisation that has good potential. Similarly, Rigg and Stewart (2011) suggest any employees that are helping the organisation in the creation and sustaining of its core competencies can be considered as talented. Also, a number of scholars have acknowledged the work undertaken in the report by the Corporate Institute of Personnel and Development (CIPD) and proposed that the 'talents' of an organisation are the employees that are able to affect organisational performance, either positively or negatively (Kaur, 2013). The CIPD report (2007a: 2) states that:

"TM requires HR professionals and their clients to understand how they define talent, who they regard as the talented and what their typical background might be."

Later CIPD work includes a definition for TM that perceives it to be a long-term and systematic combination of processes, such as the sourcing, recruiting, engaging, retaining and placement of people, that is mindful of their possession of the adequate knowledge and skills to perform crucial jobs for the organisation (CIPD, 2009). TM also includes the assessment of performance and the use of rewards to inspire employees to the utilisation of their full potential. Kamil and Salleh (2013) argue that senior management have the biggest responsibility for formulating and implementing an initiative related to Talent Management, with a significant role also played by HR. The psychological contract aspect of TM is noted by Clutterbuck (2012), who indicates that the employee and the organisation have a relationship within which the TM approach ought to cater for employee development, goals and aspirations. Figure 3.1, from the work of Birsin (2006), clearly shows the various stages leading towards effective talent management.

Figure 3.1 The Evolution of the HR Function



Source: Birsin (2006)

The booming economies and lavish lifestyles within the Middle East over the last thirty years have been sustained by a constant flow of expatriate labour (Bardot, 2013). Such heavy reliance upon foreign labour has neglected the development of local manpower, and this seems likely to have serious consequences for economic development in the future (Banu and Amit 2013). In providing an explanation of the concept of TM in a Middle Eastern context, Bluen (2013) believes that TM is a process for integrating a number of initiatives, strategies and programmes that enable and promote the development and retention of employees. Furthermore, Boselie et al., (2013) point out that TM in a Middle Eastern context is chiefly viewed as a performance management method that has various elements that form part of the strategic human resource management of the whole cycle of employment for a person

within an organisation. Such a view, however, has been called into question by Liakopoulos and Schwartz (2009:2) who stress that:

“At many companies, what goes by the name of “talent management” consists primarily of programs focusing on the employee life cycle — programs such as recruiting and hiring, learning and development, performance management, and succession planning”.

Other authors, such as Chuai et al. (2010a), suggest that TM is just about the development and creation of leaders. Undoubtedly, business success relies upon talents; however, as well as helping to identify relevant characteristics, the wide range of definitions within the literature can lead to confusion.

As there are various definitions of the notion of talent, organisations may find it difficult to identify which of their employees are, indeed, talented. Uren (2007: 34) stresses that:

“being asked to identify talented individuals from within your team without a clear definition of exactly what it means to be ‘talented’ is the managerial equivalence of being asked to hit a hole-in-one without knowing where the green is”.

The table below shows the key characteristics of talent, based upon various definitions.

Table 3.1 Key characteristics of talent, based on various definitions within TM literature

No	Source	Key themes in TM
1	Barlow (2006)	The development of talent as a new imperative.
2	Berger and Berger (2004)	Inspiration for other employees, achievements, knowledge of values and key competencies.
3	Blass (2007)	The maximization of talent to ensure successful performance in the future.
4	Bhattacharya, Sen and Korschun (2008)	Trained, skills, client-oriented, creative, focused on client needs, awareness of competitors and differentiation of the company.
5	Borkowska (2005)	Entrepreneurial, high potential of development, creative, a lever for organizational growth.
6	Carree and Thurik (2003)	Abilities, a willingness to act, entrepreneurial behaviours, creativity and perception, ideas, a market orientation, economic opportunities.
7	Castells (2000)	Possession of talent, individuality, decision making, predispositions, investment and self-development, a focus on the job.
8	Catlin and Matthews (2002)	Competencies, experience, skills, organizational growth.
9	Cheese (2008)	Predispositions, skills, personality.
10	Chelpa (2005)	General abilities, intellectual potential, specific skills, efficiency, specific fields of interest and activity, factor that is not connected to thinking, high achievement orientation, emotional intelligence, stress resistance.
11	Clayton (2007)	A combination of chance, motivation and skill
12	DiGeorgio (2004)	Thought, perception, behaviour, talent in everyone, a developed or natural set of competencies, goal orientation, a joining into organizational life, performance based on a concentration upon talent.
13	Garrow and Hirsh (2008)	Highly important to the organization, high level of potential.

14	Lewis (2004)	Winning, knowing the job, awareness of competitors, an understanding of personal predispositions, awareness of personal value, psychological characteristics, mindful of maintaining a good appearance, able and willing to be noticed.
15	Listwan (2005)	Having components equating to above average ability, having general and specific abilities, creativeness, intellectual potential, and engagement with the job.
16	Luecke (2003)	Good performance, informal or formal leadership, acceptable and practical values, enabling others to have good job performance, skills, continual realisation of duties, possession of unique knowledge.
17	Maxwell and Farquharson (2008)	Knowledgeable of who creates the results, a future manager, creation of business, creation and maintenance of conditions that help high levels of performance to be obtained.
18	Pocztowski (2008)	Unchangeable, internal, long term goals, incorporation of personal goals with those of the organisation, internal forces act as motivation, tends to make dreams come true, internally controlled, self-evaluation, a focus upon opportunities, access to new technology and/or knowledge.
19	Rao and Drazin (2002)	Ability to create innovations, personification of organisational knowledge and skills
20	Schoemaker (2003)	Added value to the organisation, gifted, conscious realisation of tasks.

Source: compiled by the present researcher

The conclusion that can be drawn from the extensive and diverse range of definitions highlighted above, is that it is difficult to arrive at a single definition. There are recurrent themes and similar explanations of what talent means. Talent is an overarching term which overlaps in meaning and in practice with skills, capabilities and potential. Each author seems to put their own touch and spin on the term talent to give it a new shade of meaning but deep down the terms, talent, skills, capabilities and gifted people are often used

interchangeably. It can be argued therefore that, talent can be characterised as a high level of skills/abilities, a capability to achieve a high level of performance, and an aptitude for the creation and sustaining of competitive advantage (Iles, 2013). Also, talented employees are creative individuals who are entrepreneurial, innovative and in possession of a pertinent amount of knowledge that may be employed for the purposes of the organisation. The success of an organisation is based upon the ability of talents to perform in a better way than others, with possession of self-awareness as well as competencies (Hewlett and Rashid, 2011). For a talented employee, there is an ability and drive to work towards the achievement of personal and organisational targets, and there is possession of a mixture of skills, abilities, knowledge, characteristics and predispositions to help them achieve a level of performance that is above average (Haslberger and Vaiman, 2013).

3.1.2 Defining talent management

Although TM has gained prominence within the development and organisation management setting and the McKinsey's phrase '*war for talent*' has become a part of the language of business, business experts and academics have not agreed upon a single, universal definition of talent. As a result there is some ambiguity, confusion and inconsistency with regards to indicators for it. Many definitions for talent lie within the management literature. TM has been defined by Creelman (2004:3) as: "*The process of attracting, recruiting and retaining talented employees*". Talent, itself, has been defined by the CIPD (2006) as an amalgamation of the knowledge, skills, potential and cognitive ability of employees. Collings and Mellahi (2009) consider that the competitive

advantage of an organisation has a direct link to the capabilities of its talented employees, and so directing special attention towards the management of these talents can be very beneficial for the organisation. It has been suggested by Hanif and Yunfei (2013) that references to talent carry with them the implication that there is the existence of deep lying traits within a person, and that these aspects of behaviour or character can be very resistant to change.

A study undertaken to tackle this issue found that, consistently across the 32 organisations surveyed, 87% of the study participants had a personal definition for talent. All the companies used different definitions, most of which had a direct relationship to the business strategy of the organisation, the nature of the activity of the firm, the overall environment in which it was competing and a number of other factors (CIPD, 2007a). Gunnigle et al., (2011) suggest that talent definitions ought to be customised and tailored to the individual organisation in question. Festing et al., (2013) argue, on the other hand, that a 'talent' definition is irrelevant as the valuable employees are known. Numerous researchers have, however, made it clear that it is both possible and necessary to have a definition for talent. A very broad definition of talent is provided by Michaels et al. (2001: xiii) who state that:

“A code for the most effective leaders and managers at all levels who can help a company fulfil its aspirations and drive its performance, managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, functional skills, and the ability to deliver results”.

Williams (2002: 35) believes that people with talent have a tendency to:

“Regularly demonstrate exceptional ability and achievement either over a range of activities and situations, or within a specialised and narrow field of expertise; consistently indicate high competence in areas of activity that strongly suggest transferable, comparable ability in situations where they have yet to be tested and proved to be highly effective”.

According to Michaels, et al. (2001, xii) talent can be defined as:

“The sum of a person's abilities - his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character, and drive. It also includes his or her ability to learn and grow”

In the same line of thought Nijs et al. (2014:182) view talent as innate abilities suggesting that talent is born not made:

“Talent refers to systematically developed innate abilities of individuals that are deployed in activities they like, find important, and in which they want to invest energy. It enables individuals to perform excellently in one or more domains of human functioning, operationalized as performing better than other individuals of the same age or experience, or as performing consistently at their personal best”.

CIPD's (2013, 1) definition focuses on talent as people having an influence and an effect:

“Talent consists of those individuals who can make a difference to

organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.”

Hartley (2004), contributes to the Talent Management debate by suggesting that TM is a term that extends over a wide set of activities, such as succession planning, HR planning, employee performance management etc. In the same vein Creelman (2004: 63) adds a fresh insight to the discussion by stating that the term TM is a perspective, or a mindset, where all corporate issues are seen from the perspective of “*how will this affect our critical talent?*” and “*what role does talent play in this issue?*” Creelman (2004: 63) defines TM as: “*The process of attracting, recruiting and retaining talented employees.*” Knez et al. (2004) convey a similar view of the concept, claiming that it refers to a continuous process of external recruitment and selection and internal development and retention.

The above diverse views clearly show that each author presents their individual perspective which in turn brings with it implicit claims about the value of Talent Management. However, although most of these claims provide useful insights, they remain for the most part still untested.

TM can be considered as an overarching expression covering a breadth of activities, such as employee performance management, HR planning, succession planning and so on (Festing and Schäfer, 2014).

Three main objectives for a strategy for TM have been highlighted by Berger and Berger (2004) as follows:

1. The identification, selection and cultivation of employees that inspire others to perform at their demonstrably superior level.
2. The identification, development and putting into place of back-ups for key roles within an organisation who are suitably qualified.
3. The allocation of resources to employees, such as training, job assignments, coaching, compensation and so on, that are based upon the potential or actual contribution made to achieving excellence.

Usually, a diversity of definitions come to light upon reflection of the multi-faceted term 'talent' (Farndale, et al, 2010). Often, managers may find it difficult to explain what it is actually meant by the term 'talent' and yet they may, more easily, be able to identify the employees within their organization who are talented (Farashah et al., 2011). Thus the difficulty of finding a common explanation for talent is probably why many managers and researchers have turned focus on simply describing individuals who are talented instead. For example, talent has been viewed as a set of competencies, knowledge, skills and capabilities by numerous authors (see for example Drenth et al., 2013; Downs and Swales 2013; Dries et al, 2013 and Farndale et al., 2013). De Vosa and Dries (2013) distinguished acquired or developed skills and knowledge, from talent that individuals may possess innately. Coulson-Thomas (2013), on the other hand, made a seemingly similar distinction; however, skills that had been developed systematically were seen as talent, and natural ability was seen as having potential, or a sense of being gifted. The findings of Cooke et al., (2014) can mislead still further by mixing together various skills and noting that the underutilization of the knowledgeable and talented

characteristics of people can lead to problems for human resource development (HRD) (Collings and Vaimana, 2013).

As can be seen, despite the intensity of the “*war for talent*,” and the interest it attracts and the benefits it generates, talent management remains fragmented and out-of-focus, lacking empirically and commonly agreed definitions, strategies or models whereby commonly accepted HR practices have been relabelled as “Talent Management.”

The wide variations of meanings that exist in how the term ‘talent’ is defined and understood across different sectors and organisations is plausible because each organisation or sector may prefer to adopt their own interpretation that suits their cultural and business settings rather than accept universal or prescribed TM definitions. For the purpose of this study talent means it is that “thing” that makes an individual stand out, someone with the X factor. People often use the term talent, but rarely define it. It is paradoxically indescribable and intangible, but very recognisable. It is a combination of personal qualities, skills, knowledge and experience required for an organisation to succeed.

It has been indicated by Collings (2014) that only between 3-5 % of the top members of staff are what he has termed ‘*super keepers*’. Such talented individuals have been described in a study by Dries (2013) as being creative types who break rules, initiate change, and are the spirited members of an enterprise. The study involved a wide range of organisations, with a couple of them having a culture that was egalitarian with everyone being considered as having talent and a wish to give everyone opportunities to be considered for training and development. There was a recognition that the talent of some of the

individuals was of more relevance to the organisation than others; however the same basic processes for identification of talent applied to all (Collings and Mellahi, 2013). This debate of the exclusivity or inclusivity is a fundamental one to the field of talent management. If an exclusive approach to TM is adopted by an organisation, there is a danger that a tendency towards elitism will lead to future leaders failing to offer sufficiently fresh perspectives for future organisational success Chadee et al., (2013). If an inclusive approach is taken by managers, on the other hand, there is a risk that ambitious employees who are reward-oriented and goal-driven will become demotivated if it is felt that there is nothing special being done to let talent flourish. As the majority of organisations that have adopted explicit systems for talent management are operating within national cultures that are capitalist, there is a degree of appeal to an approach that is meritocratic (Brink 2013). In such a context, it is debateable whether an inclusive organisational approach would be successful enough in the motivation and retention of those individuals with talent perceived to be more relevant. In other words they could be regarded as an elite group of people whose position and status is based on ability and talent rather than on tribe, privilege or wealth. This approach to talent is difficult to apply in the Middle East setting where *'wasta'* (an Arabic term which roughly means *'connections' or having influential people in high positions who intervene on your behalf*) plays a vital role in appointing someone to a position of leadership and decision-making in the Middle East. *'Wasta'* is pervasive and widely practised in the culture of all Arab countries. It is an invisible force and works in mysterious ways in any significant decision. *'Wasta'* is a way of life.

In short the Talent Management debate demonstrated key recurring themes which highlight the essence of what talent is:

- a) Talent is able to shape and enhance organizational value and performance
- b) Talent is scarce, incomparable and unique
- c) Talent is able to create and sustain competitive advantage,
- d) Talent has innovative and creative potential,
- e) Talent is a combination of knowledge, skills, abilities necessary for the business
- f) The war for talents affects developed and developing countries. In advanced countries, the shortage of talent is made worse by a shift in demographics whereby the aging population is on the rise and the number of young people is on the decline.

Many organisations understand the importance of developing talent and are introducing, albeit not overtly, an agenda for the management of talent, even if the approach taken is implicitly embedded within various HR functions and processes, rather than explicitly seen as a TM system. Indeed, Brewster and Cerdin (2014) point out that all organisations have a system for talent management whether by design or default. The management of talent tends to be less explicit within non-capitalist countries, such as in the Middle East, where the ways of doing business are deeply rooted in culture and where meritocracy, transparency and consistency of managerial decision making are the exception rather the rule (Borji, 2014). There is a risk that a TM system that has an excessive focus upon defining talent and segmentation processes can lead to

an organisation losing a feel for the particular leadership requirements for various areas of operation (Bjorkman, 2013). Each organisational market has to be dealt with in a way that is consistent with the serving of needs within the wider market place. Various organisations have succeeded in more old fashioned approaches to talent. However, nowadays, employees often see themselves as investors for an organisation and managers need to adapt to the dynamic nature of the business environment (Bethke-Langenegger et al., 2011). If individuals are moved across an organisation in a way that makes them feel replaceable, with recognition only shown for ability to perform a particular role or task, they can feel let down and have a sense that that their personal worth is undervalued (Bealera and Bhanugopana, 2014). For TM processes to be successful within the UAE, institutions and organisation have to have a model for TM that has a clear definition and that is relevant to the environmental and cultural setting of operations. Adopting a TM approach must be easily understood by the employees and must fit with the culture of the organisation, rather than importing a freshly imposed model, which could be incompatible and alien (Chansarkarm et al., 2009).

3.1.3 Perspectives on the management of talent

It can be rather difficult to explain the TM concept, due to the various perspectives that it can entail, and the various interpretations made by particular organisations (Chadee, 2013). TM tends, however, to refer to a process of attracting a workforce that is highly skilled, the recruitment of new employees that are talented, and the development and retention of the current workforce so that current and future objectives of an organisation can be met (Boselie et al,

2013). Organisations that have a TM strategy move responsibility for employees away from just the HR department to managers across the whole organisational structure. Table 3.2 provides a summary of how a variety of perspectives on TM have been operationalised within the practices of HR.

Table 3.2: The operationalisation of five different perspectives on TM within HR practices.

Perspective	Driver	Recruitment and selection	Retention	Rewards	Succession planning	Development approach
Competitive	Keeping talent from the reach of the competition.	Attract the best by paying the best. Poaching the best away from competitors.	Aim of being the choice employer. Good people enjoy working with other good people.	Ensure the best reward packages are offered. If people do leave, it won't be because they've been offered a better reward.	Being geared to retention and ensuring people are aware of their target jobs.	Loyalty built through the use of mentors. Both opportunistic and planned approaches taken.
Cultural	A belief that talent is the most critical success factor.	Permit in-house introductions. Seek raw talent.	Let people have the freedom to succeed or fail through a demonstration of their level of talent.	A flexible package is tailored to the needs of the individual.	If possible, developed in-house; if not, seek outside.	Mentoring and coaching are standard. The development paths of individuals are negotiated by themselves.
Development	The development of high potentials is accelerated	Recruitment is, ideally, only at the point of entry with development to follow.	Development schemes and paths put high potentials on a clear career path.	Both development and performance act as a basis for increments.	Groups are identified and developed for all levels of the organisation.	Both opportunistic and planned. Development focus upon key roles.

HR Planning	To ensure the right people are available at the right time for the right jobs.	Quotas and numbers approach. Areas of shortage across the organisation are targeted.	Within plans, there is expectation, monitoring and accounting of turnover.	Structures and salary scales are clear.	Individuals have detailed in-house mappings.	Business needs act as a basis to planning in cycles.
Process	People management processes used for the optimisation of the deployment and development of talent.	A consistent, competence-based approach.	Attention given to processes such as WLB and to those intrinsic factors that help people feel a sense of belonging.	Calculation based upon review of performance and an element of potential.	A process of routine review based upon a performance review cycle.	Performance management is partly composed of development reviews and PDPs. Perhaps also certain individual interventions.

Source: (Chadee, 2013).

As can be seen, Table 3.2 shows firstly that, a competitive perspective is when TM has a plan or a strategy for recognising people who are talented, determining what they want and then ensuring that their demands are met, before a potential competitor poaches them (Ayub et al., 2013). Such a strategy tends to be employed by businesses involved in public relations (PR) or advertising, or perhaps large consultancies. It is considered essential for industries, such as PR, where intellectual property has a very high degree of importance, to retain the most talented personnel (Askary et al., 2014). Industries that attract ambitious people who value rewards as a measure of their achievement are most likely to adopt the competitive perspective on TM. Secondly, a cultural perspective is when talent is viewed as a mind-set and a key success factor making a difference (Al Yahya and Biygautane, 2014). Entrepreneurial and talented people are thought to have greater opportunities to be innovative and creative, without rigid processes and rules; they are given the

flexibility and space to show their worth and competence. This perspective on TM is, perhaps, the least structured, and it is suitable for the exceptional individuals within a workplace who are left freer to show their capabilities (Al Mutairi and Zainal, 2013). Thirdly, from a developmental perspective on TM, the employees with the highest levels of potential are set on fast tracked career paths (Allen and Ulrich, 2013). Organisations are proactive in the targeting of recruitment at the entry level, so that employees, with high levels of potential, can be secured, developed and promoted internally, so that their opportunities are optimised (Al Ariss et al., 2014). Such a perspective relates most closely to the traditional approach of having a psychological contract with the organisation, or a 'job for life'. A general perspective of HR planning involves TM being seen as the matching of the right people at the right time to the right jobs to do the right activities (Abdeljalil et al., 2014). In essence, this can be considered as supporting efforts for organisational planning and the addressing of the need for critical skills through the development of the existing talent within an organisation (Seth, 2014). Generally, such an approach can be supported by sophisticated systems of IT that enable various options, scenarios and possibilities to be mapped out as employees are transferred to different parts of an organisation (Al Ariss et al., 2014). Finally, a process perspective is one where the processes for people management enable the optimisation of the contribution that people make to an organisation (Rodrigueza, et al., 2014). Systems are identified and put in place that can enable talented individuals to develop and thrive in their work environment, by enhancing and benefitting both their career and the organisation itself. So long as the requirements for competency and performance, as required by the process, are met, talented

people can develop and advance (Najeeb and Vejjagic, 2013). The idea of a talent market wherein talented individuals are expected to exploit opportunities within organisations, is possibly achieved from such a process perspective (Mendelson and Tlaiss, 2014).

3.1.4 Implications of TM for HR professionals

In recent years, several HR concepts have emerged with TM being one of the latest that has received a lot of attention within the literature. Some critics have argued that various, seemingly different concepts, may, in reality, be fairly similar and not represent a new development for the field (Iles and Zhu, (2012)). However, several researchers, such as Sandler (2005), expect TM to be a key future issue for the HR profession. A study undertaken by the IDC (2005), furthermore, projected that TM would be the next core competency related to expertise within the HR world. Hanif et al., (2014) stress that TM is already a top priority for organisations and so HRM approaches towards talent can be considered as the latest drive for dealing with the human element of organisational management. With TM competencies viewed and valued as critical to the HR function, there are major implications for professionals within the HR field. Many researchers and academics have joined in the debate surrounding the issue by highlighting the new dimensions to be considered with, for instance, Collings et al., (2011) notes that HR can add more value by effective TM. It has been claimed that the HR role ought to be redefined, and its capabilities strengthened, so that the challenge of building talent can be supported, with relevant executives needing to have effective, interpersonal skills to develop relationships and credibility across the organisation (Al-Sayyed,

2014). Alnaqbi (2014) has argued that the effective management of talent places a fresh emphasis upon the need for relevant strategy for the function of HR. For some, there is a need for a new HR paradigm to accommodate TM, within which HR can adopt a powerful supportive role to the science of strategic decision making (Al Ariss, 2012). For an international organisation, strategic TM can be seen as a key role for the corporate function of HR (Alhaj and Van, 2013).

Al Ariss (2014) suggests that, in future, TM will take on a central role within HR departments with more traditional activities associated with HR being delegated to line managers, outsourced or transferred directly to the employees themselves by using information technology. It is considered that the only functions that will stay with the HR remit will be those that relate to talent and the nurturing of it through the fostering of a good work environment that stimulates talented people and offers them, as highly skilled workers, empowerment and individual freedom within tailored employment arrangements (Alserhan and Halkias, 2013). Moreover, Berger (2004) stressed that HR workers ought to become more professionally knowledgeable so that talents can be managed effectively; within an intensive global market place, there is the expectation that HR professionals have more financial and budgetary skills and knowledge of the strategies, products and markets of the organisation (Al Suwaidi, 2013). Alyammahi (2013) further supports this view by arguing that the field of HR is faced by a fundamental shift. Due to a greater need for knowledge and expertise in finding and attracting the best people to get the activities of an organisation done, and the know-how to retain and develop such talented people, HR roles are broadening. HR professionals are required to take care of

staff and to develop their own skills in business analysis and consulting. Bersin (2010: 15) voiced the same concern by suggesting that HR professionals need to adapt to a new business era by being the '*steward of the organisation's talent management process*'. In general, the literature has highlighted the significant contribution that results from implementing TM effectively, especially in economically critical areas such as customer satisfaction, productivity, quality, revenue, performance and cost. There is a greater emphasis upon the hiring and retention of valued employees within a more tailored and personal approach to HR (Collings and Minbaeva, 2013).

With expatriates representing 80% of the workforce, the gap in talent is no longer seen as just a minor concern for the UAE; it is now considered a genuine threat and one that has resulted in the government taking a more proactive stance (Dayan et al., 2013). The development of national talent in the UAE is now being viewed as a means of economic survival, with the '*business as usual*' attitude of continually recruiting expatriates being seen as vulnerable and unsustainable (Elbanna, 2013). The various processes that constitute TM can be considered as nothing particularly new; however there is a drive to pull processes together for the achievement of the overall organisational objective of acquiring and nurturing the best talent. TM, then, is more than just the attraction and retention of talent, it also involves the seeking out, development and implementation of a relevant series of measures for HR and looking to see how they can be used to support and manage the talented individuals (Ewers, 2013). Within an organisation such as the Abu Dhabi Police Department, the enhancement of the potential of employees provides not only direct benefit to those employees, it also helps the organisation meet its objectives and maintain

a focus upon the provision of excellent service to the public (Fox and Al Shamisi, 2014).

3.2 The benefits of the management of talent

The serious talent shortage problem within the UAE is likely to have direct economic, social and cultural impacts. The potential risks of depending inexorably on foreign labour in the UAE is taken seriously. As such, the implementation of an effective TM programme is urgently needed, particularly within the Abu Dhabi Police Department (Gurel et al, 2014). Many research studies have offered support to the development of programmes for TM within organisations (Collings and Minbaeva, 2013; Elbanna, 2013; Fox and Al Shamisi, 2014; and Harrison and Michailova, 2013). In light of the current economic, social and political context within the Middle East, the integration of TM within the planning and operations of business, as well as the vision of the government, is thought to be a matter of urgency (Harrison and Michailova, 2013). Valuable benefits can accrue if a systematic approach is taken to aligning a strategy for talent with the overall business strategy. As noted in the 2014 version of the Global Human Capital Trends (The Bersin by Deloitte Trends and Predictions Series):

“Businesses are in a war for capabilities. Every industry we study is undergoing rapid technological, demographic, or regulatory change—driving a need for new technical and professional skills. As the economy recovers, these challenges become more acute”.

Prior to a discussion of the potential financial benefits of effective TM, the following considerations are noteworthy:

1. In relation to people management, the majority of organisations can be considered short sighted (Hertog, 2013).
2. Pure capitalists may not always believe in people management (Harrison and Michailova, 2013).
3. The pace of organisational and industrial growth is faster than the rate of production of talent (Elbanna, 2013).
4. There is a lack of professionals with skill and talent at the bottom as well as the top of organisational hierarchies (Hertog, 2013).
5. As there is an overwhelming level of competition for talented individuals, the attrition rates of professionals has increased in all sectors, especially within services (Elbanna, 2013).
6. The retention of employees has become a weakness within corporations with poaching a common occurrence (Hilal, 2013).

Problems seem especially bad at the top level of organisations, with a vacancy at a top executive position being potentially very costly (Hossain, 2013). Effective TM can be a solution to such a scenario, and the following facts are worth considering regarding how best to run an organisation:

1. The cost of a new employee for a company is 30-60 % greater than the cost of an existing employee (Ingo and Yehuda , 2013).
2. Additional costs are incurred when training and developing a newcomer (Isakovic and Whitman, 2013).
3. An organisation faces considerable costs when undertaking the recruitment process itself; there is a need to advertise a post, attract the talent, and short list for a job before finally hiring someone, and often

compromises are made when there is a degree of urgency (Kemp, 2013).

There is clearly a need for organisations to seek solutions internally, and to design and implement better strategies for the retention, recognition and rewarding of employees (Hilal, 2013).

It has been stressed that TM is highly important within the current, fluctuating global economy, and there is constant risk of losing key competitive advantage in areas such as branding and patents and within the market share (Khan, 2014)). In such an economic climate, talent is vital for the success of a company in meeting its targets. Khan (2014: 65) indicates that: *“if businesses manage their finances as loosely as they manage their talent development, most would go bankrupt”*. For Kemp and Madsen (2013), ensuring the right people are hired at the right time to pivotal roles ought to be familiar work to the HR professional; TM, and a mind-set towards talent within organisations, however, is vital for creating organisational success in the long term. Cappelli (2008) stresses that TM acts in support of the overall objectives of an organisation and, therefore, numerous organisations within the modern competitive business environment have recognized the need to employ and develop the best talent (Kolachi, 2013). To survive and thrive within the competitive global economy requires organisations to recruit the best talent that the job market has to offer. There is, therefore, a continual need for organisations to find ways to improve in their attraction, development and retention of talented individuals (CIPD, 2010).

Obstacles and challenges can be addressed through effective TM and the implementation of a strategic plan for talent (Marchona and Toledo, 2014). For

example, the needs of talents can be more clearly identified, and more enhanced approaches can be taken to the replacement of retiring talented people and the filling of significant vacancies that may appear from time to time (Marmenout and Lirio, 2014). There is widespread acknowledgement of the lack of skilled individuals within the market, so when an employee has been successfully recruited to an organisation, it is important that suitable efforts are made at retaining them (Modarress et al., 2013). A TM system that has been appropriately established and applied can benefit an organisation by enabling talented employees to contribute considerably towards the achievement of its economic goals and strategy (Mohammad, 2013). Also, TM systems can help reduce the cost of acquiring new employees, help reduce losses in relation to key vacancies, enable an organisation to become an employer of choice, and can help there to be a more effective approach for identifying and retaining talented individuals (Nadkarni and Stuart, 2014). A TM system can integrate succession planning so that key positions are filled more efficiently and can ensure internal employees remain motivated, with talented employees given appropriate roles that use their potential.

Uren (2007: 32) has clearly argued that *“the rationale behind talent management is to attract, develop and utilise the best brains to get superior business results”*. Increased productivity is yet another relevant justification for an appropriate TM system. Continual performance improvement is a primary objective of TM and this leads to better levels of productivity (Rafiq, 2014). It is not just a case of attracting the best talent to an organisation, it is essential that the best is brought out of them, with development tailored to their individual needs, with the hope that they can be retained in the long term (Sanderson,

2014). There is no 'silver bullet' or magic formula for TM, though it is hoped that it can improve the position and image of an organisation significantly by facilitating improved performance and increased productivity (Sidani and Thornberry, 2013).

TM aims to enhance productivity through greater efficiencies in all processes related to recruitment and deployment of employees, and their development and retention (Thomas, 2014). A number of further benefits from alignment of TM to organisational strategy have been identified by Cappelli (2008), Modarress et al. (2013), and Toledo (2013). The above authors suggest that such an alignment can help in the development of high performance teams and engage people in the delivery of organisational goals. Also, individuals with high potential can be developed, who can be managed through a period of change, thereby ensuring effective management of organisational performance (Vassilopoulou et al., 2013). The aforementioned authors also stress that TM can help in the selection of the best talent by the use of promotions within an organisation (Sumay et al., 2014).

3.3 Talent Management philosophies

In a White Paper entitled 'Transforming Talent' Clutterbuck and Haddock-Millar (2014) outline the different talent management philosophies indicating that there are four philosophies of TM. These, they argue, are tacit or explicit assumptions. Organizations act on different assumptions about whether talent is exclusive or is developable and whether it is a stable and enduring trait or a more a temporary potential.

1. **People approach:** talent management as a categorisation of people.
2. **Practices approach:** talent management as the presence of key HRM practices.
3. **Position approach:** talent management as the identification of pivotal positions.
4. **Strategic pools approach:** talent management as internal talent pools and succession planning.

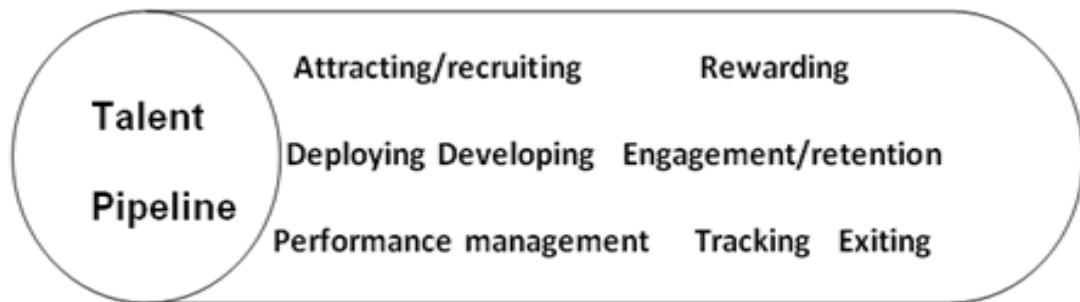
The above views are interesting to bear in mind when designing a holistic talent management strategy.

3.4 TM processes

TM is an essential strategy for an organisation in its performing of activities, and it involves the aim of ensuring the right employees are in place for successful management, so that the present and future needs of the business are met (Armstrong, 2012). The notion of the process for TM being a pipeline has been highlighted by the CIPD (2007), and the main elements of this commonly used notion are shown in Figure 3.2 below. Five integrated practices of HR are incorporated within TM (Al-Waqfi and Forstenlechner, 2014). Firstly, talent is attracted and recruited through the branding of the employer and a sharing of vision. Secondly, talents are deployed and developed through career development and the evaluation of outcomes for 2-5 years (Al-Ansari et al., 2013). Performance management is a third integrated practice, while a fourth is the recognition of employee efforts and reward with autonomy, flexibility and an appropriate work-life balance (Alabdelkarim et al., 2014). Finally, trust, commitment and the psychological contract can be strengthened to improve

engagement and retention of employees. It is essential to track talents so that the benefit to an organisation from the deployment and development can be ascertained (Swailles, 2013).

Figure 3.2 The Talent Pipeline



Source: adapted from CIPD (2007)

The CIPD (2007) research survey has shown that in the attraction of talents there is a great deal of urgency and desire upon the part of organisations. However, a lack of planning for retention was noted, particularly within public sector institutions (Sidani and Al Ariss, 2014). Indeed, over 80 % of public sector organisations were found to be without a plan for retention of employees and, consequently, such organisations have encountered difficulties in retaining expertise (Raja and Swapna, 2012). In relation to the deployment of talents, it was considered important for engagement and commitment that a psychological contract was formed with the employee. It was considered that deployment has a very significant role in enrichment of working roles and the development of careers, and that organisations may struggle to retain talents without it (Kirk et al.,2013). Furthermore, the management of the appraisal of talented employees has the aim of providing a regular examination of performance and providing a projection of the number of employees that may, based on standards of

performance, competencies and training and development needs, be ready to hold positions in the future (Kirk et al., 2013). However, for the successful implementation of TM, it is essential for it to be implemented through the coordination of all the relevant stakeholders, such as the senior management and the talents themselves, and not just the HR department (Marachi and Wario, 2013).

Many researchers agree that human capital is pivotal in the achievement of competitive advantage for an organisation (Sinha, 2012). Whilst competitors may be able to mimic a market product, the qualities that are internal to an organisation, such as its talented employees, are unique (Rana et al. 2013). So that competitive advantage can be sustained, most research has stressed that the TM strategies of an organisation ought to be aligned to its strategic plan (Sujit, 2013). Now that the key processes involved within a talent pipeline have been established, this current study will now give consideration to two key approaches that organisations have adopted in the implementation of their practices for TM.

Figure 3.3 The Talent Management Process.



Source: Birsin (2006)

3.4.1 Identifying talent

It is a basic necessity for organisations to determine what talent is required for organisational growth and sustainability. By using skilful recruitment and auditing of talent, people with new ways of thinking or working, or who possess new skills, may be discovered. Nowadays, there is a scarcity of talent and a shortage of sufficiently qualified labour (Ahammad et al., 2012; Afiounia et al., 2013; Oltra and Lopez, 2013; Slocum and Tian, 2014; and Rindermann et al., 2014). Also, it has become increasingly difficult for organisations to recruit skilled employees because of their increased requirements (Spraggon and Virginia, 2014). An accurate scheme for staffing ought to be developed by all organisations, so that key competencies and skills can be identified that are both in existence within the organisation and also would be needed to support

the achievement of business objectives in the future. Such an undertaking would enable companies to react in a more timely fashion to changes within the business environment, and help inform better decision making with regard to talent (Sinha, 2012).

3.4.2 How to find key individuals:

Becoming a choice employer ought to be a goal for organisational strategy, so that talented individuals would really want to come and be a part of the team (Sinha, 2012). Ozbilgin et al., (2013a) have suggested an employer branding theory that involves the establishment of clear strategies to enable key talent to be found by consideration of profiles that have a best fit to the requirements of the profile and culture of the organisation (Marachi and Wario, 2013). As such, an employer can match the expertise, work experience and background of potential employees to see if there is a good fit to the organisation (Kirk et al., 2013). There is a tendency for organisations to seek an appointment from outside rather than internally (Raja and Swapna, 2012; Schuler and Tarique, 2010). However, internal career mobility can be encouraged in talent managing organisations that have tracked the career aspirations and capacities of its own employees. It has become important to monitor similar methodologies and cultures so that individuals can be identified that could fulfil the organisational needs for talent (Sidani and Al Ariss, 2014). The identification of external talents ought not to be the sole preserve of the professional head-hunter; outstanding individuals and performers with promise and potential within other organisations ought to be apparent and discoverable for potential employers (Sinha, 2012).

Recent global economic complexities and crises have had an impact on finance within Dubai and there is a pressing need for a workforce of talent that can outline the business strategies of the future (Thunnissen, 2013). Counter-intuitive as it may seem, Waheed et al., (2012) had the view that an economy that was slowing could often present an ideal opportunity to recruit key individuals; people who are highly talented have a predisposition for the management of their circumstances, and a firm may take advantage of this tendency by offering compensation, opportunity and challenge to a degree that is attractive, whilst other firms are less proactive in their search for key talent (Sujit, 2013). So that talent can be attracted away from the competition, there is a need for individuals within an organisation to have the vision, integrity, passion and ability to create an attractive working environment; a view that is confirmed by the difficulties encountered by firms in the US to retain workers during the sluggish economy of 2002 (Spraggon and Virginia, 2014). Given that the recruitment process is expensive, it is important that any new employee remains in post for a sufficiently long time (Singh, 2012). Many recruitments fail and this can be partly due to the practice for recruitment being weighted too heavily on performance indicators that are weak (Rana et al., 2013). As such, successful TM involves a reliance upon a workable recruitment approach that involves hiring based upon competency (Reddy, 2013).

3.5 TM approach

In practice, the implementation of TM varies from organisation to organisation. The major TM practices have been indicated by the CIPD (2006), and the many TM strategy facets including coaching, in-house development programmes, sets

for action learning, MBAs, mentoring and buddy-up, succession planning, development centres, high potential development schemes, cross-functional project assignments, job rotation and shadowing, 360-degree feedback, graduate development programmes, assessment centres, internal and external secondments and courses at external institutions (Rindermann et al., 2014). Many of these approaches are difficult in their implementation as they are more suitable for organisations that are well established (Rizvi, 2014).

Keystone (2015) recommended a 3 step approach to talent management and succession planning.

Table: 3.3 Approach to Talent Management and Succession Planning.

Strategy	Assessment	Action
Define the vision	Existing data	Performance management
Set goals	Competencies	Development Solutions
Communicate the strategy	Role profiling	

Source: Adapted from Keystone (2015)

There is a lack of TM awareness within the Abu Dhabi Police Department and a lack of management support. In the past, as the organisation's top performers, only executives tended to be managed and replaced (Thomas, 2014). Whilst the government of Abu Dhabi has embraced an inclusive strategy in the implementation of TM, most organisations tend to have an exclusive orientation with a focus upon achievement of organisational goals through specific elite leaders as an essential priority (Swales, 2013). By way of contrast, a strategy that is inclusive has the perception that each employee has talent and all of them are incorporated into the plans for career development (Slocum and Tian,

2014). Schuler et al., (2011) have explained that other options can be applied if an organisation adopts an exclusive approach to TM with opportunities for development, such as training schemes provided to employees that are not within a talent pipeline (Oltra and Lopez, 2013). A belief expressed in the CIPD Learning and Development Survey (2006:811) was that *“talent-management should be inclusive and applicable to all”* and it found that an exclusive TM approach causes excluded staff to become demotivated. Collings and Mellahi (2009), however, have mentioned that TM that is strategic has a focus upon pivotal positions, such as leaders and managers. Maximum organisational benefit can be derived from an exclusive approach for the utilisation of a limited pool. This can be especially appropriate for the management of costs at a time of organisational downsizing (Al-Ansari et al., 2013). Moreover, this approach is applied by organisations to leaders with talent who have geographic and functional mobility, as they make an effective contribution exclusively to financial organisational objectives, whilst other staff in non-senior roles are excluded from this particular form of TM (Alabdelkarim et al., 2014).

A study by Vassilopoulou et al. (2013) stresses that organisations ought to implement a strategy for TM that starts with the senior management because of its pivotal role in achieving competitiveness for the business. Similarly, Dowell and Silzer (2010) argue that organisations vary in the way that they identify talent; development of competencies amongst the leadership was seen as the factor that was adopted most frequently in the identification of high potentials, and this was followed by the high performers.

3.6 Attracting and developing talent

3.6.1 Talent planning:

This key theme in the literature centres broadly on talent planning and aggressive talent sourcing. Talent planning is also referred to as human resource planning and deployment. The purpose of talent planning is to identify future talent needs at all levels of the organization (Cheese, 2010; Frauenheim, 2009; Freedman, 2009; Harttig, 2010; Hills, 2009; Lawler, 2008). Talent planning focuses on the sought after competencies (knowledge, skills, abilities and personality) that will be needed in various locations. The aim of talent planning is to have an optimal level of talent positioning, which refers to having the right talent at the right place at the right time with the needed competencies and motivation at all levels and all locations of the firms (Guthridge et al., 2008).

3.6.2 Aggressive Talent Sourcing

There is a general belief in the talent management literature that most talented individuals are, in general, always employed (Tarique and Schuler, 2013); therefore the challenge for organizations is how to capture this talent pool. The conventional sourcing strategies may not be able to achieve this. Another challenge for multinational organizations is to counter the threat of local talent being more attracted to a local organization rather than a multinational organization (Schmidt, 2011).

Thus multinational organisations may be forced to use creative and aggressive strategies to attract talent. These include:

- Targeting specific individual profiles (e.g., certain personality traits)

(Hedricks, et al, 2008).

- Recruiting and developing foreign nationals to work in their own country such as hiring and developing Chinese students from British universities to work in China (Clegg, 2004).
- Attracting a diverse pool of applicants such as female workers and providing support to them to manage career barriers like the glass ceiling (Hewlett & Ripa, 2010).

3.6.3 Talent Development Process

The talent development process can be defined as one that includes four broad areas (Garavan & Carbery, 2012):

- 1) Identification (who to develop?).
- 2) Design (what competencies to develop, at what speed, and for how long?).
- 3) Evaluation (what analytical tools to use to measure effectiveness?).
- 4) Organisational Support (what support can top management provide?).

The aspect that is considered the most important one in the pipeline for TM for improvement of teams, individuals and overall organisational performance, is learning and development. It is key for the attraction, retention and engagement of talents, in addition to being vital for the development of skills and the gleaning of advantage of their labour market weight to the fullest (Aksakala, 2013). It was reported in a CIPD Survey of 2010, that 72% of responses considered TM as having a great impact upon the development of new skills (Afiounia et al., 2013). The development of talents has, as a consequence, been considered as having many beneficial consequences to an organisation; for example, it can

result in higher levels of performance, greater engagement and retention of employees and the potential for the organisation to become an 'employer of choice' (Ahammad et al., 2012). Also, if adopted for all employees, talent development can bring forward a renewed sense of a psychological contract when it is adopted for all employees (Afiounia, 2014). Talent management via development programmes can increase the level of performance of the chosen talents whilst, on the other hand, such programmes can bring about a negative impact to the performance of the organisation as a whole because of adverse impacts upon the performance of employees who have been overlooked (Akan and Kolachi, 2014). It has been suggested that a leadership role can be played by various workers who do not necessarily occupy managerial positions, and so there could be benefit to an organisation from a comprehensive organisational approach to the development of TM rather than limiting it to opportunities for the senior management (McDonnell et al., 2010). Despite the economic downturn, the majority of organisations invest in those perceived to be top talents (Marachi and Wario, 2013). A survey by Kirk et al. (2013) indicated that almost half of the firms studied kept considerable amounts of funding reserved for development and training as the impact of learning was given significant value. Within the context of the government of Abu Dhabi, the Department of Civil Services (DCS) has, consequently, a concern for assessment of threshold competencies through development centres such as the Centre of Excellence for Applied Research & Training (Al Yahya and Biygautane, 2014). In so doing, gaps in competencies can be identified and individual development programmes (IDP) designed (Sidani and Al Ariss, 2014). Similarly, assessment centres have been noted as being very successful for talent development (Akan and Kolachi,

2014). Training and development has a direct link to strategic planning, with the alignment of business priorities and outcomes so that competitive advantage can be reached and distinct services can be promoted to potential clients (Akan and Kolachi, 2014; Vassilopoulou et al., 2013; Abdulwahed et al., 2014; Al-Ansari and Darwish, 2014; Oltra and Lopez, 2013; and Swailes, 2013).

It is rare for TM to be a top priority for decision makers within the Middle East (Drenth et al., 2013). The government of Abu Dhabi has maintained an effective strategy for retention through simulation of common practice and the continuous development of the competencies and segment skills of senior managers (Reddy, 2013); however, the diversity of development opportunities and equal training for all staff, which was recommended by the CIPD (2011) in its Annual Survey Report, is not achieved. This could increase the levels of satisfaction and lower the rates of turnover (Alnaqbi, 2014). The key position is that learning and the development of talents has been established, and so an illustration will be given of the LDP, the formal TM programme for government institutions within Abu Dhabi that is an example of commonly taken practice towards talent development (Sujit, 2013).

3.6.4 Job experience

The new development scheme recognises that, for purposes of personal growth, people often seek out new experiences and challenges. Indeed, Akan and Kolachi (2014) have noted that this is particularly the case with employees with high potential, and they have further highlighted how important stretching the abilities of people can be, and how organisations ought not to fear the promoting of projects within which people are assigned roles even when they

have no direct specific experience (Vassilopoulou et al., 2013). Timing is considered to be a very important factor in regard to such new experiences; transferring people too quickly could backfire by undermining the employee ability to achieve results that are motivational within the process of learning. Akan and Kolachi (2014) have also emphasised that there is a need for work variety as well as stimulation because of taking on a weightier role. A talent pool can be given a variety of career challenges, such as fixing projects that are in trouble, or being involved in the setting up of a project.

3.6.5 Coaching

Coaching has been attributed great importance within a new development paradigm, with numerous authors agreeing that coaching has a significant influence upon effectiveness (see, for example, Al Ariss, 2014; Allen and Ulrich, 2013, and Ayub et al., 2013). Self-awareness of areas of strength and the potential to excel helps staff development greatly (Tansley, 2011). Furthermore, if highly talented people are not provided with any feedback, there is a chance that there may be harm to an organisation (Rizvi 2014). With feedback, staff can get an awareness of what aspects require improvement, and coaching can help clarify matters and provide positive feedback and the required knowledge, guidance and support (Bethke-Langenegger et al., 2013). With a communicative approach that uses storytelling, the experience of the coach is central, and the relief, support and coaching process can help a manager receive a greater deal of respect and popularity. Moreover, Bjorkman et al., (2013) consider that leaders, in a position to offer fundamental tools for development, ought to offer both written and verbal forms of feedback and

coaching and adapt an authentic and assertive style that can help direct the organisation towards improved performance and business growth (Marachi and Wario, 2013).

3.6.6 Mentoring

Bluen (2013) considers that another significant role in the development of talent is played by mentoring. A good manager ought to show care for his 'high potential' employees by offering praise and support, encouraging them and building up their self-esteem, and emphasising that there is a trust that they will exceed the performances levels that everyone expects of them (Boselie et al., 2013). The role of the mentor is also to constantly provide feedback that enables employees to develop a 'bigger picture'. It is recognised by Bluen (2013) that employees with exposure to mentoring have a tendency to establish a high degree of dedication and satisfaction within their careers. As with most talent management concepts, an organisation is only likely to reap the benefits of mentoring processes if they have become embedded within overall organisational strategies (Kirk et al., 2013). Boselie et al., (2013a) have also noted an 'institutionalisation of mentoring', with only certain organisations explicitly assigning a mentor to a potential talent; mentoring is, however, also considered to be valuable for talent development by their research (Schuler and Tarique, 2010).

3.6.7 Training

There must an emphasis upon employee development within an organisation for everyone; although someone may not be exceptionally talented, they can be

pushed to the limits of their abilities (Brink et al., 2013). Brewster and Cerdin (2014) point out that, whilst training and development are no longer considered synonymous, training remains the most commonly used approach. Management development may be enhanced by leadership development and foundational managerial education and, for Chami-Malaeba and Garavanb (2013), the integration of such training into the job in question is the key factor. Leadership development refers to instruction, by a senior, well-respected leader in an organisation, in an environment that facilitates lots of face-to-face contact and the solving of real and significant problems for the business (Spraggon and Virginia, 2014). Foundational managerial education, on the other hand, refers to academic knowledge, gleaned from executive programmes of education or MBA's that are useful for employees facing a period of career transition (Chuai et al., 2010a). Such programmes introduce a range of new concepts, knowledge and skills (Brink et al., 2013). An approach for leadership that is high impact can provide a powerful format for action learning and, furthermore, immerses an employee within the company values and the principles of the leadership, whilst facilitating the creation of relationships for spontaneous mentoring of employees, and the development of networks based on trust (Bethke-Langenegger et al., 2013). The implementation of such a development approach can help instil first-hand knowledge of how the organisation can be driven forward successfully (Kirk et al., 2013). Training can, however, be highly costly for an organisation and so it is important for its impacts to be evaluated (Chuai et al., 2010). Whilst training can help embed significant improvements within an organisation, it ought not be seen as an eliminator of major problems. Overall though, as Boselie et al., (2013) stress in analysing talent management

trends, learning systems that are technology based look set to effectively solve many training needs as they become more readily available.

3.7 Retaining talent

There is an increasing awareness that, within a complex and highly competitive global economy, organisations have to employ the very best talent (Collings, 2014). A focus has shifted to the retention of talented employees, partly because of the increased competition in attracting new talented people and partly because the replacement of an employee can be very costly (Sidani and Al Ariss, 2014). Moreover, it may take over a year for a new recruit to fit into their new role, and a concentration upon external recruitment may test the commitment of internal, talented employees and lead to an employment cycle 'churn' (Waheed et al., 2012).

Various factors can lead to a talented person wanting to continue working for an employer: the financial package may be important, as well as the reputation of the employer; the ethical standards and values of the organisation; the culture in the work place; flexible working; and the possibility of achieving a good work-life balance (Collings and Mellahi, 2010). All such factors have to be managed carefully within a TM process. Talented people need creative development and growth opportunities, and these can be provided via the development of programmes that expand the assignments of an individual and that create for them roles that challenge and enable learning by working (Bethke-Langenegger et al., 2013). Coaching, mentoring and the setting up of communities of learners with similar mind-sets can help support such programmes (Kirk et al., 2013).

Individual interests and curiosities, and existing skills can all be matched to

development needs and job opportunities (Collings and Mellahi, 2013). The nature of the work can be informed by deep organisational knowledge and a sophisticated appreciation of the people involved. For McDonnell et al. (2010), the retention of employees involves an employer seeking to keep employees who are desirable so that the objectives of the organisation can be achieved (Bethke-Langenegger et al., 2013). A plan for retention has been discussed by Collings et al., (2012) that seeks to preserve human and intellectual wealth, with the aim of guaranteeing workforce productivity and stability, as well as reducing the costs that would be incurred from greater levels of turnover of employees. The research of Collings et al., (2012) offers five explanations for people quitting an organisation, four of which relate to communication and only one of which relates to compensation. For the majority of people who have decided to quit their jobs, a lack of inspirational feedback, or on-going, positive reinforcement from their managers, has led to them becoming discouraged and feeling like their services to the organisation are going unappreciated (Bjorkman et al., 2013). These findings are supported by those of Boselie et al., (2013) and Kirk et al., (2013) that have ranked poor quality of management as the most frequently cited reason for an employee leaving an organisation.

3.7.1 Employee engagement

A further talent management concept that can be categorized as retention is the creation of a working environment that stimulates and inspires workforce engagement with business activities (Collings and Vaimana, 2013). As Cooke et al., (2014) point out, there will definitely be a low turnover of employees within organisations that have created environments that are creative and keep people

feeling involved. Similarly, Uren (2007) has asserted that the creation of an encouraging atmosphere will increase employee participation and guarantee a high degree of dedication, loyalty and commitment; Uren considers this to be crucial to TM. For De Vosa and Driesb (2013), encouraging approaches to TM are good for “*bringing discretionary effort to work, in the form of extra time, brainpower and energy*”. The engagement of employees is dependent on various psychological factors, which are unique to everyone and, thus, hard to predict or measure (Marachi and Wario, 2013). The intentions, responses and innermost feelings of an employee can influence engagement rates, along with the positive relationships with customers and the financial performance of a company (Bjorkman et al., 2013). Marachi and Wario (2013) consider that most members of a workforce do not engage, with only the top talents within the workforce feeling a sense of engagement; a salient consideration for TM. The notion of engagement was developed from classic theories related to motivation, with intrinsic motivation involving someone doing something for its own sake rather than for the receipt of a reward (Collings and Vaimana, 2013). Numerous TM definitions involve consideration for motivation within them (see, for example, Bethke-Langenegger et al., 2013; Boselie et al., 2013; and Sujit, 2013).

3.7.2 Motivation

Motivation spurs on individual competencies. The level of personal motivation determines how an individual uses and displays their competencies, and has a direct bearing upon their professional behaviour and performance (Boselie et al., 2013). Clearly, it is important to identify the quality of motivation. For Downsa and Swailesa (2013), motivation can be considered as a form of

collaboration between three different social motives that affect the willingness of a person to maintain good relationships with other people: their personal profile of motivation; their drive towards achievement; and their drive for power (Downsa and Swailesa, 2013). If the ultimate purpose for someone is personal improvement, then attempts are constantly being made to do tasks in a way that is better, different and/or faster. A distinguishing feature of a drive to achieve is the taking of realistic risks with an acceptance of responsibility for the outcome (Boselie et al., 2013). Lastly, a social motive to have influence involves an aspiration to have control over others, a wish to make some sort of impression, to establish some sort of reputation and/or to occasionally offer guidance and support (Drenth et al., 2013). Dries (2013) notes that empowerment can be considered another form of motivation, with it contributing to reduction in cost, increases in productivity, creation of knowledge and performance within business. The aforementioned tactics can be enhanced in calculated and spontaneous working environments where fresh and innovative ideas can be contributed by any employees if they are given the opportunity (Spraggon and Virginia, 2014). In this manner, commitment to the objectives of an organization can be strengthened in a way that ensures that services and products are improved in value (Dries et al., 2013). Moreover, Farndale et al. (2010) note that the involvement of employees can differ in strength, depending on industrial applications, the national context in question, and the existing legal structure. A survey was provided by Ahammad et al., (2012) that shows that on a scale for commitment and incentive of an employee, pay ranked at a lower level. On the other hand, Askary et al., (2014) have pointed out the importance rewards have for the practice of talent management. Brink et al., (2013) further

supported this view by stating that basing pay on employee performance was a powerful stimulation for those who had an aptitude for high level performance within an organisation.

3.7.3 Not retaining the wrong people

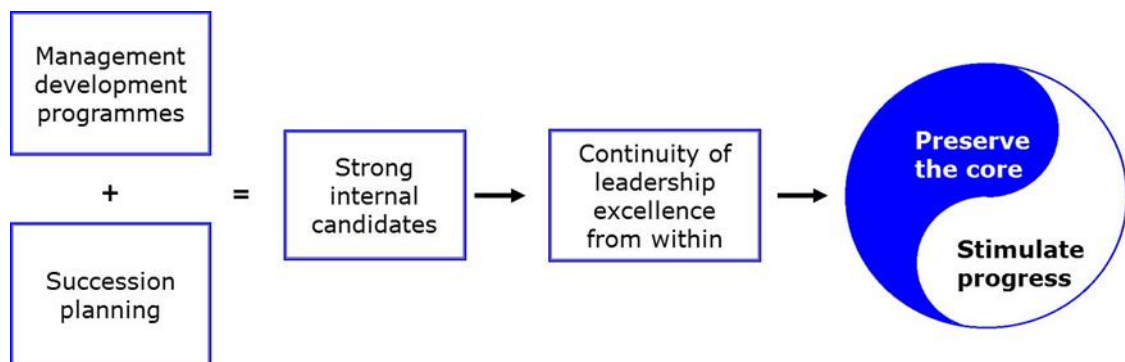
Following a discussion of the importance of discovery, assessment, development and retention of individuals that are high performers, it appears self-evident that the opposite scenario is of equal importance, i.e. the letting go of employees that fail to reach a satisfactory level of performance (Coulson-Thomas, 2013). Berger and Berger (2004) note that between 3 and 5% of employees within an organisation are unable to work with their peers, fail to give what is expected of them, or fail to meet the requirements for competence and so on. Such people can be grouped as 'misfits', and they are either in need of intense supervision upon a programme of special development or they should be assigned a different task (Joyce and Slocum, 2012). If a swift improvement is witnessed, it can be concluded that the person had been assigned the wrong job(s). If there is still a lack of improvement, the 'misfits' ought to be removed from the organisation in question (Sidani and Al Ariss, 2014). Firing employees may seem an extreme measure; however, if people are difficult to work beside and they are negative, then little or no positive contribution is being made to the organisation (Kaur, 2013). There ought to be little tolerance for poor behaviour within an organisation as it may lead to difficulties for the recruitment and retention of the best talent, a downward spiral within customer/client relations and a poor reputation that will result in a negative hit on the confidence of investors (Allen and Ulrich, 2013).

Within the UAE, however, there can, in general, be great difficulty in laying off or sacking an Emirati national. It is often the case that Emirati employees simply refuse to comply with employment conditions and terms with little fear of any disciplinary measures being taken (Alnaqbi, 2014).

Research has shown that the strategies of the managers dictate, by and large, whether or not an employee leaves or stays (Joyce and Slocum, 2012). The mentality and actions of managers, then, can have a huge impact upon subordinates, and employees can be affected negatively by communications that are off-putting (Sinha, 2012). If a manager treats a subordinate in a harsh way, then productivity and concentration can be hindered and this can, eventually, lead to a great deal of dissatisfaction with regard to their jobs (Waheed et al., 2012). As well as this, poor treatment can lead to negative effects upon mental and physical health and this can, ultimately, culminate in a high turnover of employees (Rindermann et al., 2014). Regardless of whether poor treatment was aimed at low or high performers, results that are unwanted can cause the same amount of harm (Swales, 2013). An unappreciative perspective towards subordinates may lead to significant costs for a company; low levels of satisfaction can lead to poor performance levels and these can result in employees actually costing an organisation more than their worth to it (Oltra and Lopez, 2013). Moreover, the loss of subordinates and legal costs from lawsuits and other matters related to discontented workers can lead to sizeable expenses that an organisation could well do without. As a result of these linkages, Joyce and Slocum (2012) have explained that treatment and performance should be treated together as a single issue.

Keystone (2015), points out that managing talent is about designing a long-term capability strategy for the organisation. It is about combining and integrating management capability with mission objectives to make the most of the opportunities and minimise the uncertainty of change.

Figure 3.4 Talent Management Strategy



Source Keystone (2015),

The above talent management figure reveals the importance and scope of strategic talent management. It shows clearly that talent management is not a short-term perspective but a complex adaptive and evolving system. The AD Police Department do not have a 'strategic' approach to talent management. They have informal guidelines on recruitment but there is no strategic plan which is aligned to the wider mission objectives and needs. The AD Police Department needs to move from this every reactive way of recruiting to a more proactive way of attracting talent.

3.8 Distinguishing between Talent Management and HRM

3.8.1 Defining human resource management (HRM)

Over the years, human resource management (HRM) has had many different

labels. Consequently, there are a lot of different definitions for HRM. However, for the purposes of this current study, the interpretation of Price (2007: 55) is used because of its broad ranging nature; hence, HRM can be considered as:

“A philosophy of people management based on the belief that human resources are uniquely important to sustained business success. An organisation gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Human resource management is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies”.

Price (2007) states that the HRM concept is considered elusive and vague by many people and different authors have given a diverse range of interpretations of it. At first, the personnel department was thought of as organisational area for the administration of HRM, with the hiring and firing of people and the paying of salaries being the main functions (Kolachi, 2013). As Schuler et al. (2011) indicate, the guidelines for HRM used to be focused solely on employer turnover, absenteeism and similar forms of measurement. Broadening the concept out, Storey (2001:63) defines HRM as:

“a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques”

Likewise, Cascio (2010: 552) described HRM as:

“the attraction, selection, retention, development and use of human

resources in order to achieve both individual and organisational objectives.”

The function of HRM is now seen as having more of a strategic meaning and it can be considered as a managerial approach to building competitive advantage for a company through the strategic deployment of personnel, structural and cultural practices so that talent and commitment can be developed amongst employees (Afiounia et al., 2014). There is, thus, a belief amongst the companies of today that people are the assets of an organisation that are its most valuable (Kolachi, 2013). HRM, then, has grown in importance, with strategic planning developed along with it and, nowadays, HRM has been elevated to an important aspect of managerial operations for meeting organisational goals (Brink et al., 2013).

Certain authors have remained critical of the ambiguous and contradictory nature of certain aspects of HRM, including the most recent focus upon talent management; however it is often considered that success hails from having the right people in place (Chuai et al., 2010).

3.8.2 Comparing talent management (TM) and HRM

It can be concluded from a review of the literature that TM is a concept that is elusive and that can be defined in a variety of different ways. Schuler et al., (2011) state that: “[Clearly] there is no single, consistent or concise definition of TM”. Consideration can be given to whether or not HRM and TM display any obvious distinctive differences or whether they share overlapping characteristics. However, it is clear that the current debate in HR and its

contribution towards the performance of organisations has taken a shift of focus towards TM (Schuler and Tarique, 2010; Seth, 2014; Sidani and Al Ariss, 2014; Singh, 2012; and Swailes, 2013). Three particular lines of thought appear to be suggested within the broad literature on the area. Firstly, it is claimed that TM is a logical development and extension of HRM and that there are no fundamental differences between them (Sidani and Al Ariss, 2014). Such a perspective considers that both TM and HRM have the aim of ensuring that the demand, supply and flow of employees through an organisation are managed so that the right job is done at the right time (Tansley, 2011). As TM can, typically, include activities for HR such as recruiting, selecting, training and appraisal, it covers all 'traditional' functional HRM areas and can be considered as an exercise in rebranding or relabelling, with the 'talent' word replacing the 'people' one (Waheed et al., 2014). Such a trendy rebranding may lead to enhancement of the status or credibility of HR, as indeed the move to HRM from 'personnel' did. However, as Akan and Kolachi (2014) stress, a conceptualisation of TM within terms that are traditional to HRM/D seems to offer little to an understanding of how talent can be managed more strategically. Hanif et al. (2014), however, have gone so far as to state that many managers may adopt TM as the new label for HRM/D.

The second line of thought appears to argue that TM has a selective focus in its integration within HRM (Brink et al., 2013). The same tools may be used by TM as are used by HRM; however, the focus is on particular section of the workplace, i.e. those perceived as talented because of potential and/or because of current performance (Chuai et al., 2010). The TM concept relates to a range of activities such as the attracting, recruiting, developing, deploying, and

retention of, particular talented and critically valued people, with the key processes providing support for one another (see, for example, CIPD, 2007b). There is a focus on both external pools of talent and those that are internal to the organisation. Marketing theory concepts have been borrowed by much of the theory that has been adopted by this second perspective, such as 'workforce segmentation' and the 'employer brand' and the attraction and retention of key individuals (Schuler et al., 2011; Afiounia et al., 2014).

There is a focus upon pipelines of talent rather than pools, and there is a tendency to draw concepts from theories on logistics and operational research rather than marketing theory as, for instance, can be seen in the work of Allen and Bryant, (2013). This perspective has a closer relationship to human resource planning, with a focus that is, primarily, upon continuity with talent and its link to succession planning (SP) (Al Mutairi and Zainal, 2013). TM can, therefore, be seen as the strategic management (often using appropriate software systems) of the flow of employees that are talented as they pass through a variety of roles within an organisation (Al Yahya and Biygautane, 2014). Programmes for TM have a design that focuses upon the creation of pools of talent that feed into particular classifications of jobs, with a focus upon the capture and development of those skills, competencies and behaviours that would make employees and roles successful in the future (Ayub et al., 2013). The perspective here is one that focuses more upon development of a mindset for talent that is holistic and that extends across an enterprise. Indeed, Bethke-Langenegger et al., (2011) have stressed that TM is more than succession planning, HRM or leadership development initiatives; it instead represents a collective approach to the recruitment, retention and development of talent for

the future benefit of an organisation. From this perspective, TM can be considered as extending beyond the aforementioned domains to include organisational culture, change management and strategy and, according to the work of Chadee and Raman (2012:3), the difference between TM and HRM is a matter of the science of decision making:

“Human resource management (HRM) can be distinguished from talent management (TM) in terms of the former being the ‘professional practice’ and the latter the ‘decision science’ (Boudreau and Ramstad, 2005). A decision science connects organisational decisions to its success and, in this sense, TM is a decision science as it enhances decisions about talents within and outside the HR function (see Boudreau and Ramstad, 2005b) for better organisational performance.”

Hanif et al., (2014), CIPD (2007b) and Iles (2013) contributed to the debate by strongly defending TM, arguing that it is not just a management fad or craze. Similarly, Chuai et al. (2010), point out that TM is more than just another fashionable HR term, emphasising how crucial it is to the success of business. Collings (2014) stated that *‘TM is a lot more than yet another HR process; the talent mind-set is not just another HR fad’*. A further clear and strong statement on the matter was expressed by Schwartz and Liakopoulos (2009:3) in showing their belief that talent is a problem for business, rather than a problem for HR:

“To have an impact on business issues, talent strategies need to start with business issues - not with employee lifecycle issues. For

precisely this reason, in fact, some CEOs are appointing business leaders outside HR to head the talent function. But no matter who leads talent, the business challenges should always be front and center”.

By way of conclusion, essentially HRM deals with all employees and the management of them, whereas TM relates to the management of key talents that have been identified from amongst all of the employees (Oltra and Lopez, 2013). As such, TM is a form of management that is targeted, that is based upon a differentiation of employees and so it can be distinguished from everyday management issues and ordinary employee matters. This research has made a contribution to the debate over TM in summarising its main features and explaining perspectives of it. The distinctions between TM and HRM are clarified, along with the perspectives taken on the selective focus of TM within HRM, and TM as competence development with an organisational focus (Afiounia, 2014).

Figure 3.5 Distinctions between TM and HRM

CHARACTERISTICS OF HR AND TM PROCESS		
	HR process	TM Process
Goals	Greater efficiency, obedience	Better management of people to achieve strategic business goals
Metrics	Shorter time to hire, lower cost to fill, higher percentage of employees reviewed	Higher quality hires, stronger leadership pipeline
Benefits	More efficient HR performance	Better business performance
Users	HR professionals / power users	Business managers, HR professionals
Decision Makers	HR specialist	HR specialist, senior executives, business managers,

Source: Afiounia (2014).

3.8.3 Comparing Succession Planning and Talent Management

Succession planning and Talent Management are dynamic processes which are often used interchangeably as an overarching term overlapping in meaning. Succession planning may be defined as a strategic, systematic and deliberate effort to develop competencies in potential leaders through proposed learning experiences such as targeted rotations and educational training in order to fill high-level positions without favouritism (Mathew Tropiano, 2004). Thus succession planning needs to be aligned with other areas of HR management, including talent management, learning and development processes and performance and pay reviews. Lack of alignment can cause complications, such as having an explicit talent management process and an implicit succession planning process. In turn, talent management can be an effective 'feeder'

process for succession planning or can sometimes incorporate succession planning altogether within its leadership and management processes.

3.8.4 Challenges of Talent Management

Although talent management as a field continues to generate plenty of interest, it has grown in stature, but it has not reached maturity and has yet to become a fully-fledged topic. The underlying reasons for this impediment could be attributed to the scale of the debate about what constitutes talent and its merit and value as a management concept. The debate is polarised between those who firmly argue that talent management can bring an added value to the organization. Others contend that the overstated claims of TM are merely tentative and lack practical implications. The most significant challenges for implementing a TM strategy within an organisation can be summed up as follows:

External factors

- an increasingly global labour market
- an increasingly virtual workplace
- a vastly diverse workforce, in terms of age, race and culture particularly in the GCC countries
- a more vocal workforce with views about their rights, work–life balance and access to information about career opportunities.

Internal factors

- Management lack of clear understanding and knowledge of TM
- Constraints in moving and promoting employees to different roles around

the organisation;

- Preparing employees for changing roles and responsibilities in terms of competence, capability and expertise readiness for the new tasks
- Maintaining staff engagement and commitment within the current cultural mind set
- Inadequate alignment between the organisational strategy and talent strategy;
- Insufficient management engagement and support in changing structures, roles and responsibilities.

3.9 Criticisms of Talent Management

Despite the hype and the prominence of talent management generated by the proliferation of published material and thoughts about talent by both practitioners and academics which led to the emergence of a vast number of talent centres and conferences over the last two decades, it is probably fair to say that TM has gained currency through fashion rather than through excellence and value. The obvious gap in terms of definition, scope and depth of research still prevails. Previous research is often descriptive in nature and lacks empirical evidence. The main shortcomings can be summed up as follows:

1. A clear and universally accepted definition of what is meant by talent management still continues to elude many studies and authors.
2. TM as a topic area is yet to declare its independence from its foster parent HRM. Some say it is not a fully-fledged topic. Talent management often operates under the HRM umbrella. It involves training, coaching,

supply chain and operations, and marketing etc.

3. TM debate and research are mainly western oriented where Anglo-American academics and organizations dominate this field. There is a need for different and diverse perspectives and fresh insights.

3.10 The place of TM in the UAE agenda

There is an increasing level of dynamism and complexity to the current regional, social and economic circumstances of the UAE (Williams et al., 2013). Decision makers have a major worry in addressing the shortfall of skills within the national workforce, and there is a general view amongst researchers and practitioners that TM is a key challenge for organisations in the coming years (Mellahi and Collings, 2010; Yaseen, 2013).

Spraggon et al., (2014) stress that TM is essential for the creation and maintenance of teams of talented employees, for the provision of a consistently good performance; as such, teams within various sectors can benefit an organisation greatly in their solving of problems. Talent can be considered as the sum total of the abilities of a person, i.e. their skills, experience and knowledge, character, drive, attitude and intrinsic gifts. TM involves the recognition of these talents within an organisation, their development and management, and the provision of appropriate compensation to the employees in question (Armstrong, 2012). It has been further suggested by McDonnell et al., (2010) that plans for an organisation to expand and to become a market pioneer lead to a need for consideration for changes to the business environment and appropriate adaptation to those changes (Ozbilgin et al.,

2013a). Such changes bring about new opportunities, and it is vitally important that TM practices within an organisation give it business agility so that these opportunities can be exploited (Sinha, 2012). In the light of these realities, several organisations have recognised the importance of TM to organisational success and have begun to focus on TM practices, even to the extent of having set up separate, dedicated TM departments (Ballesteros, 2010).

Today's uncertainty and complexity within the rapidly changing business environment has led many organisations to have flexible methods and the capability to adapt quickly to changing circumstances (Al-Ansari and Darwish, 2014). Given the many ambitious projects across all sectors within the UAE, there is a hunger for talent and a major challenge is the successful attraction, assessment, training and retention of talented people (Slocum and Tian, 2014). As a result, it is now commonly recognised that it is essential to build up and develop a national pool of local talent that can secure the economic and social success of the country well into the future (Rana et al. 2013).

3.11 Emiratisation and the management of talent

3.11.1 Emiratisation policy and bridging the talent shortage

Emirati citizens are well-aware and often uneasy about the heavy reliance on foreign companies and expatriates within all sectors of the UAE economy. The UAE government proactively responded to promote and support the UAE citizens' national interests in view of the turmoil sweeping across the Arab World. The government shrewdly introduced the Emiratisation policy to address the growing demographic imbalance in the labour market. There has been a

rapid growth in the number of UAE companies in recent years and there has been a greater amount of investment in the training and development of local citizens (Mohammad, 2013). Nationals are thought of as important assets for the development of the UAE economy; however, the continued economic growth has been heavily reliant upon a multi-cultural foreign workforce (Nadkarni and Stuart, 2014). It has been argued that a large number of UAE nationals have remained unemployed and so the new Emiratisation policy, introduced in the early 1990s in both private and public sectors, was established to counter a perceived imbalance within the workplace (Alabdelkarim et al, 2014). Developed by the UAE Council of Ministers since the 1990s, the Emiratisation process has sought to overcome any structural constraints that hampered the employment of the citizens of the UAE, as well as addressing any social issues that have become apparent as Emiratis entered the labour market (Elbanna, 2013). One key objective for the Emiratisation policy has been the provision of work opportunities to larger numbers of local citizens. The term 'Emiratisation' is more apparent within the public sector than the private sector; however recent government laws have sought to address this issue as well. Employers were found to have a lack of trust in the level of work readiness of UAE nationals. It was also shown that national workers have a tendency to perceive that the private sector has lower wages and fewer career type opportunities (Fox and Al Shamisi, 2014). So that Emiratisation policy can further help in the achievement of the UAE government vision and strategies, there needs to be a concerted effort to ensure it is implemented within the private sector, with private sector organisations being considered as major partners within the HRD of the Emirati state (Gurel et al., 2013).

3.11.2 The rationale for the policy of Emiratisation

In light of the difficulties of bringing about a reduction in the need for foreign workers, or the curbing of foreign manpower, an alternative approach is to enable national citizens to upgrade their skills so that they have a competitive edge within the job market (Harrison and Michailova, 2013). In accordance with the government strategy of the UAE that was launched in April 2009, companies established committees and teams to study, develop and implement a series of actions tailored for support for Emiratisation with the objective of having a qualified local workforce filling a variety of posts within the majority of sectors (Marmenout and Lirio, 2014). In launching the UAE Federal Government Strategy, His Highness (H.H.) Sheikh Mohammed bin Rashid Al Maktoum, the Vice President of UAE and the Ruler and Prime Minister of Dubai, stated that a major factor for the UAE strategies would be a focus on achieving *“sustainable and balanced development and a high quality of life for all UAE nationals”* (Sheikh Mohammed, 2009).

With the launch of this strategy, great pressure has been brought to bear so that the UAE economic and political system would produce much larger numbers of Emiratis with the ability, readiness and willingness to engage in the job market (Modarress, et al., 2013). Ozbilgin et al., (2013) indicate that a number of institutions in the UAE have begun to research HRD issues in a variety of fields, such as employee development, labour relations, employment and market research. Key roles are being played by the National Human Resources Development and Employment Authority (TANMIA) and the Ministry of Labour and Social Affairs in preparing Emirati citizens with opportunities for training and

development and, ultimately, employment, within both the private and public sectors (Rindermann et al., 2014; Spraggon et al., 2014).

Toledo (2013) has highlighted various examples of the services and schemes that are run by TANMIA as follows:

1. Advice and guidance: Local people are helped to make decisions related to their careers through the provision of information about various alternative jobs. As such, local people are helped to make plans for the achievement of their personal goals.
2. Skill development: Provision of help to Emiratis in developing the necessary, basic skills that can help them obtain work, such as job search approaches, refining a CV and techniques to help prepare for interviews.
3. Identification of alternatives: Alternative opportunities such as further education and training are explored to help give local people a range of options for their personal and career development.
4. Raising awareness: A range of tools and information are imparted to nationals of the UAE so that they can be empowered to make informed choices about their working and personal lives. Examples of assistance to help raise citizen awareness are careers library orientation programmes, summer work experience opportunities, shadowing workers in a field that interests them, occupational seminars, personal interviews and employment workshops.

The Emiratisation policy was initially welcomed as its aims were perceived as revolutionary in attempting to bring about radical change to business, employment and the economy, in general, whilst simultaneously reassuring

citizens about the future stability of the country (Vassilopoulou et al., 2013). However, some did consider the policy of Emiratisation as political rhetoric that was unrealistic and ill-timed (Williams et al., 2013). Others argued that the supposed imbalance in the workforce was partly due to Emiratis being unwilling or unqualified to do certain jobs. Overall, the policy has been considered a failure thus far (Alabdelkarim et al., 2014). In essence Emiratisation was implicitly and explicitly designed to protect the Emirati citizens' interests through developing, training and recruiting UAE nationals to reduce unemployment and curb the country's dependence on an expatriate workforce (Abed, Vine, & Vine, 1996; Dale, 2004; Ingo, 2008). As a result the government set a Tanmia project to specifically address Emiratisation issues by creating job opportunities for the national workforce in partnership with both public and private sectors, and addressing the talent shortage of the national workforce through the provision of learning and development interventions and resources (Tanmia, 2005). However, putting Emiratisation policy into practice implies restricting much of the current labour market forces to create knowledge based jobs that young Emiratis want. This is not likely to happen soon. Reducing UAE dependence on a foreign work force could lead to instability because many expatriates are working in jobs which the Emiratis simply would not do.

3.11.3 Potential reasons for the skills shortage in the UAE

1. The motto of the majority of organisations in the UAE is '*make profit as you go*'. There is little concern or no agenda nor strategy for people management and development.

2. Management styles and approaches to people management are predominantly traditional and as the majority of the employees in most organisations are expatriates who are employed a contract basis they are considered easily replaceable.
3. The UAE economic boom is exceeding the rate of production of talent.
4. There is a lack of skilled and talented professionals at both the bottom and the top of organisations (Chadee et al., 2013).
5. All industries, especially the service sector, operates almost exclusively with foreign manpower simply because Emirati nationals refuse to work in such labour intensive sectors.
6. As there are no incentives for development, many organisations are undermined by employee retention issues, with poaching of employees a common occurrence.

3.12 UAE Vision 2021

UAE Vision 2021 was launched by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, at the closing of a Cabinet meeting in 2010. The Vision aims to make the UAE among the best countries in the world by the Golden Jubilee of the Union. In order to translate the Vision into reality, its pillars have been mapped into six national priorities regarding human capital in general and Talent Management. The United Arab Emirates owes a great debt of gratitude to the perseverance, wisdom, and forward vision of its founding fathers, who in those early days invested all their efforts and took careful stock of their resources in order to chart the path that has shaped our great nation. In this quest they rose to the

challenge of building a modern and progressive nation, in order that the Emirati people may share in the fruits of their common development. The UAE can count many impressive accomplishments since its inception, and now stands among the most advanced nations in the world. Emiratis have gained many benefits from this remarkable pace of development while also preserving the fabric of their society, the essence of their way of life and the strength of their culture.

This Vision outlines the different phases of a long journey leading to the year 2021, the golden jubilee of the UAE. While this Vision is inspired by the principles of the UAE founding fathers, it is also guided by the National Work Program launched by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, the President of the UAE, and adopted by Their Highnesses the Rulers of the Emirates and Members of the Federal Supreme Council.

In view of instability in the gulf region, the UAE is preparing to respond proactively to all challenges in a way that will secure to the future generations, security, stability and a life filled with dignity and respect (His Highness Sheikh Mohammed bin Rashid Al Maktoum). The National Agenda also aims for the UAE to be among the best in the world in entrepreneurship as this plays a key role in unlocking the potential of nationals and enables them to be a driving force of the UAE's economic development through small and medium enterprises in the private sector. Furthermore, the Agenda strives to instill an entrepreneurial culture in schools and universities to foster generations endowed with leadership, creativity, responsibility and ambition. This will allow the UAE to be among the best in the world in ease of doing business,

innovation, entrepreneurship and R&D indicators. Moreover, the government aims not only to achieve leading positions in global reports, but to also provide a good life for its citizens. Therefore the National Agenda seeks to place the UAE among the top countries in the world in income per capita and ensure high levels of national participation in the private sector workforce. The UAE will harness the full potential of its national human capital by maximizing the participation of Emiratis, encouraging entrepreneurship, and nurturing home-grown public and private sector leaders while attracting and retaining the best talent.

3.13 A Strategic Approach to Talent Management Attraction: Employer

Branding

Is the 'war for talent' and the desperate scramble for highly skilled employees and knowledge workers, since it was launched in the 1990's over? Or conversely, has the war for talent escalated? According to Bersin 2013, the battle for talent is set to continue and TM is here to stay and it has even intensified thanks to social media like LinkedIn, Twitter, and Facebook as people can find new jobs easily. Research shows that there is a need to "Reskill HR" because HR itself needs to continuously hone its skills to maintain its relevance and value. Botha et al., (2011) published a study entitled: *An employer brand predictive model for attraction and retention*. It found that the employer brand under the influence of group needs, strategy, brand consistency, communications and human resources, was a measurement of the efforts of the employer. In the same vein, Kehinde (2011) in his research entitled *"The impact of talent management on organizational performance"*,

reveals that there is the positive impact of Talent Management on the performance of the organisation. This is supported by Beardwell and Claydon, (2010:190-191) who argue that:

“whilst there have been a number of significant developments in the activities encompassed within the talent management umbrella, e.g. the growing interest in employer branding, employee engagement and the benefits of being an employer of choice, in many cases talent management activities lack the integration necessary to secure the flow of talent that organisations will require in the future”.

In order to project a better image, the AD Police department must raise their profile as an ‘*employer of choice*’ in UAE and curb the attrition of key managers who did not see a clear development career path from senior manager to director level. This would entail a shift from a control and command approach to an enabling culture.

Therefore, putting in place a talent strategy begins with an audit of employees capabilities and expertise and using the data to identify the main gaps and how best to address them. Among the key questions to address, Clutterbuck and Haddock-Millar (2015) suggest the following:

- ❖ How can we move away from generic to personalised development?
- ❖ How can we create multiple career paths, so that linear career paths are no longer the norm?
- ❖ How can we help people to build both depth and breadth in their career portfolios?
- ❖ How can we ensure that middle managers do not lose their “human”

characteristics when they move into executive roles?

- ❖ How can we give as many people as possible access to the opportunities to develop leadership skills?
- ❖ How can we help people find ways to compensate for their weaknesses and make better use of their strengths?
- ❖ How can we recognise where people's energy lies?
- ❖ How can we make people more accountable for their own development and their own career management?
- ❖ Can we make talent development a partnership between HR, line managers and the talented employees themselves?
- ❖ How can we make sure that we don't weed out aptitudes, such as strategic thinking, before people get to the senior levels, where they will be needed?

3.14 Summary and gaps in the literature

Whilst TM has been given a considerable amount of attention from both practitioners and academics within recent years, there are numerous gaps and contradictions that stimulate interest and call for further empirical study. The present literature review has shown that there is a broad range of views related to Talent Management, with experts failing to agree on procedures and approaches let alone clear definitions. This view is supported by Lewis and Heckman (2006:139) who point out that: *"A review of the literature focused on talent management reveals a disturbing lack of clarity regarding the definition, scope and overall goals of talent management."* Collings and Mellahi, (2009:

304) echo the same sentiment “..*the field would benefit from a clear and comprehensive definition of the concept.*”

The term talent itself, is commonly held to have multiple perspectives with it being neither clear-cut nor standardised, so TM has a wide range of meanings depending on whose definition is sought. The literature review shows there is a lack of consensus and a degree of inconsistency in the way in which TM is treated, and so it is difficult for a practicable and sound strategy towards it to be proposed. Indeed, terminologies can be found to have been used interchangeably within the TM literature and so this research takes the stance that the term talent requires a more holistic and unified interpretation that is mindful of its multi-faceted nature. This research is an extension of the TM literature in that it, in being based upon the study findings, provides empirical evidence. Much of the literature on TM is mainly descriptive in nature with a heavy reliance upon the conceptualisation and definition of its characteristics with a focus that sees TM as being separate from strategic human resource management and traditional human resource management. Despite the fact that the TM literature has covered extensive mileage, its focus remains mostly unchanged. It highlights and describes specific strategy and programmes designed for the purpose of employees’ potential development (Ashton & Morton, 2005). There a slight shift from emphasising the hunt for individuals’ attributes to the process of talent management.

Budhwar and Mellahi (2007) consider that very little relevant research has been undertaken in the Middle-East in the field of human resource management. In highlighting the issues for the successful implementation of strategies related to

TM, Abdoun (2010) has argued that effective implementation in the Middle East will take time. Hall et al. (2012) point out that even though public sector organisations are seemingly enthusiastic about TM within GCC countries, only a few studies seem to exist related to the identification of talent and so the literature can be considered underdeveloped. Also, the absence of a precisely defined, universal definition for TM and the lack of evidence of an effective and proven approach for the implementation of TM have led to further gaps (Heckman and Lewis, 2006). Heckmann and Lewis (2006) state that the implementation of TM programmes is weakened by a lack of clear definition at the outset of the goals and objectives that they have.

Moreover, scholars such as Cappelli (2008) and Ford et al. (2010) have expressed doubt at the credibility of research that has been previously conducted within the area of TM. Bjorkman et al. (2007) highlighted a distinct lack of qualitative research within this field of study, with most studies being solely based upon data that have been collected from senior executives. Caplan (2010) also argues that the theory related to the implications of TM is weak, and Koh (2003) has underplayed the significant role played by HR in the successful implementation of practices related to TM.

Collings and Mellahi (2009) stress the need for more refined research into approaches to TM within the Middle East. Steers and Sanchez-Runde (2001) consider there to be huge levels of interest in the TM concept within organisations in the Middle East. However, the work of Rowley et al. (2008) revealed that there is less of an impact from TM practices within developing countries than had been initially expected.

Work by the CIPD suggested that the success, or otherwise, of a strategy for TM is significantly dependent on appropriate implementation, and such a measure is vital for reaching exceptional levels of business performance (Foster et al., 2007). There are several ways in which this research study makes a contribution to the literature. Firstly, the existing literature on TM is narrow and fails to go deeply enough. Secondly, the benefits and importance of TM have seemingly been overlooked, despite the well documented nature of the UAE economy and its reliance on a foreign workforce. As such, there is a need to fill the identified gap in the literature and to highlight issues related to TM so that decision makers in the UAE can pay more attention to the challenges ahead and help them address the talent shortage faced by Emirati society. Admittedly, in view of the changes occurring in the Arab world, there is a greater awareness and more urgency in the UAE about developing a TM strategy as the heavy presence of expatriates has given rise to a serious cause for concern. There is also a recognition of the problem of shortage of talent in the UAE.

3.15 Main findings of the Literature

Literature on Talent Management has revealed a range of conflicting views, confusion and lack of clarity regarding how TM differs from HRM. The breadth and depth of literature on the war for talent focuses on the importance for talent development and discusses the reasons why talent management is beneficial for an organisation's success. However, there is a dearth of theoretical knowledge and few landmarks about TM. Firstly, the literature is vague on what TM means exactly. In addition, the literature on TM highlights mainly the role of

talent as a driving force to achieve organisations' performance, profit and sustainable competitive advantage (Collings & Mellahi, 2009; Ulrich & Ulrich, 2010). Both academics and business experts tend to focus on definitions, approaches and procedures – seeking a one size fits all TM model or approach. Empirical findings of talent management within the public sector in developing countries remain limited. Models have not been tested as most the breadth and scope of the literature related to TM remains fragmented, unfocused and limited. Many definitions of Talent Management have been provided but the confusion of differentiating TM from HRM is apparent. Many definitions converge on TM being another label for HRM. Others claim its autonomy. Most TM models that are currently recommended by talent centres and talent agencies are too abstract and lack practical implications.

CHAPTER FOUR

RESEARCH METHODOLOGY AND METHODS

4.1 Introduction

This chapter discusses the methodology and methods employed in this study which focus on the benefits and significance of developing a talent management (TM) strategy at the Abu Dhabi Police Department. It explains and justifies the reasoning behind the choices for the methodological approach taken, as well as clarifies the theoretical stance taken in the construction of the questionnaires. The manner in which a pilot study was conducted is explained. The chapter also provides a discussion of the plan for analysing the data. This chapter demonstrates how decisions have been made in order to achieve the objectives of the research. The main focus of the study is to investigate the importance of creating a clear TM agenda at the Abu Dhabi Police Department of the UAE. It assesses the relevance of TM and makes recommendations on how an integrated programme for TM can be developed within the public sector, so that the governmental mission objectives can be achieved. The study explores the constraints and challenges that hinder the development of TM at the Abu Dhabi Police Department and provides a critical assessment of the current practices of HR in relation to the attraction, development, recruitment and retention of employees. Over the last decade, the UAE demographics have been transformed as many migrants with a wide range of social and cultural backgrounds, are working and living in UAE. As such, the UAE decision makers in a growing modern society are faced with new challenges. There is a shortage of a national work force and threats of destabilisation.

4.2 The significance of research

Before discussing the research methodology in finer detail, it is essential to explain the purpose of research. Although research is important for both business and academia, it means different things to different people and is often defined by many scholars in an overlapping way. Creswell (2012:3) views research as “a process of steps used to collect and analyse information to increase our understanding of a topic or issue”. According to Walliman (2005:8) research is “a term loosely used in everyday speech to describe a multitude of activities, such as collecting masses of information, delving into theories and producing wonderful new products”. The main purpose of conducting research is to acquire knowledge that is both useful and has practical implications. Another perspective is given by Kumar (2005:6) who views research as a term for “one of the ways to find answers to your questions”. Research is considered by Burns (2000:3) as “a systematic investigation to find answers to a problem”. If a research study is considered as having the intention of finding answers to particular questions, then Kumar (2005:6) has highlighted that the process has three main implications which are:

- The study is undertaken within a range of philosophies within a framework.
- It has methods, procedures and techniques and ought to be tested for reliability and validity.
- The design of the study for the research ought to be unbiased and objective.

Understandably then, the definitions of research tend to overlap in meanings and form and there is a lack of a comprehensive, clear and precise definition for research. Hussey and Hussey (1997) have, however, indicated that there is a degree of agreement that a piece of research is systematic inquiry of addressing specific research problems or issues and involves the use of appropriate methods for the collection and analysis of data. Given the nature of the issue under consideration in this study, and the research questions that have been formulated, the main research areas are considered to be exploratory and descriptive. Changes and development within a society can be thought of as driving forces behind research of a social nature. Bryman (2008:22), for example, states that:

“in the course of reading the literature on a topic or reflecting on what is going on in modern life... (noticing) a gap in the literature or an inconsistency between a number of studies or an unresolved issue in the literature...when there is a development in society that provides an interesting point of departure for the investigation of a research question...it is done because there is an aspect of our understanding of what goes on in society that is to some extent unresolved”.

There are three aspects to a research framework that act as a structure to understand and develop it, as Creswell (2003:3) points out:

“Philosophical assumptions about what constitutes knowledge claims; general procedures of research called strategies of enquiry; and detailed procedures of data collection, analysis and writing

called methods”.

4.3 Revisiting research objectives and questions

This study examines the importance of developing talent management programmes at Abu Dhabi Police Department. In order to achieve the aim, this study has the following objectives:

- 1) To critically review the literature about theories, concepts and models related to Talent Management.
- 2) To analyse the current problems and challenges constraining the development of a Talent Management strategy in AD Police Department.
- 3) To examine if TM models and programmes developed in the west could be implemented within the UAE setting.
- 4) To explore and evaluate employees' and managers' perceptions and perspectives at Abu Dhabi Police Department towards TM.
- 5) To determine the benefits of introducing TM programmes at Abu Dhabi Police Department.
- 6) To make recommendations based on the findings of this study on how to enhance Talent Management capabilities within the AD Police Department.

This research study aims to answer the following questions:

- 1) What are the current problems and challenges hindering the implementation of Talent Management in the AD Police Department?
- 2) Can western TM programmes and models be implemented in the UAE setting?

4.4 Research methodology

Research methodology can be considered as *“Something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge”* (Saunders et al., 2007:5). Numerous definitions for research methodology can be found within the literature, with Saunders et al. (2009:595) for instance, having defined it as: *“the theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted”*.

Likewise, Kruger (2001) states that research methodology is an encapsulation of the process by which various techniques and methods are applied, scientifically, in order to create knowledge. So that appropriate research methodologies and techniques for the collection of data can be chosen, there is a need for the research objectives to be stated clearly and unambiguously. The methodology chosen for this research depends upon the overall research aims and scope of the study, the research questions that are raised and formulated for the data collection and the identified research constraints (Yin, 2009). The methodology can be considered as the overall approach towards the research process from its basis within theory to the collection and analysis of data (Cresswell, 2009). Similarly, for Valsiner et al. (2009) the term methodology refers to the relationships between phenomena, theory, data and the method(s) employed. A slightly different perspective was taken by Kothari (2008) in defining research methodology as a way of systematically providing an explanation of the research problem, showing the logic adopted and the

scientific way in which a study is undertaken. Gray (2004) has described research methodology as the application of various systematic methods and approaches in obtaining and producing knowledge in a scientific way. Collis and Hussey (2009) have stressed that a research methodology ought to provide an overall explanation of the approach that a researcher takes.

4.4.1 Distinguishing Research Methodology and Methods

There can be some confusion over the terms 'research methodology' and 'research methods' as authors often use them interchangeably. Research methodology describes how a study should be conducted, while research methods refer to those techniques and instruments that a researcher employs to actually gather and analyse data (Saunders et al., 2009). So that a strategy for the research can be determined, a researcher has to be knowledgeable of relevant methodologies and methods. The research strategy can be considered as the direction that the research takes overall, including the relevant process and, as such, several fundamental elements have an influence such as the problem considered by the research, the nature and type of questions that are posed, and the data that is required (Remenyi et al., 2002; Creswell 2009; Yin, 2009). For the purpose of this study, various types of data are to be collected and tested in order to achieve the research aims of this study. Data will be collected from various departments of the Abu Dhabi Police force using semi-structured interviews and questionnaire surveys, and the collected data will be analysed and relationships between numerous variables will be compared with findings from the literature. As mixed methods will be used, the study can be undertaken with triangulation so that the reliability and validity of the findings

can be assured; with robust findings with regard to TM, there can be greater understanding of employees at Abu Dhabi Police departments and the insight to develop appropriate TM programmes. The following section aims to discuss the methodology adopted within this research and provides an outline of the strategy set for achieving the research aims.

4.4.2 Research philosophy:

The general notion behind a piece of research is considered to be its 'research philosophy'; the term has been defined by Saunders et al. (2009) as the belief that a researcher has of the development of knowledge which influences how research ought to be conducted. Easterby-Smith et al. (2008) point out that awareness of the philosophy behind the research plays a significant part in determining an appropriate design to help in answering the research questions in a way that avoids ambiguity and confusion. On the other hand, Collis and Hussey (2009) consider that 'philosophy' is another way of expressing the term 'paradigm'. A paradigm has been described by Bryman and Bell (2007) as being the basic system of beliefs or world view that guides a researcher in a study. The paradigm helps the researcher to determine clearly what could be an appropriate design of strategy for addressing the research questions, and helps in the identification of the relevant elements to the study, such as appropriate approaches and methods for the collection and analysis of data. Saunders et al. (2012) consider that an understanding of the philosophy behind research enriches the understanding that the researcher has of the science of knowledge and, thus, enables him/her to improve the accuracy of a study in the field. Numerous authors have made the distinction between the two major research

philosophies i.e. positivism and interpretivism (phenomenology), with various alternative terms having been used for them. Positivism has also been referred to as traditionalist, scientific, quantitative and experimentalist, and interpretivism (phenomenology) has also been referred to as qualitative, humanistic and subjectivist (Collis and Hussey, 2009; Saunders et al., 2009). Within this research, the researcher will use the terms quantitative-positivist and qualitative-interpretivist. Quantitative research can be thought of as emphasising careful control in measurement through the assigning of number (Bryman, 2004). Similarly, Johnson (1997) claims that research that is quantitative is concerned with the aggregation of data that is, mostly, assigned numerical values. As Gummesson (2000) argues, quantitative research focuses on questions such as ‘How much?’, ‘How often?’ and ‘How many?’ On the other hand, interpretivist (phenomenological) research:

“focuses on the way that people make sense of the world, especially through sharing their experiences with others via the medium of language. Social constructionism is one of a group of approaches as interpretative methods in other words; people construct their own worlds and give meaning to their own realities”

(Easterby-Smith et al., 2004:28).

The following table (4.1) shows the two major research philosophies:

Table 4.1: Characteristics of the philosophies of Positivism and Interpretivism

	Positivism	Interpretivism
The observer	Must be independent	Is part of what is being observed
Human interests	Should be irrelevant	Are the main drivers of science
Explanation	Must demonstrate causality	Aims to increase general understanding of the situation
Research progresses through	Hypotheses and deductions	Gathering rich data from which ideas are induced
Concepts	Need to be operationalized so that they can be measured	Should incorporate stakeholder perspectives
Units of analysis	Should be reduced to simplest terms	May include the complexity of whole situations
Generalisation through	Statistical probability	Theoretical abstraction
Sampling requires	Large numbers selected randomly	Small numbers of cases chosen for specific reasons

Source: Easterby-Smith et al. (2008:59)

The following section provides a discussion of the two main research philosophies in relation to the study of management, with justification and explanation of the choices that have been made in regard to the methodology employed within this study.

4.4.2.1 Associated philosophies (ontology and epistemology)

Ontology can be considered as the reality that a researcher investigates, whilst the epistemology refers to the relationship that exists between that reality and

the researcher. The methodology is the overall plan and procedures that the researcher uses for the investigation of that reality (Torchim, 2006). Both interpretivism and positivism are potential options to address the research study in question. Hanson et al. (2005) state that social science ontology refers to the key principles that people have in relation to the problems being investigated; the ontology is considered by them as relating to the belief system of the researcher and leads to a prediction that social behaviour and the natural world will behave similarly. Hanson et al. (2005) argue that ontology relates to whether society is believed to be a living thing or not, with social structure potentially shaping social behaviour. Johnson et al. (2007) indicate that answering these questions involves the framing of the beliefs that a researcher follows as they seek to make sense of the social world.

Morse (2003) considers the epistemology of a study as being the type and degree of proof thought necessary, with a high degree of evidence, in the form of personal experience, trust, logic, faith or empirical evidence, being required for something to be held up as being true. For Clark et al. (2008), epistemology is the part of philosophy that seeks to unearth the answer to questions such as *'How does a researcher acquire the knowledge that is sought?'* or *'What is the meaning of knowing?'* Four forms of knowledge source can be seen within the literature, namely: authoritative knowledge, logical knowledge, intuitive knowledge and empirical knowledge (Powell et al., 2008). Authoritative knowledge depends on source quality, whereas logical knowledge is based upon the notion that new knowledge is made by a reasoned link from one point to another (Picken, 2007). Intuitive knowledge in an epistemological argument

has its basis in the feelings, belief or faith of an individual, instead of factual information (Tashakkori and Creswell, 2007). Finally, the fourth type, empirical knowledge, is based on facts being shown through methods such as observation or experimentation, for instance (Feilzer, 2010).

Table 4.2 The ontological and epistemological differences between Positivism and Interpretivism

Meta-theoretical Assumptions about	Positivism	Interpretivism
Ontology	Person (researcher) and reality are separate	Person (researcher and reality are inseparable (life-world)
Epistemology	Objective reality exists beyond the human mind	Knowledge of the world is intentionally constituted through a person's lived experience.
Research Object	Research object has inherent qualities that exist independently of the researcher.	Research object is interpreted in light of meaning structure of person's (researcher's) lived experience.
Method	Statistics, content analysis	Hermeneutics, phenomenology, etc.
Theory of Truth	Correspondence theory of truth: one-to-one mapping between research statements and reality.	Truth as intentional fulfilment: interpretations of research object match lived experience of object.
Validity	Certainty: data truly measures reality.	Defensible knowledge claims.
Reliability	Replicability: research results can be reproduced	Interpretive awareness: researchers recognise and address implications of their subjectivity.

Source: (Weber, 2004:232)

Positivism and interpretivism are identified as the main philosophies in conducting social science (Easterby-Smith et al., 2012). Positivism and interpretivism are explained in the following sections.

4.4.2.2 **Positivism**

The philosophical stance of positivism is similar to that of naturalism and is often used for the study of observable social realities. Moreover, Creswell (2005) states that studies that are positivist include final outcomes that are like the results of physical and natural studies in that the results or findings can help in the creation of generalisations that are like laws. By using empirical study, the paradigm of positivism attempts to give shape to a theory, and the researcher develops assumptions about correlation(s) between at least two variables through the use of literature and/or research studies (Remenyi et al., 2002). Empirical means can then be used to seek significant relationships between variables, with data collected so that statistical testing can be undertaken. The positivistic paradigm, then, involves taking a basic viewpoint from which scientific methods are seen as consistent for all knowledge fields; such a method gives a foundation for scientific unity within research. Positivists have a tendency to look for the causes of social phenomena and associated facts, regardless of subjectivities related to the individual (Mangan et al., 2004). Saunders et al. (2007) argue that a positivist philosophy can be related to natural science and, in common with the physical and natural sciences, social reality can be observed and law-like generalisations can be an outcome. Later on, Saunders et al. (2009) argue that positivist researchers have the significant aim of generalising their findings to a broader population. So, if a piece of

research reflects a positivist philosophy in the study of a social reality, it would tend to adopt methods that are traditionally scientific as with natural science, for the development of knowledge through the use of appropriate approaches, methods and analytical procedures (Bryman and Bell, 2007).

4.4.2.3 Interpretivism

In contrast, the interpretivist philosophy, is concerned with the social world. Bryman and Bell (2007) clearly make the point that researchers taking an interpretivist position employ several methods for studying the social world so that that reality can be understood and explained. Indeed, Denzin and Lincoln (2008:222) state that “..interpretivism believes that to understand this meaning of the world one must interpret it”. Such a paradigm views the world as being socially constructed and subjective, with an observer being a part of that reality. Remenyi et al. (2002:95) state that:

“Interpretivism is a theoretical point of view that advocates the study of direct experience taken at face value; and one which sees behaviour as determined by the phenomena of experience rather than by external, objective and physically described reality.”

Interpretivism, therefore, investigates the nature of social phenomena, with concern for all forms of experience and events with a desire to find answers to ‘Why?’, ‘How?’ and ‘What?’ questions (Dew, 2007; Saunders et al., 2007; Collis and Hussey, 2009). Numerous authors have stressed the importance of an interpretivist/ social constructionist/phenomenological philosophy for research related to business and management (Easterby-Smith et al., 2002). Remenyi et al. (2002) stress the importance of interpretivist approaches of developing an

understanding of emerging literature, as well as investigation of actual problems within the world. An interpretivist research philosophy is holistic, instead of reductionist and, in being so, facilitates investigation of complex circumstances. The context of the study is the focus of an interpretivist philosophy or paradigm, with reference being made to the use of qualitative research to highlight the subjective experience of the people under consideration (Denscombe, 2007; Rubin and Babbie, 2009). The context of a research study, then, is partly related to the research nature and the characteristics of the setting. Remenyi et al. (1998) consider that interpretivist achieves similar results to positivist and so the conclusion can be reached that, as an epistemology, an interpretivist philosophy supports the notion that a researcher needs to understand the differences between human roles as actors within a social world.

Collis and Hussey (2003) have summarised the alternative terminologies, and for ease of reference they are shown in the table below:

Table 4.3: Summary of alternative terms for research philosophies

Positivist philosophy	Interpretivist philosophy
Quantitative	Qualitative
Objective	Subjective
Scientific	Humanistic
Experimentalist	Interpretivist
Traditionalist	--

Source: Collis and Hussy (2003: 58)

Philosophies of research are thought of as having inherent fundamental assumptions which have implications for the way in which the research should be done (Creswell, 2005). Easterby-Smith et al. (2003) point out that debate still exists between researchers over the appropriateness of philosophies for particular studies and so there is a need to understand the weaknesses and strengths of the different paradigms when employed in various research contexts. The strengths and weaknesses of both positivism and interpretivism methods of research are illustrated in the table below.

Table 4.4: Strengths and weaknesses of research philosophies

Philosophies	Strengths	Weaknesses
Positivist	<ul style="list-style-type: none"> • May provide broad coverage of the range of a situation. • Can be economical and fast. • Where statistics are aggregated from large samples, they can be of considerable relevance to policy decisions. 	<ul style="list-style-type: none"> • Methods employed tend to be rather artificial and inflexible. • Not very effective for understanding processes or the significance that people attach to actions. • Not very helpful in generating theories. • In having a focus on what is, or what has been recently, positivist approaches make it hard for policy makers to infer what actions and changes ought to take place in the future.

Interpretivism	<ul style="list-style-type: none"> • Data-gathering methods are seen as to be natural rather than artificial. • Ability to look at change processes overtime. • Ability to understand people's meaning. • Ability to adjust to new issues and ideas as they emerge. • Contribute to theory generation. 	<ul style="list-style-type: none"> • Collection can be tedious and require more resources. • Analysis and interpretation of data may be more difficult. • Harder to control the pace, progress and end-points of research process. • Policy makers may give low credibility to results emerging from qualitative approach.
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Source: Amaratunga et al. (2002: 20)

In assessing the two research paradigms, it can be seen that they are not necessarily opposite or conflicting; there is a need to understand the assumptions behind each of them in making an informed decision about how to proceed with a study. Collis and Hussey (2009) provided a comparison of the assumptions lying behind each of the research paradigms within the categories of ontological, epistemological, axiological, rhetorical and methodological, and it is thought necessary to appreciate the features behind these philosophies to enhance the ability to choose a research method that works well. Table 4.5 below provides summaries of the assumptions behind the two main philosophies of research.

Table 4.5: Assumptions of the two main philosophies of research

Assumption	Questions	Quantitative	Qualitative
Ontological	What is the nature of reality?	Reality is objective and singular, apart from the researcher	Reality is subjective and multiple as seen by participants in a study
Epistemological	What is the relationship of the researcher to that researched?	Researcher is independent from that being researched	Researcher interacts with that being researched
Axiological	What is the role of values?	Value-free and unbiased	Value-laden and biased
Methodological	What is the process of research?	Deductive process Cause and effect Static design-categories isolated before study Context-free Generalisations leading to prediction, explanation and understanding Accurate and reliable through validity and reliability	Inductive process Mutual simultaneous shaping of factors Context-bound Emerging design-categories identified during research process Patterns, theories developed for understanding Accurate and reliable through verification

Source: Collis and Hussey (2009:58)

Within management and business research, there is often a mixture of positivist and interpretivist in an attempt to reflect a realistic appreciation of the context (Saunders et al., 2009). In applying realism to the study of human actions, as with this research, there is a recognition of the importance of being able to understand the socially contracted interpretations and meanings of the people under study, i.e. their reality in subjective terms. The importance of the social reality for gaining an understanding of social forces, processes and wider structures, that may affect the views and behaviours of people, has been stressed by Saunders et al. (2009).

4.4.2.4 Pragmatism

Pragmatism is the philosophy which deems the research question to be the most important factor. The research context and research consequences are driving forces determining the most appropriate methodological choice (Nastasi et al., 2007). According to Saunders et al. (2012:65), pragmatism is not related to either positivism or interpretivism. *“pragmatists are not wedded to either positivism or interpretivism”*. Pragmatism allows the mixing of quantitative and qualitative methods and the exact choice will be contingent on the particular nature of the research.

4.4.2.5 Justification for selecting a research philosophy

The adopted research philosophy contains significant assumptions about how the context under investigation is viewed, and these assumptions determine the strategy and methods that will be employed. Saunders et al. (2012) emphasise that the decision to adopt one particular research design over another is driven by the researcher’s ability to understand the topic under consideration.

Jankowicz (2000a) and Robson (2002) stress that there is no straightforward rule which obliges the researcher to choose one method for one investigation and another for another investigation. The adoption of a philosophy is influenced by practical matters; however a greater influence is likely to come from the relationship between the stance taken on knowledge and the development of it (Saunders et al., 2007).

It is therefore important that knowledge development is fully understood in order that due consideration can be given to the form of evidence that is needed and to the methods of data collection and interpretation so that there is a degree of confidence that the research questions are being answered well within the investigative process (Easterby-Smith et al. (2002). Often, as Gilbert (2008) suggested, there can be a need for various types of data to be generated. Collis and Hussey (2003), claim that there is no single best research paradigm and so it is better to think of the paradigms as lying on a continuum. Saunders et al (2007) warn that it would be easy to fall into the trap of thinking that one research approach is 'better' than another. This would be missing the point. They are 'better' at doing different things. As always, which is better depends on the research question(s) the researcher is seeking to answer. The practical reality is that research rarely falls neatly into one philosophical domain. For the purpose of this study, positivism is the main underpinning philosophy used for this research study because this study seeks to obtain information from a large sample about developing a Talent Management strategy and, this knowledge may be of considerable relevance to policy decision makers within AD Police. Administering a large number of questionnaires is required to reach as many employees at AD Police as possible in order to obtain the figures and find out

the facts of the benefits of creating a Talent Management strategy. Based on the nature of the problem and objectives that this study aims to address, positivism is suitable for this study. In the first instance, this study aims to find out the answer to an inquiry through numerical evidence. In the second stage Interpretivism is used in an attempt to analyse AND understand the perceptions and perspectives of the management at AD Police because, as Saunders et al 2009 put it, individuals are influenced by their personal perspectives and interpretations of their settings, which have the impact on others.

Positivist stand and emphasis in this study

The underpinning philosophy of positivism has proven to be challenging and controversial in explaining it clearly and succinctly because there are vast range of settings in which positivism is used by researchers. There are as many variations in explaining positivism as there are authors who addressed this area of research philosophy. In essence, a positivism philosophy reflects the view that only “factual” knowledge gained through observation, mainly in the form of measurement, is trustworthy. Positivism aims to collect data and interpret these data through an objective approach and the research findings are usually observable and quantifiable.

The rationale for adopting predominantly positivism is closely related to the purpose of the study, the nature of the problem and the research questions.

- This study aims to find out the answer to an inquiry through numerical evidence
- It seeks to obtain knowledge based on facts and figures

- The researcher is independent from the study to avoid or minimise bias
- The study seeks to obtain information from a large sample about developing a Talent Management strategy and, this knowledge may be of considerable relevance to policy decision makers within AD Police
- Saunders et al. (2009) argue that positivist researchers have the significant aim of generalising their findings to a broader population

Jankowicz (2000a) and Robson (2002) stress that there is no straightforward rule which obliges the researcher to choose one method for one investigation and another for another investigation. Each has its own strengths and weaknesses which actually vary depending upon the nature of the topic.

4.4.3 Research approach

A review of the literature, then, shows that circumstances, such as the study area, and the research aim and objectives have a significant bearing on the choice of methodology adopted for a study (Saunders et al., 2009). Similarly, the selection of a research approach is, in the main, dependent upon the research aims and objectives and research questions and appropriate choices related to the setting and context of a study. Successful research can follow on from an approach to the gaining of knowledge that is either inductive or deductive – the two main approaches employed within research methodologies for the study of business (Saunders et al., 2009; Harrits, 2011). An inductive approach is concerned with the generation or building up of new theory and, therefore, it is involved with clearly observing particular phenomena and then generalising about them to reach some form of conclusion about the matter under investigation (Saunders et al., 2009). The deductive approach, on the

other hand, involves the development of existing theory through a process of precise examination of observations made in the course of an investigation, with the theory or generalisation applied to particular contexts or settings (Fieser and Dowden, 2006). Teddlie and Tashakkori (2009) consider there to be a third approach, i.e. the abductive approach, which involves deducing current theory from within the literature to develop expectations and hypotheses for what are believed likely observations, in addition to the simultaneous utilisation of observations from evidence being gathered so that interpretations can be developed along the way. The aim of this study, is to examine the benefits of programmes for TM within the Abu Dhabi Police force in the UAE by using a research design that is deductive, to seek answers related to previously established theories. The study does not aim to generate new theory; however, in following both deductive and inductive approaches, the research aims and objectives to meet the research aims and answer the key research question.

4.4.3.1 Inductive and deductive

It is important to consider the research approach so that the theoretical basis for the research design can be made explicit and the researcher can choose wisely, thereby identifying appropriate methods and employing a research design that can cope with inherent constraints. Deduction and induction offer two differing approaches that help in theorising for a clearer explanation and understanding of business phenomena, and facilitates enhanced prediction within that field (Sekaran, 2003). A deductive approach involves gathering facts that can confirm or reject the variable relationships that have been hypothesised following deduction from knowledge that already exists. For deductive research,

then, hypotheses are formulated from existing theories and concepts and these are then tested by the use of empirical data. An inductive research approach, on the other hand, involves a process that starts from collected empirical data and leads to the development of models, concepts and theories (Ghauri and Gronhaug, 2005; Torchim, 2006). Rubin and Babbie (2009: 39-40) concluded that, in influencing the research process, either inductive or deductive approaches can be used for theory and state that:

“An inductive approach is a research process based on inductive logic, in which the researcher begins with observations, seeks patterns in those observations, and generates tentative conclusions from those patterns. A deductive approach is a research process based on deductive logic, in which the research begins with a theory, then derives hypotheses, and ultimately collects observations to test the hypotheses.”

Table 4.6 shows the most significant differences between the two main sorts of approach to research. The term ‘building theory’ has also been used to describe inductive theory with it allowing the researcher to acquire a greater understanding of phenomena by collecting and analysing data. It can be considered advantageous to combine inductive and deductive approaches (Saunders et al. 2009). As such, both approaches are employed within this research, with deduction being used to develop the theoretical literature framework and induction being used to address the aims of the research.

Table 4.6: Major differences between deductive and inductive approaches:

Deductive approach	Inductive approach
Scientific principles	Gaining an understanding of the meaning humans attach to events
Moving from theory to data	A close understanding of the research context
The need to explain the causal relationship among variables	The collection of qualitative data
The collection of quantitative data	A more flexible structure to permit changes of research emphasis as research progresses
The application of controls to ensure validity of data	A realisation that the researcher is part of the research process
The operationalisation of concepts to ensure clarity of definition	Less concern with the need to generalise
A highly structure approach	
Researcher's independence from what is being researched	
The necessity to select samples of sufficient size in order to generate a conclusion	

Source: Saunders et al. (2009:127)

4.4.3.2 Quantitative and Qualitative

Quantitative and qualitative approaches are the two main ones for determining data within a piece of research (Bryman and Bell, 2007; Patton, 2010). Quantitative research is that where numerical data is collected, or data that can be quantified for analysis, and it may be used within all types of research strategy. Meanwhile, qualitative data is not numerical in nature, nor quantified,

and it requires the use of an appropriate research strategy (Saunders et al., 2007). Denizen and Lincoln (2003:13) have noted that:

“The word qualitative implies an emphasis on the qualities of entities and on processes and meaning that are not experimentally examined or measured in terms of quantity, amount, intensity, or frequency.”

Researchers can be considered as having three different approach choices for their research methodology, i.e. qualitative, quantitative or mixed methods (Creswell, 2005). It has been claimed that quantitative research usually has a basis in an objectivist convention, with a perspective that understanding is founded upon observations made of an external reality (Rudestam and Newton, 2007). Ragin (1994) described approaches that are quantitative as being more scientific than qualitative approaches. Cresswell (2009) and Saunders et al. (2009) have proposed several criteria to determine what would be a suitable approach to take when undertaking research; their main criteria are listed below.

Criterion One - The research topic It may be appropriate to use a deductive/quantitative approach when there is plenty of literature to help develop the framework of the theory and subsequent hypotheses. An inductive/qualitative approach may be more appropriate when looking into a new topic for which there is little or no literature in existence.

Criterion Two - Available time to undertake the research It can be less risky to undertake research that is quantitative as it can take much less time than qualitative research.

Criterion Three - The preferences of the respondents. Most managers are

familiar with quantitative approaches and are, therefore, more likely to find any conclusions from such studies to be credible.

The following table (4.7) shows the main differences between qualitative and quantitative approaches as shown by Ary et al. (2009).

Table 4.7: Distinction between qualitative and quantitative approaches

	Quantitative approach	Qualitative approach
Purpose	Study relationship, cause and Effect	Examine a phenomenon as it is, has rich detail
Design	Developed previous study	Flexible, evolves during study
Approach	Deductive: tests theory	Inductive: may generate theory
Tools	Preselected instruments	The researcher is primary data collection tool
Sample	Large samples	Small samples
Analysis	Statistical analysis of numeric Data	Narrative description and interpretation

Source: Ary et al, (2009: 25)

4.4.3.2.1 Advantages and disadvantages of quantitative approach

A quantitative approach holds a number of advantages for the researcher. Quantitative approaches are concerned with data aggregation with mostly numerically assigned values (Muijs, 2011). However, generalized statements can be built up as the classifications are accepted and fixed. A quantitative

approach can facilitate the measurement of the response to a limited number of questions and so there can be a relatively simple collection and comparison of data (Patton, 2002). Also, quantitative research can challenge or eliminate researcher influence on the phenomena being studied (Robson, 2002). As Patton (2010) emphasized, the researcher can collect a relatively large amount of data from only a limited number of questions through using an approach that is quantitative; straightforward methods of data collection and comparison enable data to be collected from a large sample of respondents. The following advantages to quantitative approaches have also been suggested in the work of Johnson and Onwuegbuzie (2004):

Table 4.8: Quantitative advantages

Quantitative advantages
Research hypotheses can be built and tested
Research findings can be generalized
It permits quantitative predictions to be obtained
Research data collection is quicker using quantitative tools
The analysis of data is thought to take less time within quantitative approaches

Source: Johnson and Onwuegbuzie (2004)

Due to the cultural barriers within the UAE context, there may be reluctance for participants to get involved in a qualitative research process, and so it is considered that a quantitative approach could help gain access to relevant participants. A number of limiting disadvantages to a quantitative research approach have been noted by Robson (2002:23) in stating that research can be

limited: *"first by directing research to what is perceived by the senses; and second by employing only standardized tools, based on quantifiable data, to test hypotheses"*. Furthermore, as argued by Onwuegbuzie and Leech (2005), a full appreciation of a particular phenomenon may be missed if a focus lies in testing research hypotheses rather than research hypothesis generalization.

4.4.3.2.2 Advantages and disadvantages of qualitative approach

There is a tendency for qualitative research methods to have an inductive approach that has a focus upon the generation of theories (Bryman, 2004). The qualitative approach is formed partly by examination and reflection upon participant perceptions in order to gain an appreciation of the rationale behind their workplace activities (Easterby-Smith et al., 2008). Qualitative approaches are often perceived as being useful for inductive and exploratory types of research, and can help a researcher to understand and describe complex, limited phenomena that have scarcely been studied or understood previously (Johnson and Onwuegbuzie, 2004; Easterby-Smith et al., 2008; Smith, 2008). There are disadvantages to the qualitative approach, however, such as the influence of researcher perception of a situation during the process of data collection and interpretation.

Qualitative research can be thought of as being limited to developing an appreciation of the behaviour, perceptions and attitudes of certain individuals (Smith, 2008). There is criticism of the qualitative research approach, however, as it is considered too subjective; as it is based on findings from personal contact with participants, with untested outcomes, there is a large degree of trust required (Flick, 2007; Patton, 2010). Bergman (2008) suggests that using

mixed methods helps to overcome the weaknesses that the two approaches would have if used on their own. The discussion above has helped provide an appreciation of why positivism and interpretivism are often used together within research for management and business. The research philosophy for this study, however, is linked to the research objectives and, based upon previous research, it is considered that a mixed method approach is suitable for achieving the research purposes.

4.4.3.3 Rationale for Mixed Methods

Johnson and Onwuegbuzie (2004: 17) have given a definition of the mixed method approach to research as: *“the class of research where the researcher mixes or combines quantitative or qualitative research techniques, methods, approaches, concepts or language into a single study”*.

If both quantitative and qualitative methods are implemented in the collection of data, then it is termed as a method of triangulation (Easterby-Smith et al., 2009). Triangulation has been defined by Denzin (1978:291) as: *“the combination of methodology in the study of the same phenomenon”*. A methodology that is mixed is thought to be helpful in obtaining more fulsome research findings that enable a deeper understanding of an issue, such as changing systems of accounting. However, no one method should be thought of as being totally perfect (Morse, 2010; Thyer, 2010). It has been put forward by Collis and Hussey (2003:77) that: *“A questionnaire survey providing quantitative data could be accompanied by a few in-depth interviews to provide qualitative insights and illuminations”*. A research project can be conceptualized

through combining quantitative and qualitative research in a form that is sequential, concurrent, parallel or conversion (Tashakkori and Teddlie, 2003; Kritzinger, and Michalowitz, 2008). Numerous researchers believe that there are hugely different assumptions that underlie qualitative and quantitative methods and so they consider that they should not be mixed. However, as noted by Creswell (2009) and Teddlie and Tashakkori (2009), using different methods within a study can minimize the limitations, with the researcher having the potential to model different components and justify them. Moreover, if methods are combined they can give insights at various analytical levels, and one type of method can be used to inform the development of another type (Greene, 2007; Saunders et al., 2007). Cameroon and Molina (2010) stress mixed methods tend to be employed often within studies related to strategic management and business.

Table 4.9: Quantitative, mixed methods and qualitative research methods

	Quantitative Research	Mixed Methods	Qualitative Research
Scientific method	Deductive or “top-down” The researcher tests hypotheses and theory with data	Deductive and inductive	Inductive or “bottom-up” The researcher Generates new hypotheses and grounded theory from data collected during fieldwork
View of human behaviour	Behaviour is regular and predictable	Behaviour is some what predictable	Behaviour is fluid, dynamic, situational, social, contextual, and personal

Most common research objectives	Description, explanation, and prediction	Multiple objectives	Description, exploration, and discovery
Focus	Narrow-angle lens, testing specific hypotheses	Multilens focus	Wide-angle and “deep-angle” lens, examining the breadth and depth of phenomena to learn more about them
Nature of observation	Attempt to study behaviour under controlled conditions	Study behaviour in more than one context or condition	Study behaviour in natural environments. Study the context in which behaviour occurs
Nature of reality	Objective (different observers agree on what is observed)	Common sense realism and pragmatic view of world (i.e. what works is what is “real” or true)	Subjective, personal, and socially constructed
Form of data collected	Collect quantitative data based on precise measurement using structured and validated data collection instruments (e.g. closed-ended items, rating scales, behavioural responses)	Multiple forms	Collect qualitative data (e.g. in-depth interviews, participant observation, field notes, and open-ended questions) The researcher is the primary data collection instrument
Nature of data	Variables	Mixture of variables, words, images	Words, images, categories
Data	Identify	Quantitative	Search for patterns,

analysis	statistical relationships	and qualitative	themes, and holistic features
Results	Generalisable findings	Corroborated findings may generalise	Particularistic findings, representation of insider (i.e. "emic") viewpoint, present multiple perspectives
Form of final report	Statistical report (e.g. with correlations, comparisons of means, and reporting of statistical significance of findings)	Eclectic and pragmatic	Narrative report with contextual description and direct quotations from research participants

Source: Creswell (2003)

There are two main alternatives open to the researcher, either selecting a qualitative or quantitative research approach or making use of both methods (mixed methods). Burns (2004:4) suggests that adopting and combining both methods is feasible:

'Many researchers will use both approaches as appropriate within one investigation. It is up to the researcher to choose specific methods that will enable a clear understanding of the topic to emerge'.

Mixed methods were employed to achieve the research objectives, as it was considered that using either qualitative or quantitative separately would not be adequate enough for providing full answers to the research questions of the study. For this current research, the main approach for data collection and analysis is a quantitative method, with a qualitative method being used in a supplementary way for enhancing understanding based on the findings from the quantitative research within the particular context. Validity of the findings is

increased by the complementarities that exist between the mixed methods when used within research (Saunders et al., 2009). As quantitative and qualitative analytical processes are autonomous, they are not mutually dependent and so it is possible to keep phases of a study apart until a final section when findings can be compared to aid in obtaining a more comprehensive overall understanding of an issue (Flick, 2006). In this research, the qualitative research results could provide extra information to expand upon awareness of the impacts that TM gained from the quantitative research findings. The interpretation and analysis of findings could be affected as the researcher has a background within the Abu Dhabi Police Department within the UAE. So, the adoption of a positivist approach, that could have measurement of several different variables, reinforces the credibility and validity of the study. The findings from the qualitative research confirm the quantitative findings by triangulation (Bryman and Bell, 2008). Previous observations and knowledge of the researcher were used, along with a qualitative/interpretivist approach for the analysis of findings from the semi-structured interviews with various managers from the Abu Dhabi Police Department to clarify and confirm the initial research phase findings. The interpretivist approach is appropriate given the small sample size and the analytical depth required in relation to the meanings of the data. The application of a mixed method approach has the aim of uncovering mechanisms that lie underneath reality (Bell, 2009). However, the study has the main aim of allowing Abu Dhabi Police decision makers to gain a deeper understanding of the benefit of programmes for TM. So, as noted by Patton (2010), triangulation is appropriate for the methodology for gaining worldviews and perspectives, with the data collection procedures also having

specific protocols of triangulation.

4.4.3.4 Triangulation

Increasingly, multi-methods are being favoured for acquiring and analysing data (Saunders et al., 2009). In studying the importance of the development of programmes for TM at the Abu Dhabi Police Department, triangulation is believed to be appropriate for addressing the research objectives. Triangulation through the use of mixed methods enables support for the reliability and validity of the findings (Sekaran and Bougie, 2010). Within research of business, the term ‘triangulation’ refers to information that has been gathered from various source which are analysed to try and ensure that there is no bias in the view that has been acquired from the informant (Ghauri and Gronhaug, 2005; Saunders et al., 2009). Cresswell (2009) considers that a triangulated design is the type used most often within mixed methods approaches. Indeed, Creswell and Clark (2007:18) states that triangulation research:

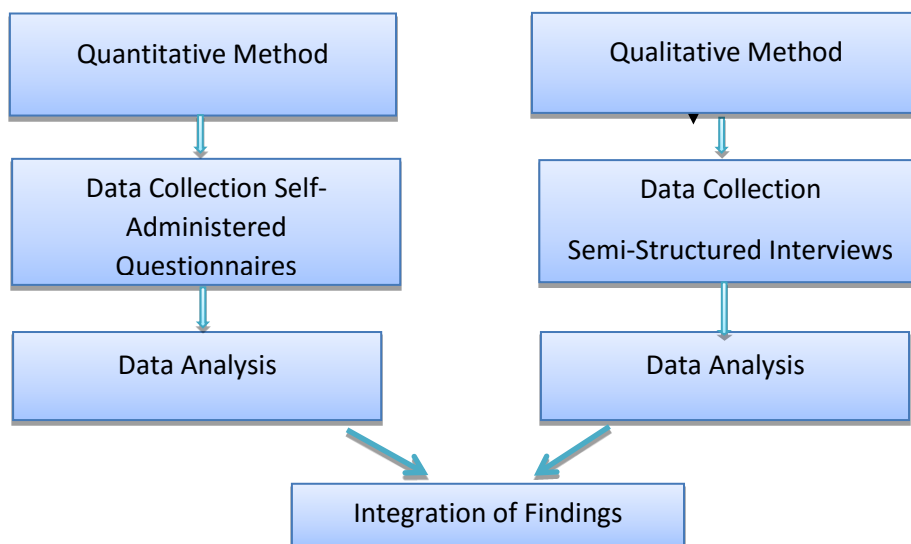
“is important today because of the complexity of problems that need to be addressed, the rise of interest in qualitative research, and the practical need to gather multiple forms of data for diverse audiences”.

Justification for using mixed methods:

Research is given depth and rigour by having a strategy of employing a combination of methodology types (Denzin and Lincoln, 2008). If only one research type had been used within a restrictive approach, then the opportunity of having a detailed appreciation of issues within the Abu Dhabi Police Department would have passed the researcher by. If only qualitative research was undertaken, then there would have been insufficient data to appreciate

organisational issues holistically, and so a methodology of triangulation is used to optimise the advantages of employing each sort of research approach, as well as minimising the disadvantages (Creswell, 2009; Saunders et al., 2009). At first, data will be collected by both a questionnaire (self-administered) and interviews (semi-structured). Further details can be acquired by the researcher through the undertaking of follow-up interviews, so that supportive data can be acquired to provide confirmation for the original questionnaire findings.

Figure 4.1: Structure of the triangulation approach adopted in this study



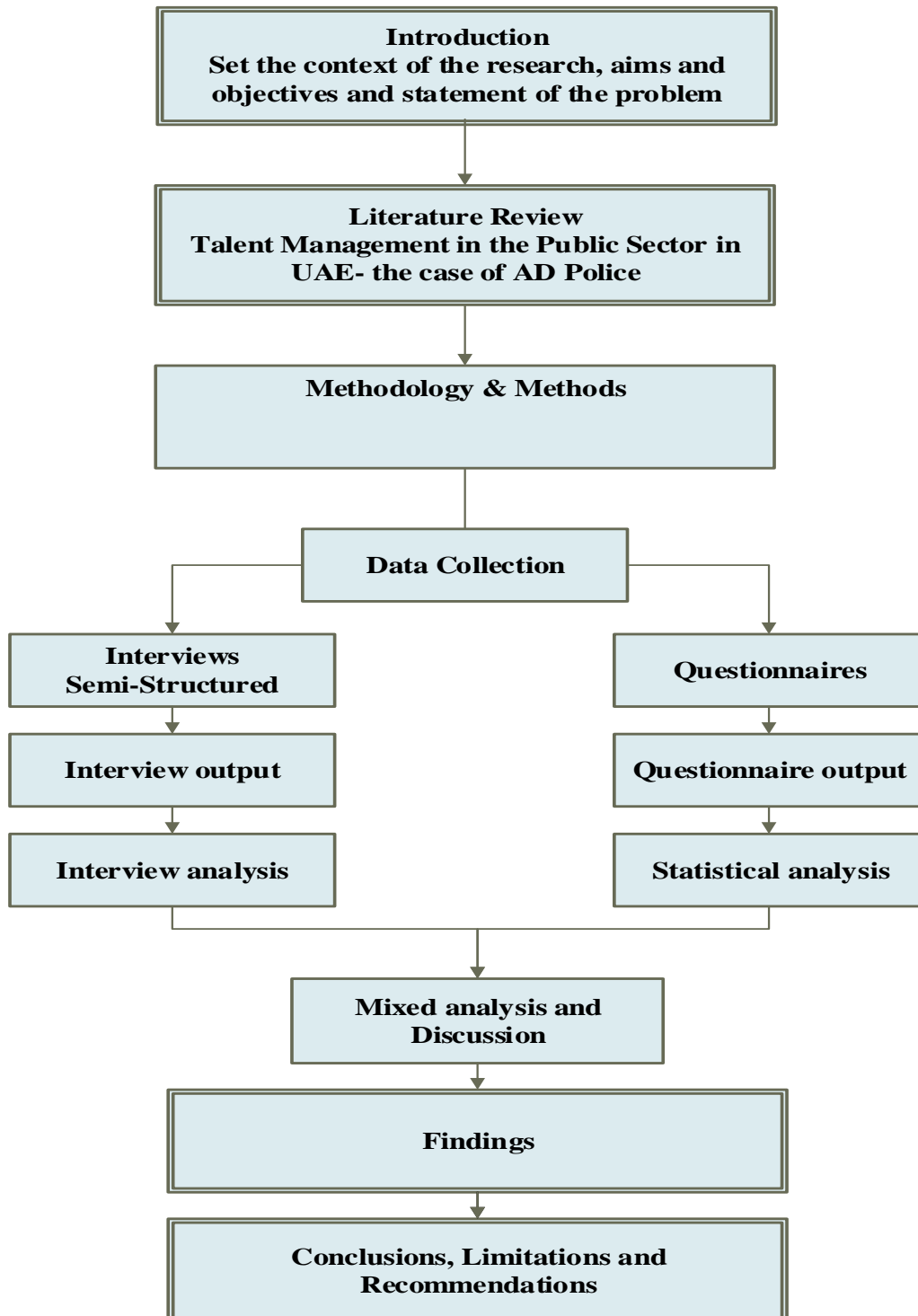
Source: Designed by the researcher

Given the environmental setting at the Abu Dhabi Police Department within the UAE, and the structured processes and principles for decision makers, the mixed methods approach is considered to be the most suitable. The triangulation approach of literature review, large scale questionnaire and semi-structured interviews enables the maintenance of consistency with the established paradigm of the research, and permits the enriching of the findings through the plentiful semi-structured interviews.

4.5 Research methods

Saunders et al. (2009) define a research method as a way for a study researcher to collect, analyse and interpret data or as a way for creating a design for research. A research design can depend, however, upon whether the research questions are descriptive or explanatory, and the process has to ensure that the research question may be clearly addressed. It is necessary to determine what would be considered relevant evidence so that convincing data can be acquired that tests a theory, depicts a phenomena or answers a research question effectively (Bryman and Bell, 2007). Rather than addressing a logistical problem, the research design can be thought of as addressing a logical one (Yin, 2009). Builders have a design for structures and, prior to commencement of work, a plan is formulated and decisions are made over the tools needed and the materials used, depending on building use and need of future occupiers. Likewise, when conducting research of management and business, there is a need for the meaningful selection of tools, such as the sample for research, appropriate data collection techniques and analysis procedures, which should complement the research question and the need for suitable evidence (Saunders et al., 2009). It is often the case that researchers deliver questionnaires or conduct interviews prior to due consideration for the data that is actually required for convincing answers to the research questions. Without consideration at an early stage within the research design, there is a likeliness that the results of research will be weak and unable to answer the research questions adequately (Creswell, 2005). Therefore, it is vital to consider the research methods thoroughly as covered in the following sections.

Figure 4.2: Research structure



Source: Designed by the present researcher

Phase No.1: Qualitative methods were used within the first phase, using semi-structured interviews for the exploration and examination of opinions regarding the importance of the development of programmes for TM at the Abu Dhabi Police Department.

Phase No. 2: Within the second phase of questionnaire scaling, the researcher followed particular steps to construct and develop a questionnaire that could be considered valid and reliable. Using an approach that was quantitative, a questionnaire survey was used to identify the degree of readiness for the implementation of programmes for TM at the Abu Dhabi Police Department.

4.5.1 Research strategy

The strategy behind a piece of research is the plan that, in general, a researcher aims to use to help them find the answer to a research question. Having a research strategy entails having a procedure in place to achieve a specific, intermediary objective of the research, such as sampling or the collection or analysis of data (Saunders et al., 2009). Yin (2003c:20) defined a research strategy as: *“A logical plan for getting from here to there, where here may be defined as the initial set of questions to be answered, and there is some set of conclusions (answers) about these questions”*.

As Cresswell (2009) makes clear, a research strategy acts as an inclusive plan for the researcher, enabling him/her to answer research questions and satisfy the research aims and objectives. Each design could, in theory, be used for exploratory, explanatory or descriptive research; however attributing strategies to a particular approach is rather simplistic (Saunders et al., 2009). The various

aspects of research design have been highlighted by numerous authors, and it is thought of as a very important stage towards the start of a research project agenda. The design of the general research plan should be so that the empirical study has a direct relation to the research problem in theory and so an appropriate strategy for the research has a key bearing on the whole research process (Easterby et al., 2002; Collis and Hussey, 2003; Creswell, 2005). The research strategy should indicate the objectives of the research, highlight the data collection needs and the resources needed and give an estimate of the research limitations, as well as outline the consideration that the researcher has given to the choice of approach (Creswell, 2009). There needs to be an emphasis upon employing appropriate strategies for particular research questions and objectives, without considering them as mutually exclusive. Five research strategy types for methods of research for management and business were categorised by Yin (2009) and are contained in Table 4.10 below.

Table 4.10: Different research strategies and relevant situations for them

Strategy	Form of research Question	Requires control over behavioural events	Focuses on contemporary events
Experiment	How, why	Yes	Yes
Survey	Who, what, where, how many, how much	No	Yes
Archival analysis	Who, what, where, how many, how much	No	Yes/No
History	How, why	No	No
Case study	How, why	No	Yes

Source: Adapted from Yin (2009:8)

4.5.1.1 Types of research strategy

Classifications of research have been shown by Collis and Hussey (2009) as being analytical, explanatory, descriptive and exploratory. Yin (2003a) states that the research purposes within a research strategy are explanatory, exploratory and descriptive.

4.5.1.1.1 Exploratory research

Research is termed as exploratory if the circumstances under study are little known or when there is not enough information about how a particular problem in research had been looked into before (Zikmund et al., 2010). Collis and Hussey (2009) state that exploratory studies have often drawn upon both quantitative and qualitative data in making observations, case studies or historical analyses. Zikmund et al. (2010) highlight the three exploratory research purposes, i.e. discovering new ideas, diagnosing a situation, and screening alternatives.

4.5.1.1.2 Explanatory research

Research types that are explanatory are those that establish relationships between different variables so that they can be explained. The data collected have statistical tests applied to them, such as correlation, and the results of analysis confirms whether a relationship exists or not (Thomas, 2009). Research plans and procedures are known as the research design and relate to assumptions made and detailed methods for data collection and analysis. The design is based upon the nature of the research issue, the participants in the study and researcher experience (Creswell, 2009).

4.5.1.1.3 Descriptive research

There should be a sound understanding and good structure when employing descriptive research to address a research problem (Ghauri and Gronhaug, 2002). In order to answer to the question 'What is going on?', using descriptive research can help the researcher in the provision of a description of certain phenomena so that a report or picture can be drafted of an industry, an organisation or an individual and their perceptions (David de Vaus, 2001; Sekaran, 2003). Descriptive research can be employed to discover the characteristics of a challenging issue and provide knowledge about it. Often, the data collected in descriptive research is quantitative in nature and it is usual for the information gathered to be summarized by means that are quantitative and statistical (Collis and Hussey, 2009).

4.5.1.1.4 Justification for selection of descriptive and exploratory research

In keeping with the discussion above, this current research is descriptive and exploratory in nature in seeking to investigate the importance of the development of programmes for TM in the Abu Dhabi Police Department in order to build up and develop the key human resource of a talent pool. The strategy of the research enables exploration of various events, roles and relationships at the level of the individual, the social group or the community (Robson, 2002). In keeping with the main aim of the study, the research is exploratory, whilst in relation to the additional research objectives, the study can be thought of as descriptive. Research that is considered descriptive has the aim of providing an explanation for the characteristics of the participants of a study, providing estimated unit percentages of a specified population that

exhibit behavioural traits, and systematically describing a problem, a situation or related attitudes (Robson, 2002; Kumar, 2005).

Exploratory research projects use pilot studies to explore areas where there is a perceived lack of relevant research and the pilot study can enhance the reliability of the research. Exploratory research has the primary purpose of developing preliminary ideas prior to further investigation to address the research questions (Neuman, 2000; Kumar, 2005). The objective of exploratory research is to investigate the processes related to problems, experiences or meanings related to specific circumstances and to discover new ideas (Ghauri et al., 2005; Zikmund et al., 2010). It is vital that this research study has a combination of quantitative and qualitative methods considering that the main study aim is to investigate the importance of the development of programmes for TM within Abu Dhabi Police Department based on views of best practice from elsewhere. In attempting to answer questions, such as 'Why?', 'How?' and 'What?', the research can help provide a deeper understanding of phenomena, and the combination of techniques can give findings that are more robust and richer. Quantitative research is used in this research for several reasons; quantitative data are easier to compare, with objective data collection being less ambiguous. Also, when there is a lot of data to analyse, it is much easier to analyse quantitative data when compared to analysis of the qualitative research findings. So that quantitative analysis could be undertaken, the qualitative attributes were converted into a format that is quantitative. The population that was targeted in the study were all employees based throughout the hierarchy of the Abu Dhabi Police Department. Different methods of sampling were employed during the quantitative and qualitative research phases. The

qualitative phase involves a purposeful sample of managers in the Abu Dhabi Police force, whilst a random sample of employees within the Abu Dhabi Police force was chosen for the quantitative phase. Within some research projects it is possible to tolerate the examination of a whole population; however sampling can help with efficiency and can be quickly undertaken when various constraints and resourcing issues may hinder investigation of the whole population. Moreover, accuracy may be higher overall in certain instances of sampling rather than examination of all of a population (Cohen et al., 2007; Bryman, 2008).

4.6 Data collection methods

The researcher chooses from various methods of data collection in order to explore, define, understand and describe phenomena and to analyse relationships amongst various aspects of them (Cohen et al., 2007; Cerit, 2009). Yin (2009) suggested six main sources of evidence that can be employed within an approach involving a case study, and the weaknesses and strengths of these are highlighted within Table 4.10 below. No single source of data is completely advantageous when compared to another and so phenomena being investigated and the meanings associated to them can be more genuinely clarified using multiple sources of evidence. The use of more than one type of method, to corroborate findings and improve data validity, has been encouraged by numerous researchers; (see, for example, Silverman 1993, Denzin and Lincoln 2008, and Yin 2009).

Table 4.11: Strengths and weaknesses of six sources of evidence:

Source of evidence	Strengths	Weaknesses
Documentation	<p>Stable: Can be reviewed repeatedly</p> <p>Unobtrusive : not created as a result of the case study</p> <p>Exact: contains exact names, references and details</p>	<p>Retrievability: can be low</p> <p>Biased selectivity, if collection is incomplete</p> <p>Reporting bias: reflects bias of the author</p> <p>Access: may be deliberately blocked</p>
Archival Records	<p>Same as above</p> <p>Precise and quantitative</p>	<p>Same as above</p> <p>accessibility may be limited for privacy reasons</p>
Interviews	<p>Targeted: focuses directly on case studies</p> <p>Insightful: provides perceived causal inferences</p>	<p>Bias due to poorly constructed questions</p> <p>Response bias</p> <p>Inaccuracies: interviewees say what they think interviewer wants to hear</p>
Direct observation	<p>Reality: covers events in real time</p> <p>Contextual : covers context of event</p>	<p>Time consuming</p> <p>Selectivity: poor, unless broad coverage</p> <p>Reflexivity: events may be processed differently</p>
Participation / direct observation	<p>Same as for direct Observation. Insightful into interpersonal behaviour and motives</p>	<p>Same as for direct observation. Bias due to investigator's manipulation of events</p>
Physical Artefacts	<p>Insightful into cultural features - Insightful into technical operations</p>	<p>Selectivity</p> <p>Availability</p>

Source: Yin (2009:102)

So that the objectives of the research can be achieved, data were collected with the questionnaire survey dissemination amongst managers and employees at the Abu Dhabi Police force and the undertaking of the semi-structured interviews amongst managers. Data collection methods are those instruments and mechanisms that are used to acquire data, such as questionnaires, interviews and direct observation, and some are qualitative techniques and others quantitative (Saunders et al., 2007). As Cresswell (2009) states, the researcher tailors the research strategy and methods towards being quantitative, qualitative or a combination of the two. If a method comprising procedures and techniques for the collection and analysis of data involves generation of data that are numerical, then it is said to be quantitative. Broadly, it can be considered as being involved with the collection of numerical data and the highlighting of relationships that exist between the research findings and the associated theory (Bryman and Bell, 2007; Saunders et al., 2009). The development of the questionnaire survey and the semi-structured interview led on from a comprehensive literature review that had a focus upon programmes for TM. The existing literature helped in the formulation of questions aimed at achievement of the objectives of the research, i.e. identification of the importance of TM programme development at the Abu Dhabi Police Department. Whilst this research type was developed originally to help investigate natural phenomena, it is also used extensively for studies into management and business. Examples of methods that are quantitative include laboratory experiments and surveys (Berry and Jarvis, 2006). On the other hand, qualitative methods involve processes for social inquiry that seek to build up a level of understanding that is more complex and holistic, and they have the

objectives based in discovery, description, understanding, meanings and hypothesis generation. As qualitative research methods can rely heavily on researcher ingenuity and be unstructured, subjective and impressionistic, they can be considered unsystematic and difficult to use (Bryman and Bell, 2007). This research benefits from the advantages of both quantitative and qualitative approaches and the multiple sources of data help triangulate the data. It is assumed that investigation of the reality using only one method of research would mean that the full complexity of that reality would not be captured (Creswell et al., 2003; Creswell, 2009). So, the data collection procedure in this research involved both a questionnaire survey and interviews, quantitative and qualitative research in combination to increase the validity and reliability of the study (Bryman and Bell, 2007).

4.6.1 Qualitative phase

4.6.1.1 Interviews

Amaratunga et al. (2002: 4) give a definition of an interview of a qualitative nature as a method “*whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena*”. Saunders et al. (2009) see the interview simply as a discussion that takes place between two people or more that have a degree of purpose and, as a research method, it helps provide valid and reliable data relevant for the purposes for this study. The interview is one of the key sources of information in research involving case studies, and can be a particularly valuable technique within a qualitative research approach (Yin, 2009). Saunders et al. (2007) have classified three interview types; these are shown in Table

4.12 along with their relationship to the type of research and the strategy chosen.

Table 4.12: The use of different interview types

Types of interview	Exploratory	Descriptive	Explanatory
Structured		√√	√
Semi-structured	√		√√
In-depth	√√		
√√ more frequent		√ less frequent	

Source: Saunders et al. (2007: 314)

Bryman and Bell (2003:574) define the structured interview as “a research interview in which all respondents are asked exactly the same questions in the same order with the aid of a formal interview schedule”. Structured interviews elicit responses to previously prepared sets of questions which are noted within a standardised schedule; the schedule can differ in accordance to the organisational context and the conditions within which the interview takes place (Easterby-Smith et al., 2008). Depending on the study objectives and research questions, a researcher can add or omit particular questions within certain interviews, and collect the data through use of a tape recorder or by note taking (Yates, 2004). Whilst potentially missing out on a comprehensive understanding of an issue under investigation, a quantitative research interview is able to provide deep information about certain variables of interest through use of a structured method (Kumar, 2008). Unstructured interviews (also known as in-

depth interviews), on the other hand, have no pre-determined list of questions or themes. Unstructured interviews are usually used to obtain clear ideas of what issues may be applicable to a specific problem or situation or considered important. In essence, an unstructured or in-depth interview is an informal form of discussion that permits open discussion as there is no adherence to strict guidelines (McCrary et al., 2010). There is also the possibility that feelings of participants that have been repressed may be brought out that they may not have admitted (or realised) having. This completely informal type of interview is also known as non-directive (Saunders et al., 2007). Meanwhile, the semi-structured interview may require clear explanation of the objectives and pre-determined research questions to the interviewees (Saunders et al., 2009). Uncertainties can be clarified by the researcher so that respondents have a clear understanding of the questions and can make clear responses to them. Also, if it is considered appropriate, the researcher can modify an interview to make it more suitable by changing, adding and omitting questions and providing further explanation (Saunders et al., 2009; McCrary et al., 2010). Saunders et al. (2007) show that semi-structured and in-depth interviews can be used within qualitative research to help unearth the 'How?', 'What?' and 'Why?' aspects of a situation and provide a greater depth of understanding. The interview method is strong as it permits the researcher to explore the contradictions, complexities and ambiguities that an interviewee may face (Hesse-Biber and Leavy, 2011). As the interviewer can explore respondents' perspectives, the research enables the potential meanings of questions and their responses to be explored and negotiated. A potential downside of interviewing, however, is that it can be time consuming and costly, especially when a large number of participants are

involved. Also, the validity and reliability of the questioning might be affected by the effects of the interaction between the interviewee and the interviewer.

4.6.1.2 The semi-structured interview sample

Taking a sample of managers from various departments within the Abu Dhabi Police, individual, semi-structured interviews were undertaken, face-to-face, in order to obtain the perceptions and attitudes towards programmes for TM. Upon analysing findings, several grey areas were found that needed further clarification through the researcher conducting further interviews with managers. Various perspectives on TM programmes were recorded, with triangulation of the sample made possible by collection of opinion from various dimensions. Study participants were targeted based on them having a minimum of five years of work experience, with the random selection of managers from various levels of grade from within the Abu Dhabi Police force structure and its relevant groups. A breakdown of the interview details is shown in Table 4.11. As employees were selected from various management levels, the outcome of the research was expected to be enhanced with a greater degree of confidence that the interviewing and the research project in general were being conducted in a way that was accurate and reliable.

Table 4.13: Role and Rank of AD Police Interviewees.

ID	Grade	Department	Length of service in Organisation
A	General	General Directorate of Human Resources	20 years
B	Colonel	General Directorate of Finance and Service	17 years
C	Lieutenant Colonel	Deputy Commander General	14 years
D	Consultant	General Directorate of Finance and Service	10 years
E	Major	Commander General of Abu Dhabi Police	9 years
F	Captain	General Directorate of Finance and Service	8 years
G	Captain	Deputy Commander General	7 years
H	First Lieutenant	General Directorate of Human Resources	6 years
I	Lieutenant	Commander General	5 years
J	Civilian	General Directorate of Policing Operations	4 years

4.6.1.3 Semi-structured interview questions

Wengraf (2001:52) stated that semi-structured interviews have:

“a number of interview questions prepared in advance but such prepared questions are designed to be sufficiently open that the subsequent questions of the interviewer cannot be planned in advance but must be improvised in a careful and theorized way”.

Five main themes were identified within the review of the literature and the

questionnaire survey findings, and these formed the focus of the interview discussion. The interviewees had those five themes (as listed below) introduced to them by the researcher so that the respondents understood the research aims and the questions being asked of them.

The questions were formulated so as to enable participants to give an indication of the factors that were contributing most in relation to the importance and benefits of the development of programmes for TM amongst employees of the Abu Dhabi Police. A discussion was held with the supervisor of the PhD, an expert in qualitative methodology and the field of quality, who helped improve the semi-structured interview questions. Also, help was found from amongst fellow PhD students working in related fields, who assisted in the enhancement of the validity of the interview questions to ensure key areas of the enquiry were being addressed.

4.6.1.4 Translating interview questions:

The interview questions had to be translated by the researcher into Arabic and so, to ensure precision, the Arabic/English translation was checked and approved by bilingual lecturers at the Liverpool Business School. With accurately translated questions, the research objectives could be successfully achieved. Such an approach was recommended by Fontana and Frey (1994:371) who stated that the *“use of language is very crucial for creating sheerness of meanings in which both interviewer and respondent understand the contextual nature of the interview”*. The researcher needed to ensure that all of the interview transcripts were translated accurately back from Arabic into English and so, once again, the help of Arabic/English lecturers and PhD

students of Arabic linguistics was sought.

4.6.1.5 Interview procedures

A number of procedures were followed to conduct the interviews; these were as follows:

1. Telephone and e-mail were used for arranging the participant interviews. The researcher made it clear, by way of introduction, that he was a student at the Liverpool Business School John Moores University undertaking a PhD research. He then described the purpose of the study and emphasised that participant responses would only be used for the research purposes and would be kept confidential.
2. Interviews were conducted face-to-face with twelve Abu Dhabi Police managers from various departments, ensuring that the participants were chosen from a wide range of work sites and job levels.
3. Efforts were made by the researcher to help the participants feel comfortable whilst the interviews were being conducted, with an informal style helping to encourage them to feel at ease and to talk freely. The interviews lasted approximately thirty to forty-five minutes and were conducted within the offices of the participants. It was possible to record certain interviews. However, a number of interviewees did not want their responses to be recorded. Indeed, several researchers have observed that the recording of responses may inhibit the participant and lead to a reduction in study reliability (Easterby-Smith et al., 2002; Cohen et al., 2007). If such a scenario arose, valuable information was noted by the researcher.

4. Open-ended questions helped the researcher to probe more deeply for responses; the interview nature afforded the interviewees a degree of flexibility when making their responses (Patton, 2002).
5. Overall, interviewees seemed to be greatly interested in the research and were willing to express their opinions within a relaxed and informal setting. All the participants were thanked for their time, co-operation and contribution towards the study.

4.6.1.6 Justification of the selection of the semi-structured interviews instrument

The interview technique is considered a very effective approach for collecting quality, complex data as a rapport can be generated and the rate of response can be boosted (Saunders et al., 2009). With a focus upon open-ended questions, participants were able to describe their views to the researcher in a way that was both complex and comprehensive. Semi-structured interviews are often used as a method for undertaking qualitative research and it is considered an easy form of quality data collection (Heaton, 2004). As there are a list of themes or questions for the interviewer to cover, whilst having a degree of flexibility for exploring areas that may arise, the semi-structured, qualitative interview is considered to be non-standardised (Easterby-Smith et al., 2009; Saunders et al., 2009). Semi-structured interviews are considered the most important source of data within research with case studies, and further relevant insights can be gained to help address the research objectives (Yin, 2003). It has been highlighted that interviews can benefit from communication that is nonverbal, with a greater amount of confidence being generated than with the

responses that are obtained from questionnaire surveys (Hussey and Hussey, 1997). Information that lies behind participant experience can be pursued through the use of semi-structured interviews (Saunders et al., 2007). For this study, the interviews conducted with the leaders were expected to provide their views in relation to cultural, organisational dimensions and levels of employee satisfaction. It is common for identical, structured interviews with pre-set questions to be used within research studies; however, for this study, a carefully designed format that is semi-structured is intended for the reduction of bias. It is usual for a semi-structured interview that is framed openly to allow for two-way communication that is informal and yet increasingly focussed as questions shift from the general to the more specific (Barrio, 2009). With such flexibility, and the opportunity to explore new issues and subjective meanings as and when they arise, the semi-structured interview is thought to be a method that is appropriate for this current study (Yates, 2004; Janckowicz, 2005).

4.6.1.7 Interview data analysis

In order to measure the semantic content that had an association with programmes for TM, content analysis was conducted as it is an appropriate technique for presentation of interview data (Cooper and Schindler, 2003; Zikmund et al., 2010). The descriptions provided by participants were investigated to look for emergent themes and words; in doing so, the researcher manually analysed the data without using the NVivo qualitative analytical tool as it cannot be used for Arabic and, in any case, there was only a relatively small amount of data from the in-depth interviews. With data that is qualitative, analysing content involves a coding process wherein initial open coding is

followed by the creation of frames of coding that have the texts broken down into categories that are more manageable, i.e. sentences, phrases and words, with comparisons between the statements then made. As a form of quality control, the data sample was analysed by another PhD researcher so that the assigned meanings could be confirmed as consistent. Table 4.14: below shows the advantages and disadvantages of the analysis of content as viewed by Babbie (2004).

Table 4.14: Advantages and disadvantages of the analysis of content

Advantages	Disadvantages
<ul style="list-style-type: none"> • It is a socially-oriented research method, capturing real-life data. • Social environment. • It offers flexibility. • It offers high face validity. • It gives speedy results. • It is low in cost. 	<ul style="list-style-type: none"> • It affords the researcher less control than individual interviews. • Data are difficult to analyse. • Moderators (interviewers) require special skills. • Differences between groups can be troublesome. • Groups are difficult to assemble. • The discussion must be conducted in a conducive environment.

Source: Babbie (2004).

In keeping with the suggested approach of Patton (2010), the content of the answers was analysed using a cross-interview approach with the collected data manually analysed and classified.

4.6.2 Quantitative phase

4.6.2.1 Questionnaire

The survey strategy is commonly used within management and business research, rather than the experimental type studies that would tend to dominate within psychology, for example. It has been noted by Remenyi et al. (1998) that it is often the case that the primary source of quantitative data within research for management is a survey that involves the collection of data from a significantly sizeable population. Indeed, Sarandakos (1998:223) has highlighted that *“Surveys are the most commonly used method of data collection in the social sciences, especially in sociology; so common, that they quite often are considered to be the research method of social sciences”*. Surveys can be used to describe, explain and/or test hypotheses and they are conventionally associated with interviews and questionnaires within the social sciences; however, as Bryman (2008) notes, structured observation, in-depth interviewing and the analysis of the content acquired can also be undertaken. Surveys are often used to measure the frequency of behaviour, beliefs and attitudes and they can be either analytical or descriptive. An analytical survey is one that investigates relationships that could exist between numerous variables, whereas descriptive surveys are intended for use in the identification and measurement of the frequency of occurrence of a specific population (Collis and Hussey, 2003). The descriptive survey is relevant for this current research study as it addresses the objectives and research questions, in particular questions of a ‘What?’ nature (Yin, 2003a). In general, surveys are popular as they are an economical way to collect large quantities of data from a large population by a using a written technique (questionnaire) and/or an oral technique (interview). If

a survey strategy is to be devised, there is a need to know important variables for understanding a situation, and the mixed methods approach, adopted in this study of programmes for TM in the Abu Dhabi Police Department, enables insightful information to be generated initially in the qualitative phase. Once a theoretical model has been built up, the results can be tested through the use of the quantitative phase. As Yin (2009) notes, a main reason for using the survey research strategy within a research study such as this one is that it is an efficient and cost effective way to collect a large amount of data from a large population sample. As such, in order to answer the research questions, a questionnaire is thought to be the likely manner in which a standardised data set can be acquired; with the participants easily understanding regular questions, quantitative instruments can then be used for the analysis of the data collected (Bryman and Bell, 2007; Saunders et al., 2009). The questionnaire in this research study facilitates collection of data from various departments in the Abu Dhabi Police Department from a very broad range of respondents, i.e. managers, policemen and officers. With a questionnaire that is well constructed, the survey can be administered with ease and the appropriate strategy for the research enables the researcher to have control over the process and helps in the identification of possible causes for the relationships that may exist between variables (Janckowicz, 1995; Yin, 2009). Detailed data can be obtained from participants through the use of semi-structured interviews.

4.6.2.2 Types of questionnaires

The researcher carried out the survey in order to provide an examination of the importance of TM programme development at the Abu Dhabi Police Department

and to answer the research questions. Advanced analytical methods and procedures have been devised to process data acquired in surveys (Haimon, 1998). A survey can be a very valuable tool for the measurement of the characteristics of a population by describing those characteristics and formulating models for their analysis. In considering the value of the survey as a research approach, Gilbert (1993:95) stated that *“sociologists also regard surveys as an invaluable source of data about attitudes, values, personal experiences and behaviour”*. Gilbert acknowledged how beneficial surveys could be to research, either by face-to-face interviews, questionnaires sent through the post, or telephone interviews. As Jankowicz (1995) pointed out, data that are acquired related to the beliefs, views and feelings of people can be employed in adding weight to an argument or be just an end in itself. The method described above, and its advantages and disadvantages, will be explained further below.

4.6.2.2.1 Mailed questionnaires

When using the technique of mailed questionnaires, it is usual for the posted questionnaires and covering letters to be accompanied by an envelope with prepaid postage so as to encourage the participant to complete the questionnaire. Self-administered postal questionnaires are considered to be the most commonly used method, with it having only a limited degree of interference and taking up less time from the researcher when compared to questionnaires that are personally administered and face-to-face interviews (Collis and Hussey, 2003; Sekaran, 2003).

Mailed questionnaires can also be advantageous because of the following factors:

- 1) Accessibility. Respondents can be included despite being widely distributed.
- 2) Cost effectiveness. There is no need for trained interviewers and the method is cost effective because of the way in which data is processed and analysed. It is clear that mailing questionnaires to a widely distributed population sample is likely to be much cheaper than using other forms of data collection (Collis and Hussey, 2003; Sekaran, 2003).
- 3) It is possible to collect large amounts of data. As Babbie (2004) has highlighted, a mailed questionnaire facilitates the collection of a large volume of data from a relatively large number of respondents within a short period of time,
- 4) The degree of error from bias is reduced. As a research measure, the mailed questionnaire can be stable, consistent and uniform as personal matters and variable skills amongst interviewers do not come into play (Remenyi et al., 2002).
- 5) Respondents have a degree of anonymity. Sekaran (2003) has highlighted that participants can feel comfortable at the relative anonymity and option to respond whenever it suits them. Without personalisation, a participant is more likely to respond with a more honest and open opinion when faced with a question that is controversial and/or sensitive.

There are, however, several disadvantages to using a mailed questionnaire, such as the following:

- 1) Questions have to be simple. Questions have to be explained with simple printed definitions and instructions.
- 2) There is a low response rate.
- 3) There is a lack of control over the completion of how, and by whom, the questionnaire is completed.

4.6.2.2.2 Personally- administered questionnaires

A personally-administered questionnaire is thought to be a suitable tool for data collection when conducting a local survey that aims to focus on groups of people in the workplace or at home; such an approach has been considered by Collis and Hussey (2003) and Sekaran (2003) to have a number of advantages, as follows:

Table 4.15: Personally-administered questionnaire advantages

Advantages	The researcher can clarify any confusion
	The interviewer can remove bias
	A high response rate is possible with the researcher personally collecting responses without having to rely on completed forms arriving through the postal service
	The administration of questionnaires to large numbers of participants is quicker and cheaper
	More open and frank responses can be encouraged if the participant has the topics and themes of the research explained to them by a researcher face-to-face.
	During handover, the questionnaire may be checked to see that it has been completed satisfactorily.
	Less skill is required to administer a questionnaire than to conduct an interview

Source: Collis and Hussey (2003) and Sekaran (2003)

However, there are a certain disadvantages to questionnaires that have been personally-administered, as follows:

Table 4.16: Personally-administered questionnaire disadvantages

Disadvantages	There can be high costs with this method, especially if the participants are located far apart
	Respondents can be hesitant if sensitive issues are raised

For this current research study, both personally-administered and mailed questionnaires were employed.

4.6.2.3 The design, distribution and administration of the questionnaire

It is essential to have an appropriate design for the questionnaire so that it helps to acquire the data that are necessary for addressing the objectives and research questions of the study. So, in the careful formulation of questionnaire questions, a researcher should give consideration to the following points:

- a) The questionnaire should be clear, with each item having a particular role.
- b) Within all of the scales included, all the questions should aim to test a particular variable.
- c) Before an item is included in the questionnaire, the way in which responses are to be analysed should be decided, with consideration given to the statistical techniques to be employed and the presentation and/or publishing of the data.

So that the validity of responses can be ensured, all questions in the survey

have to be checked so that the language and wording relate to the perceptions and attitudes of the participants. Saunders et al. (2003) suggested the guidelines below to help fashion appropriate questionnaire wording:

- 1) Familiar vocabulary, terms and concepts should be used so that the questions are straightforward and clear.
- 2) So that the respondent can choose answers, simple scales should be used.
- 3) Attempts should be made to avoid the use of questions that encourage a particular response, so that bias can be reduced.
- 4) To avoid misunderstandings and to encourage participants to complete the questionnaire, questions should be kept direct and concise.
- 5) Attempts should be made to avoid the use of emotive language within leading questions; Kumar (1999:120) defined a leading question as *“one which, by its contents, structure or wording, leads a respondent to answer in a certain direction”*.
- 6) Ambiguous wording should be avoided.
- 7) Questions that are negative and confusing should be avoided.

The researcher of this study has followed these guidelines to enable the most appropriate research instrument to be designed.

4.6.2.4 The sequence and flow of the questions

If there is a proper sequence to the questions, respondents can have a subconscious sense of being prepared to answer them. A ‘funnelled’ approach from the general to more particular questions, and from easy questions to more difficult ones, has been recommended by Sekaran (2003). There were several

principles that were followed in constructing the questionnaire as can be seen below:

1. Questions were made to have relevance for participants.
2. The use of open questions was kept to a minimum; open questions were placed towards the end of the questionnaire.
3. Hesitation was avoided through careful construction of initial questions.
4. The initial questions were broad before more particular focused questioning came later on in a form that was determined by the initial participant responses.
5. Similar topics were grouped together to give a logical flow to the questionnaire; the first section was related to the collection of demographic data, whilst the second section (with four sub-sections) related had questions that directly addressed the research questions of the study.
6. The questions at the start were, purposefully, made simple and an emphasis was placed on making the participant feel that their views were valued, rather than them having a sense that they were being examined in some way.

4.6.2.5 The type of questions

Sekaran (2003) noted that there were particular advantages and disadvantages in using open or closed questions as a survey instrument. Open questions are considered better in exploratory studies as the researcher is not able to specify the response categories before undertaking the survey (Remenyi et al., 2002). It is easy to ask open questions and respondents are more likely to feel free to

offer their opinions as they see fit. A disadvantage of open questions, however, is that they can increase the duration, discourage participation and lead to several responses being incomplete and unusable. It can be difficult to analyse much of the data acquired from open questions, with some of it being useless or irrelevant (Remenyi et al., 2002; Collis and Hussey, 2003; Sekaran, 2003). On the other hand, closed questions have answers that are yes/no or a choice from several alternatives. It is difficult to design a clear questionnaire that is able to accommodate all the possible responses; however closed questions can enable a questionnaire to be completed quickly. Respondents can feel frustrated if the range of options provided for a response to a closed question does not accommodate an accurate and true reflection of their opinions and beliefs (Vaus, 2001; Denscombe, 2003). However, analysis of answers can be easier when there is a limited range of possible responses; as such, closed questions lend themselves to the collection of particular types of data. As comparison is made easier when the responses are standardised, and a large number of questions can be asked quickly by the researcher, it was decided that the questionnaire for this research study would mainly employ closed questions.

4.6.2.6 Scaling process

Scale has been defined by Sekaran (2003:185) as:

“a tool or mechanism by which individuals are distinguished as to how they differ from one another in the variables of interest to our study. The scale or a tool could be a broad one in the sense that it would only broadly categorised individuals on certain variables, or it could be a fine-tuned tool that would differentiate individuals on the

variables with varying degrees of sophistication”.

Information about gender was gathered in this research using dichotomous questioning that provided two alternatives. Information about age, qualifications and work experience was gathered using multiple choice questions that had a range of options for the participant to choose from. Evidence can be gathered using ordinal scales that had numerically ordered categories (Remenyi et al., 2002). The extent to which a participant held a certain perception of a statement can be measured using a five point Likert-type scale design (Saunders et al., 2009). Also, as highlighted by Sekaran (2003), if a middle option is in place that is neutral for when a participant does not have an emotional response to a statement, a certain degree of bias can be removed from the research.

Table: 4.17: Five point Likert-type scale as used in the questionnaire:

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

A specialist statistical software package (SPSS) is needed for the analysis of responses, and so the researcher used it to undertake the statistical analysis of statements made in relation to the perceptions that currently exist within the Abu Dhabi Police Department about the development of programmes for TM.

4.6.2.7 Translation of the questionnaire and interview questions

It was important that the questionnaire was translated accurately into Arabic. Iyenger (1993:174) notes how retention of meaning is key for validity. For this

study, the questionnaire was initially translated by the researcher and three PhD students who could fluently speak both English and Arabic. So that an accurate translation could be assured, the versions were then checked by an Arabic linguistic expert supervisor at Liverpool Business School.

4.6.2.8 Justification for choosing the research approach and the techniques for data collection:

To ensure that an appropriate questionnaire is adopted for application to the research context in question, it is recommended that consideration is given to all the potential data collection techniques before commencing (Bryman and Bell, 2007; Easterby-Smith et al., 2008; Saunders et al., 2009). A mixed or multi-method of research, with a combination of techniques, can increase the validity of the data. So, both a questionnaire and a semi-structured interview were employed in this study so that the data validity could be enhanced and to cut down the 'method effect' noted by Saunders et al. (2009:154). If a researcher is residing within a different country, it can be costly and inefficient to make numerous international phonecalls and, clearly, setting out to undertake observation and in-depth interviews can be difficult. However, staff and officers can complete semi-structured interview questioning during their lunch breaks, and the researcher designed a self-administered questionnaire by adapting and adopting research questionnaires that had been used previously in the same research area (Tejeda et al., 2001; Smith et al., 2004). Having agreed the approach with the supervisor of the research, the questionnaire was conveyed using the technique of delivery and collection by employing a skilled representative. A sample was delivered to the management of the Abu Dhabi Police force for their approval prior to the distribution of the questionnaire, with

assurance given that information from respondents would be kept confidential.

4.7 Sampling population and the sampling techniques

The research population is the group of things, elements or people that a researcher studies, and the research sample is a segment of all the potential cases from that research population (Sekaran, 2003; Saunders et al., 2009). Indeed, Robson (2002a:260) stated that: “A sample is a selection from the population”, and Saunders et al. (2000:150) considered sampling techniques as providing “a range of methods that enable you to reduce the amount of data you need to collect by considering only data from a sub-group rather than all possible cases or elements.” So, the sample is a subset of the entire group of cases and whilst certain types of research work may involve collection of data from an entire population, it is not necessarily the case that such voluminous data is more useful than that gleaned from a representative sample (Robson, 2002a; Sekaran, 2003; Saunders et al., 2009). As outlined by Saunders et al. (2009), a researcher ought to use a research sample in the following circumstances:

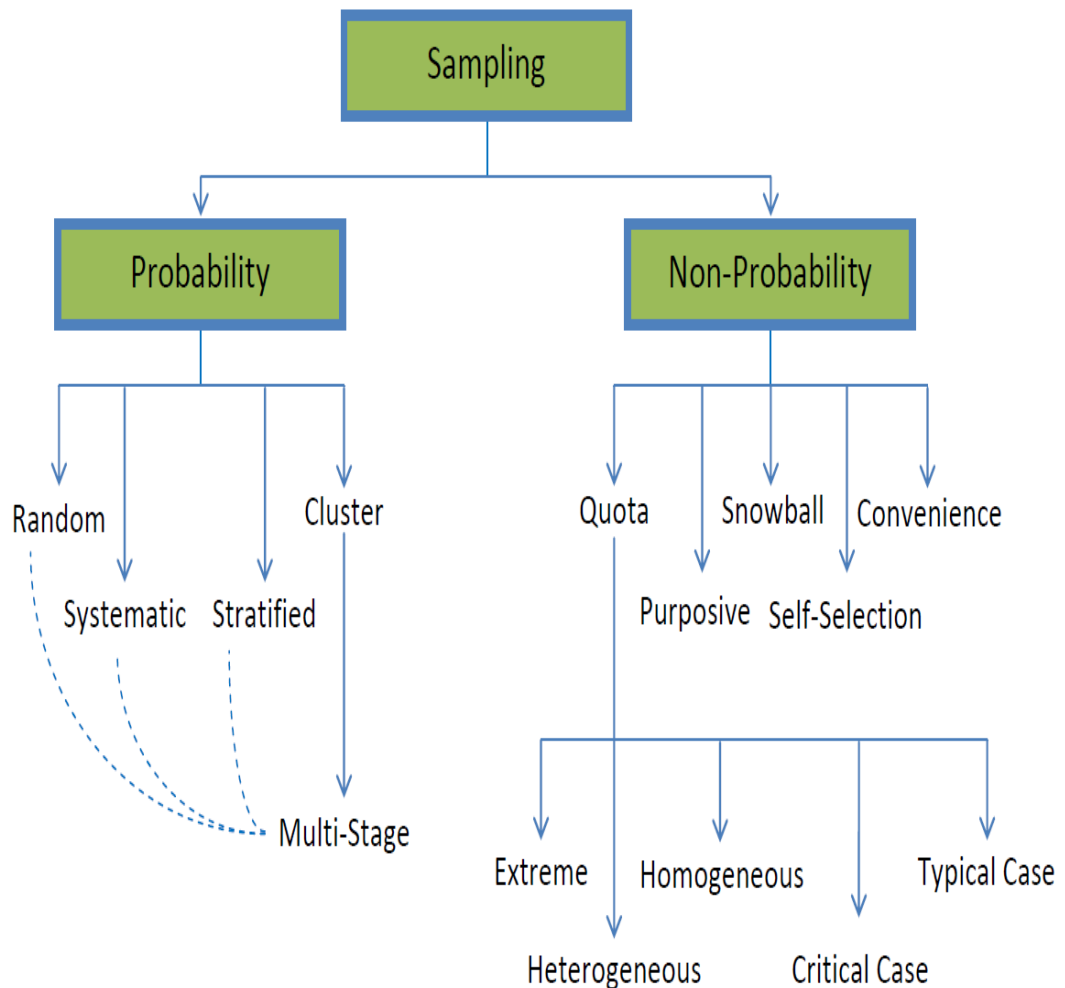
Table: 4.18: Research Sampling

A	The cost of collecting from the whole population may be prohibitive
B	Results may be required by a researcher in a hurry and there may be a tight deadline to the study, for example
C	The researcher may only have permission to collect data from a representative sample, or collection from an entire population may be impractical.

Source: Saunders et al. (2009)

For sampling, there can be both non-probability and probability techniques, with the former having a known non-zero probability for each element of the research population. Typically, probability techniques include sampling of both random and stratified types. Non-random selection is employed within non-probability sampling, such as quota sampling and snowball sampling and, so that there is an acceptable degree of quality, there needs to be strict adherence to sound principles for sampling (Bryman and Bell, 2007). Each technique has, depending on the circumstances, its own advantages and disadvantages. The most significant advantages relate to the lowering of cost, human resourcing needs or time saving, whilst the disadvantages of a technique may relate to there being the discovery of only weak predictions or estimates that can lead to estimation error (Kumar, 2008). Random sampling has been adopted for this research; it being considered more representative as each unit of the population has an equal chance of being included within the research sample. Gray (2014) identifies two main approaches or procedures of sampling: probability sampling (which involves selecting random samples of subjects from a given population that represents the total number of possible elements as part of the study) and non-probability sampling (where the selection of participants in a study is non-random).

Table 4.19 The common sampling techniques and types



Source: Saunders, et al. (2009:213)

According to Greener (2011:51), “*The sampling method chosen for a project is appropriate to the goals of the research*”. The targeted study population was all of the managers and employees in the hierarchy of the Abu Dhabi Police force. Different methods of sampling were employed within the quantitative and qualitative phases of the adopted mixed method approach; random sampling of the managers and employees of the Abu Dhabi Police was used in the quantitative phase of the study, whilst purposeful sampling of the managers of the Abu Dhabi Police was used within the qualitative phase of the study. Constraints, such as resourcing issues, can hinder the examination of an entire

research population and so efficient sampling can provide quick results in a way that, ironically perhaps, is often more accurate (Bryman and Bell, 2007). As there is a considerably large number of workers within the AD Police, a more insightful and broad view can be acquired more easily by selecting workers from different profiles.

4.7.1 Sampling technique for the questionnaires

As it is easy to implement and understand, it was decided, following careful consideration, to use a simple random sampling technique that gave all units of the population an equal probability of being selected (Easterby-Smith et al., 2002). It was considered inappropriate to use other techniques, such as quota, cluster or stratified sampling, as resources and time were limited. Therefore, the maximisation of participation was a key factor for the researcher in the use of the questionnaire surveys (Collis and Hussey, 2003; Saunders et al., 2003). As Saunders et al. (2003) noted, it was considered that mailed questionnaires had a tendency to have lower rates of response than personally administered questionnaires. If people are contacted who do not wish to be involved, or if chosen respondents are ineligible for some reason, then there can be a depleted number of suitable responses and the study can become more biased (Vaus, 2001). In terms of size of sample, Kervin (1992:241) considered that: *"The larger the sample size, the lower error in the data that the author collects"*. From a research population of around three thousand employees within the Abu Dhabi Police force, 361 responses was determined to be the number at which the responses could be generalized to the whole population with a level of confidence of 95%. So, sample size of 1185 was targeted to have

questionnaires distributed to them. As argued by both Oberle (2002) and Patton (2010), the purpose of a study and the availability of time and resources determine the sample size for interviews.

Table 4.20: Questionnaire response rate

No. of Distributed Questionnaires	Uncompleted Questionnaires	Invalid Questionnaires	Valid Questionnaires	Response Rate
1185	468	311	406	34.2%

4.8 Designing the scale

The exercise of designing the scale has the purpose of developing an effective questionnaire so the objectives of the research are addressed. It critically evaluates the current HR practices in terms of attracting, developing, recruiting and retaining employees and the researcher used the three principles outlined by Dillman (1978: 123-125):

- a. Ordering the questions in a descending order of usefulness and importance, the order having been agreed following focus group and piloting.
- b. Grouping together questions with similar content, within areas and by question type, when constructing the scale, grouped under a subject with the titles attracting, developing, recruiting and retaining employees.
- c. Taking advantage of cognitive ties that may be made from the questions by respondents in helping the decision over their order.

4.8.1 Pilot questionnaire test

It is considered beneficial to conduct a pilot test in order that the weaknesses of the instrument may be identified, and so the researcher distributed a number of questionnaires to test them out. Undertaking a pilot study prior to the launch of the actual full survey can help in the assessment of validity and reliability. Indeed, a pilot study has been defined in the work of Saunders et al. (2007:606) as:

“a small-scale study to test a questionnaire or interview checklist or observation schedule, to minimise the likelihood of respondents having problems in answering the questions and of data recording problems as well as to allow some assessment of questions’ validity and the reliability of the data that will be collected”.

Yin (2008:79) stated that: *“the pilot case study helps investigators to refine their data collection plans with respect to both the content of the data and the procedures to be followed”.* Oppenheim (2000) considers that pilot studies function to enable useful findings to be gleaned and to enable procedures and questions to be tested, and the research methods to be checked over and refined. As noted by Sekaran (2003), the pilot sample should have understandable questions and involve people who are representative of participants who would ultimately be chosen for the full survey. For this research, the pilot study involved discussion with a focus group of students who considered Arabic to be their mother tongue and that were also studying management at Liverpool John Moores University at PhD level. Ultimately, only minor clarifications were needed related to some of the terminology that had been drafted. The researcher acquired a greater appreciation of the topic from

the pilot testing of the questionnaire, with most of the participants only taking between a quarter and a half an hour to finish it.

4.8.2 Measurement scale for the pilot test

During this stage, a number of different instruments were used. Seven main components of TM have been identified from within the literature: planning, development, recruitment, rewards, compensation, performance management and empowerment. Five sections were put into the questionnaire. Firstly, a section dealt with background information of the participant. The second section explored the views of participants with regard to TM. The third, fourth and fifth sections had questions that related to recruitment, self-evaluation of talent performance, and development and talent training, respectively. In total, 42 items explored the various aspects of programmes for TM within the Abu Dhabi Police Department.

4.8.3 Survey questionnaire

It is considered that a reasonable size for a pilot test sample is from 25 to 100 subjects (Cooper and Schindler, 2003). Cooper and Schindler (2003) considered that a pilot test sample ought to be between twenty-five and one hundred subjects. As Table 4.13 shows, the questionnaire survey had a response rate of 76%. The instrument reliability was established by using Cronbach's Alpha to check for the internal consistency of the questionnaire questions. The study inclusion criteria were met by the 31 responses. Dunn-Ranking (2004: 118) stated that *"the alpha reliability approach for establishing reliability is based on the assumption that item variance is error variance, with the sum of the error variance substituted for true error variance"*. For the pilot

test, Cronbach's Alpha was found to be at 0.923, i.e. over the 0.70 level that has been recommended for reliability (see Hair et al., 2010).

Table 4.21: Response rate of questionnaire in the pilot study

No. of Distributed Questionnaires	Uncompleted Questionnaires	Valid Questionnaires	Response Rate
40	9	31	76%

The SPSS-18 computer package was then used to analyse the data gathered by the pilot study to test to see whether the scales were appropriate for measuring study variables. Statistical tests were first of all related to the number of variables, then to the type of question and then to the scale used for measurement, as suggested in the work of Zikmund et al. (2010).

4.8.4 Feedback from the pilot test

It was generally agreed by the respondents that the questionnaire had been constructed in a clear way, other than it being noted that the question related to qualifications lacked 'Bachelor degree', and it being considered that the questionnaire would benefit from having a definition for TM placed at the start. Both of these points were taken on board in the drafting of a revised version of the questionnaire.

4.9 Data instrument validity and reliability

Consideration needs to be given to the reliability and validity of the instruments used in the survey. Identification of consistency in assessing score results forms

the basis of reliability, and it can be illustrated easily through undertaking a retest of a group of participants to check to see if there has been a change in the answers given (test-retest criteria). A reliable test would be one where participants have the similar scores; a high correlation of about 1 being a first test score that shows reliability. Instrument reliability can also be shown by the use of internal consistency measurements; Cronbach's Alpha being a commonly used example. If Cronbach's Alpha reveals a high level of correlation, then the instrument may be thought of as a reliable one.

In general, the validation of survey instruments involves the demonstration, based on statistical analysis, that the information that has been accumulated has been obtaining evidence with inferences that are appropriate for the population (Creswell, 2009). The researcher can assess survey tool validity by checking its construct, criterion and content; previous literature related to instrument validation can inform an assessment or an appropriate panel of experts can determine instrument validity by face validity (Creswell, 2005). If an instrument has been used previously for the collection of data, it should be easy to show that it is reliable and valid, so long as references are readily available to establish reliability, content, construct and face validity. As Creswell (2009) notes, using an instrument that has proven reliability and validity is preferable to using one without such supporting proof.

4.9.1 Generalisability of the research

Research generalisability is the term for the extent to which the results that are obtained are relevant to other circumstances, with generalisations possible to a

larger group (Saunders et al., 2009). The AD Police manages all of the police departments of different locations within Abu Dhabi and so there is a likelihood that similarities exist in leadership and HR management, and this may encourage generalisability of the study. The public sector organisations have numerous similarities and these may be differentiated from organisations in the private sector, with a generalisation to the population being possible. However, as the research has a focus upon a security organisation, the unique characteristics and sensitivity of Abu Dhabi Police Department have a tendency to create bias in the study, and there is a limit to which findings may be generalised.

4.9.2 Data analysis procedures

The preparation for the analysis of data within a research project is a very significant step and it is dependent on whether it involves quantitative or qualitative data (Collins and Hussey, 2003). Within this research project, the quantitative data that was collected from the questionnaire survey were used within data analysis. Having collected the responses, there was a need to code them and, once this step was completed, data was entered into SPSS-18 (Statistical Package for Social Sciences) upon a computer. The researcher entered the data (hard copies); a process that took approximately four weeks. As noted by Watling and James (2007), successful analysis of results can be thought of as involving four key steps: ensuring a statistical tool is available; employing conditions for each of the tools used; obtaining the meaning of the statistical result(s); and having the knowledge to conduct the relevant statistical calculations. Both non-parametric and parametric statistical tests were given

consideration. Several conditions have been identified for using parametric tests (Field, 2005); these are summarised as follows:

- a) The data herald from one or more populations that have a normal distribution;
- b) There should be the same level of variance throughout the data, hence there should also be variance stability for a variable at all other levels;
- c) The data should have interval level measurement, i.e. the attitude scale points should be equally distanced;
- d) Data acquired from different participants should remain independent so there is no undue influence of one response upon another.

Although normally distributed data are needed within parametric statistical tests, central limit theorem suggests that when there are large samples within a study, the sampling distributions are normal even when the raw scores are found to be not normal (Tabachnick and Fidell, 2007). As such, this study used parametric tests and, as a consequence, both statistical analyses with analytical and descriptive methods were employed, with priority being given to the former.

4.9.3 Descriptive statistical method

If data came from different relevant sources, descriptive statistical techniques can be used to describe that data; as Maykut and Morehouse (1994) noted, usually, the calculation of the mean, median, mode, frequency distribution, percentage distribution and standard deviation of the data forms the basis of a description for research purposes. The sample characteristics in this research work, such as gender, education level and age, have been described through

use of the descriptive method.

4.9.4 Analytical statistical method

An analytical statistical technique is used to make inferences about the population parameters from the statistical sample (Hair et al., 2007).

- Significance level: There is an acceptable statistical significance level when the p value is below 5% (0.05). If the level of significance is any lower then, for there to be significance, there has to be more of a divergence of the data away from the null hypothesis and, therefore, 0.01 is a more conservative level than 0.05. The significance level refers to there being a lower than 5% chance that the result could have been obtained through a chance occurrence; in such analyses, the lower the p value, the higher is the probability that the result that is expressed has been obtained because of more than just chance. Ronald Fisher (1925, cited in Field, 2005) suggested that choosing a 0.05 significance level means that, with a 5% probability of a chance occurrence, a finding may be thought of as true or, at least, statistically significant. It is common for a 0.05 significance level to be used within research concerned with business (Bryman, 2008).
- Independent t-test. An independent t-test may be used to establish if a significant difference exists between two means that have been collected from independent samples (Field, 2005). A number of the personal variables in this research project, such as the job level and gender, were tested using the t-test.

- Analysis of variance, The one-way analysis of variance (ANOVA) is similar to the idea of an independent t-test; however it is used to compare more than two groups and is the chosen statistical method when there is a need for at least two means to be checked to find out if there are any differences between them that are statistically significant (Tabachnick and Fidell, 2007). ANOVA has been used in this research project to test education level, position and work experience.
- Pearson's correlation coefficient. The correlation is the degree to which there is considered to be a relationship between two variables. The direction of association is discovered by a correlation test, i.e. whether the association is negative, positive or non-existent (Saunders et al., 2007). In keeping with the study of Field (2005), the Pearson's correlation coefficient may have any value on a range from +1 (as one variable changes, another variable changes in the same direction to the same degree) through 0 (if one variable changes, another variable stays the same) to -1 (as one variable changes, another variable changes in the opposite direction to the same degree). The Pearson correlation was employed in this study to evaluate the research questions by examination of the bivariate analyses of a number of the TM programme dimensions within the Abu Dhabi Police Department.
- Multiple regression. Multiple regression analysis has been defined by Frankfort-Nachmias and Nachmias (1996:445) as "*a method used when*

there are several independent variables, each of which may contribute to our ability to predict the dependent variable". The objective of multiple regression analysis is to provide a summary of the data as well as a quantification of the relationships between variables; it has its expression in an equation that is employed to predict typical variable values when other variable values are given. Thus, a multiple regression analysis is comprised of a discovery of the best straight-line relationship to explain how variation of a variable that is dependent (Y) is affected by variation in different independent variables (X1, X2, X3...). An associated regression coefficient (bi) exists for each of the predictors with a value of b0 being the outcome value when predictors are zero (Field, 2005). Once the relationship has been estimated, the following equation can be calculated:

$$Y = (b_0 + b_1X_1 + b_2X_2 + \dots + b_nX_n) + i$$

Each of the independent variables are weighted by a regression analysis procedure to ensure that the maximum level of prediction can be ensured from the set of independent variables (Hair et al., 2006). The impact of TM within the Abu Dhabi Police Department was examined in this study through the use of multiple linear regressions.

4.9.5 Ethical considerations

The research ethics are at the core of the conduct for the research. Indeed, Saunders et al. (2009) point out that the way a researcher behaves is a central consideration for a research project, with the necessary assurance that there will be protection of the rights of the research subjects. As such, there should be

Careful consideration for ethical issues during the questionnaire and interview data collection. All participants need to be informed of the aims of the research prior to their participation in it, and they have to be informed that they can withdraw at any time without needing to provide an explanation of such a withdrawal. Participants also have to be reassured that their participation will not affect their work, that anonymity of data will be maintained, and that permission will be sought prior to any publication of that data.

Both positivism and interpretivism act as the philosophical basis to this study and, as direct collection of primary data from participants is involved, there is a need for consideration of several ethical issues throughout the process. The researcher has to be aware of responsibilities for getting the permission of participants and for looking after their interests. Respondents ought to be dealt with responsibly and with due care and attention at all times, and any information that is revealed should be used appropriately. The researcher has the duty to be sensitive in preserving the rights of the institution under study, and all of its staff, and to be ever mindful of the maintenance of the privacy, anonymity and confidentiality of them. Furthermore, LJMU regulations for primary data collection act as a guideline for the development of the questionnaire. The 'Code of Research Ethics' of LJMU were studied so that the researcher could become skilled in preparing and designing questionnaires. Along with the obtaining of permission to undertake the research from Abu Dhabi Police management, adherence to the aforementioned ethical procedures ensured that any chance of harm as a result of participation in the study was kept to a minimum.

4.10 Summary

Details of the methods employed for the achievement of the study objectives have been discussed and justified within this chapter. Attention was paid within the first section to the philosophical stance taken with the theoretical issues encountered highlighted. This was followed by justification for the approach chosen by the researcher for the investigation of the research problem. The second section provided an overview of the methods employed within the study for the purposes of collecting both quantitative and qualitative data, with explanations of how the associated techniques were used, i.e. interview, questionnaire and the exploratory pilot study. Also considered within this chapter was the need for reliability, and the statistical analysis of the internal reliability, along with consideration for the validity and replicability of the study and ethical matters for the process of research and the gathering of data. In focusing on the Abu Dhabi Police Department as a case study, and in following the aforementioned methods, it is expected that the study will provide a greater understanding of the impact made by programmes for Talent Management.

CHAPTER FIVE

DATA ANALYSIS

5.1 Introduction

The current study examines the benefits of establishing a Talent Management programme at Abu Dhabi Police Department the aim of which is to prepare a talent pool as a key human resource. To obtain the data, a mixed methods approach was adopted using semi-structured interviews and a quantitative questionnaire. To gain deeper insights and to have a holistic view into the various trends and perspectives of Talent Management, both qualitative and quantitative methods were employed. The findings section has been split into two parts. Part one will analyse the quantitative data using SPSS and the second will discuss the qualitative results from semi-structured interviews, which gauged the employees' views. The survey involved employees of the key departments at AD Police. The objective was to find out what are the priorities and what the level of preparedness of senior management and HR professionals about TM is, and to provide insights into what leaders can do to drive the talent agenda in line with the UAE Vision.

The questionnaire is divided into three sections; the first section presents the results of the respondent profiles; the second section explains the collected data about the organisation; the final section includes the analysis of collected data about the influential factors that help in the development of an integrated Talent Management programme in the public sector in order to achieve the mission objectives of the government.

5.2 Descriptive statistical analysis and Cronbach's Coefficient

Alpha test

Creswell (2009) points out that the purpose of conducting a Skewness and Kurtosis analysis is to present two methods of measuring the normality of distribution of values. For the purpose of this current study, there are four categories where the Skewness and Kurtosis does not fall between the +/-1. For the purpose of the analysis, it was assumed that the data had been entered incorrectly and was therefore changed to missing data. This action brought the Kurtosis and Skewness score within acceptable tolerance levels. In addition, the Cronbach Coefficient Alpha reliability test was 0.946 (Table 5.1). This result shows that the reliability is above 0.70, which means there is good consistency in the scale data (Brace, et al. 2012). It can therefore be assumed from the results that further parametric and non-parametric analysis can now be conducted.

Table 5.1 - Reliability Test

Cronbach's Alpha	No. of Items
.946	36

5.3 Background of the respondents

This part of the research questionnaire is concerned with general information about the participants within this study. A total of one thousand one hundred and eighty five (1185) questionnaires were distributed to the AD Police employees from different departments and different job positions, which reflected the complete workforce for the organisation. Four hundred and six

(406) valid questionnaires were returned and analysed, providing a response rate of thirty four percent (34.2%). The questionnaire asked the selected sample groups about their gender, age, level of education, and, length of time in the current organisation. The following data show the background information of the participants of this study as follows:

5.3.1 Respondents' gender

Table 5.2 - Gender of employees

		Frequency	Percentage	Valid Percent	Cumulative Percentage
Valid	Male	358	88.00	88.00	88.00
	Female	48	12.00	12.00	100.0
	Total	406	100.0	100.0	

Table 5.2 illustrates frequency and percentages of the participants classified by gender. Among the four hundred and six respondents, 88% are male and forty-eight participants, or 12%, are female. This illustrates that males outnumber females, mainly because of the nature of the work, and because of changes in employment culture for women.

5.3.2 Respondents' age

Table 5.3 - Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Participants' Ages	18 – 24	56	13.8	13.8	13.8
	25 – 39	185	45.6	45.6	59.4
	40 – 49	86	21.1	21.1	80.05
	Over 50	79	19.6	19.6	100.0
	Total	406	100.0	100.0	

The age distribution of the respondents was categorised into four groups (Table 5.3): 1) 18-24 year olds (n = 56); 2) 25–39 year olds (n = 185); 3) 40-49 year olds (n = 86); 4) Over 50 year olds (n = 79). The group with the most respondents is the age group of 25 to 39 (45.6%). The smallest group of respondents were the 18 -24 year olds, accounting for only 13.8% of the total. Therefore, from the results it can be assumed that due to the nature of the work and the demographics that the age group of 25 to 39 is the preferred age for working at AD Police Department.

5.3.3 Respondents' Job Position

Table 5.4 - Respondents' job position

Job Position		Frequency	Percent	Valid Percent	Cumulative Percent
	General Manager	6	1.5	1.5	1.5
	Senior Manager	72	17.7	17.7	19.2
	Captain	126	31.2	31.2	50.4
	Higher Police Officer	142	34.9	34.9	85.3
	Police Officer	60	14.7	14.7	100.0
	Total	406	100.0	100.0	

Table 5.4 illustrates frequency and percentages of the respondents classified according to their job position. The distribution of the respondents was categorised into five groups: 1) 1.5% General Manager (n = 6); 2) 17.7% Senior Manager (n = 72); 3) 31.2% Captain (n = 126); 4) 34.9% Higher Police Officer

(n = 142); 5) 14.7% Police Officer (n = 60). The group with most respondents is the Higher Police Officer (34.9%). The smallest group of respondents was General Manager, accounting for only 1.5% of the total.

5.3.4 Respondents' Level of Education

Table 5.5 - Respondents' Level of Education

What Is Your Level Of Education?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Level of Education	High school	36	8.9	8.9	8.8
	Diploma	4	1.1	1.1	9.8
	Bachelor's	193	47.5	47.5	57.4
	Master Degree	158	38.8	38.8	96.3
	Doctorate Degree	15	3.7	3.7	100.0
	Total	406	100.0	100.0	

Table 5.5 illustrates frequency and percentages of the respondents classified according to their level of education. The distribution of the respondents was categorised into five groups: 1) 8.8% Less than high school (n = 36); 2) 1.0% Diploma (n = 4); 3) Bachelor's 47.5% (n = 193); 4) 38.8% Master Degree (n = 158); 5) 3.7% Doctorate degree (n = 15). The group with most respondents is Bachelor's degree (47.4%). The smallest group of respondents were Doctorate and Diploma, accounting for only 9.8% of the total.

5.3.5 Respondents' Length of service

Table 5.6 – Length of Service of Respondents from the Organisation

How Many Years Have You Been Working With the Organisation?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Length of Service	1 - 3 years	5	1.2	1.2	1.2
	3 - 5 years	47	11.6	11.6	12.7
	6 - 10 years	107	26.3	26.3	39.1
	Over 10 years	247	60.9	60.9	100.00
	Total	406	100.0	100.0	

In terms of length of service, table 5.6 shows that the largest group of respondents, at two hundred and forty seven or 60.9%, consisted of those who have worked for the organisation for over 10 years. The second largest group of respondents, at one hundred and seven, or 26.3%, have worked for the organisation for 6–10 years, whereas five respondents, or 1.2%, worked for the organisation for 1–3 years; the remaining group of 47, or 11.5%, was comprised of those who worked for their organisations for 3–5 years.

5.4 Cross tabulation with - Management Continually Demonstrates their support towards Talent Management

Table 5.7: Gender - Talent Management

		Management Continually Demonstrates Their Support towards Talent Management					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Gender	Male	50	110	116	41	41	358
	Female	6	20	11	7	4	48
Total		56	130	127	48	48	406

Participants were asked to select whether they perceived that management continually demonstrates their support towards Talent Management. One hundred and eighty six (186), or 45.8%, of all the respondents stated that they were in agreement that management did demonstrate support towards Talent Management, with both males and females closely in agreement. Ninety six (96), or 24%, indicated that they did not fully agree or disagree with this statement. One hundred and twenty seven (127) or 31.2% of respondents neither disagreed or agreed. Therefore, the majority of respondents perceived that management demonstrated their continual commitment to support towards Talent Management with both males and females answering similarly.

5.4.1 The respondents' understanding of the commitment from management regarding Talent Management – Age

Table 5.8: Age - talent management

		Management Continually Demonstrates Their Support towards Talent Management.					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
Age	18 – 24	3	45	8	0	0	56
	25 – 39	39	59	33	29	25	185
	40 – 49	24	39	15	3	5	86
	Over 50	9	5	2	35	28	79
Total		75	148	58	67	58	406

Table 5.8 gives a comparison between respondents' ages within the organisation and agreement with the statement, Management continually demonstrates their support towards Talent Management. One hundred and

eighty six (281), or 69.2%, of respondents stated that they strongly agreed or were in agreement that Management continually demonstrates their support towards Talent Management. The 25-39 year olds contributed mainly to this percentage (45.5%). One hundred and twenty five, (125) or 30.7%, indicated that they did not fully agree or disagree with this statement. The 25 - 39 year olds had the highest percentage of neutral responses with 17.8% of their overall total of one hundred and five respondents.

5.4.2 The respondents understanding of the commitment from management regarding Talent Management - Length of service

Table 5.9: Length of Service - Management continually demonstrates their commitment to talent management

		Management Continually Demonstrates Their support towards Talent management					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
How long have you been working with AD police?	1 - 3 years	0	0	5	0	0	5
	3-5 years	12	15	44	8	3	82
	6–10 years	17	42	76	3	7	145
	Over 10 years	27	75	0	37	35	174
Total		56	132	125	48	45	406

The result in Table 5.9 indicates that the length of service within the

organisation leans more towards the oldest serving employees perceiving; that Management continually demonstrates their support towards Talent Management. This can be assumed, due to the familiarity that older serving employees have concerning organisational commitments through mission statements.

5.4.3 The respondents understanding of the commitment from management regarding Talent Management - Level of Education

Table 5.10: Length of service management continually demonstrates their commitment to support talent management with AD police.

		Management Continually Demonstrates Their support towards Talent Management					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
		What is your level of Education?	High school	9	4	9	
Diploma	0		2	2	0	0	4
Bachelor Degree	35		60	71	14	13	193
Master's Degree	10		57	41	29	21	158
Doctorate Degree	2		7	4	2	0	15
Total		56	130	127	48	45	406

The results in Table 5.10 presents respondents' level of education. The findings clearly show that the majority of respondents who completed the questionnaire and have a Bachelor's level of education mainly agreed that management

continually demonstrates their support towards Talent Management (32.7%). In addition, this commitment was further supported by Master's degree level respondents with the doctorate level response in agreement.

5.5 Pearson Correlation analysis

This study examines the importance of developing Talent Management programmes at Abu Dhabi Police Department. In order to achieve the aim, objectives and to understand their relationships, the Pearson Correlation is used to undertake and trace the association amongst variables and as a result the Pearson Coefficient Correlation test will present each measure and will be discussed separately.

5.5.1 Pearson correlation – Managements commitment

Table 5.11 - Pearson Correlation for management

Independent Variables	Number	Pearson Correlation	Sig. (2-tailed)
There is sufficient pool of managerial talent available at AD Police to fill vacancies	406	.666**	.000
Do you think Talent Management program helps to identify the strength and weakness of employees?	406	.581*	.000
I achieved my individual performance objectives	406	.623**	.000
*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).			

Through analysis of the responses to the questions on respondents', management within the AD police (Table 5.11) it is apparent that the most important thing to the majority of employees was their belief that "*There is sufficient pool of managerial talent available at AD Police to fill vacancies*", with a modal average of 4 (agree) in response to the statement. When analysed against the other three statements within the management section of the questionnaire, the Pearson Correlation indicated a moderate correlation with the other statements. This indicates that, whilst respondents answered favourably by agreeing, that they believed that management had a pool of talent available, the respondents either extremely agreed or agreed with the other statements. The statement that had significant difference between responses in this section was between the statements, "I achieved my individual performance objectives" and "*Do you think Talent Management program helps to identify the strength and weakness of employees*" with $r = .666$. However, the Pearson Correlation also revealed a positive correlation in responses to the statements, "*I acquired competencies required for my position*". This highlights that these statements were marked as extremely agree or agree by the majority of AD police respondents.

5.5.2 Pearson correlation – AD Police procedures and strategies

Table 5.12 Correlation with A D police procedures and strategies

Independent Variables	Number	Pearson Correlation	Sig. (2-tailed)
Talent management has a high priority in the overall strategic plan of AD Police	406	-.307*	.002

AD Police Department has a clear Talent Management strategy	406	.297*	.004
AD Police Dept. Talent Management strategy primarily sources talent from outside AD organization	406	.191	.000
AD Police Department is aiming to develop Talent Management capabilities	406	.284	.001
AD Police Clearly Communicates Its Strategies and Goals With Employees.	406	.221	.000
AD POLICE emphasises improvement rather than maintenance.	406	.245**	.003
AD Police emphasise the best implementation of continues improvement process for all tasks at all levels.	406	.251*	.000
AD Police adopts a Self-Assessment System to improve performance.	406	.088	.000
AD Police is tracking quality cost to reduce the cost of waste, rework and rejection.	406	.693	.001
*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).			

The results in Table 5.12 show that, for the responses regarding ‘AD Police procedures and strategies’ it is apparently equally important to the majority of employees that the organisation has relative procedures and strategies in place that support the employees with a modal average of two (agree). These statements all had a positive correlation; “AD Police is Tracking Quality Cost to Reduce the Cost of Waste, Rework and Rejection” with a positive Pearson Correlation of $r = .693$ against the statement, “A D Police Adopts a Self-Assessment System to Improve Performance.” $r = .088$. When analysed against the other questions within the A D police procedures and strategies section of the questionnaire, the Pearson Correlation indicated a single negative correlation against the other statements. The statement of, “Talent management has a high priority in the overall strategic plan of AD Police” was not correlated with the majority of AD respondents $r = -.307$.

5.5.3 Pearson correlation – Responding to organisation changes

Table 5.13 - Correlation with organisational changes

Independent Variables	Number	Pearson Correlation	Sig. (2-tailed)
The recruitment process is clear and provides for an extensive selection of talent	406	.559	.005
Before a job vacancy is advertised, AD Police uses the internal talent pool	406	.419	.001
AD Police has programmes to develop a pool of talent and	406	.314	.003

prepare them to be managers			
There is sufficient pool of managerial talent available at AD Police to fill vacancies	406	.416	.001
AD Police has programmes to develop a pool of talent and prepare them to be managers	406	.449	.000
AD Police Dept. recruitment process is successful in selecting the best talent	406	.618	.003
Targets and their due dates are clearly communicated to staff members	406	-.123	.002
The performance review focuses on evaluating my competencies and abilities	406	.506	.002
I receive good feedback on my performance appraisal	406	.313	.001
*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).			

The findings from AD Police showed that there were a total of nine correlations in questions relating to the organisational changes. Within these nine correlations, three of the correlations can be identified as showing a moderate correlation between questions (Table 5.13). The strongest correlation was between the statements “AD Police Dept. recruitment process is successful in selecting the best talent” $r = .618$, thus indicating that there is a strong link between the recruitment process and the best talent is successful. The second

highest correlation was between the statements *“The performance review focuses on evaluating my competencies and abilities”* and *“Talent management has a high priority in the overall strategic plan of AD Police”* $r = .506$. This correlation shows that, whilst participants responded similarly to the two statements, the responses were not identical therefore highlighting that there is some difference between the perception of AD Police performance review in relation to talent management which has a high priority as part of the organisations strategic plan. This will be discussed further in the next chapter. In contrast, the statements, *“Targets and their due dates are clearly communicated to staff members”* and *“My performance appraisal is discussed with my supervisor,”* showed a negative correlation $r = -.123$. A score of $-.1$ indicates a low correlation and consequently is considered significant. The difference between responses to these statements will be interpreted within the next chapter.

5.5.4 Pearson correlation – AD Police communication and opportunities

Table 5.14 - Correlation with communication and opportunities

Independent Variables	Number	Pearson Correlation	Sig. (2-tailed)
AD Police Dept. conducts performance reviews regularly	406	.543	.001
AD Police Dept. establishes effective two way communication with others	406	.543	.000

AD Police Dept. facilitate teamwork and communication across its units	406	.863	.000
AD Police Dept. provides plenty of opportunities for staff to develop their careers	406	.538	.001
AD Police Dept. empower others with the resources they need to succeed	406	.630	.004
Do you think Talent Management program helps to identify the strength and weakness of employees	406	.765*	.001
*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).			

The results in table 5.14 indicate there were six correlations that were moderate to strong. The three correlations that were moderate were; “A D Police Dept. conducts performance reviews regularly” and “A D Police Dept. establishes effective two way communication with others” with $r = .543$, “A D Police Dept. provides plenty of opportunities for staff to develop their careers,” and “A D Police Dept. empower others with the resources they need to succeed,” $r = .630$. Subsequently, the strong correlations related to the questions “Do you think a Talent Management program helps to identify the strength and weakness of employees” and “There is sufficient pool of managerial talent available at A D Police to fill vacancies” $r = .765$. The strongest correlation, with

$r = .863$, was the question “A D Police Dept. facilitate teamwork and communication across its units and effective development of goals in your organisation’ and “Overall, my evaluation of TM programme is good”; therefore, indicating that the more goal orientated an employee feels within the workplace, the more likely this will have an impact throughout the organisation.

5.5.5 Pearson correlation – AD Police employees

Table 5.15 - Correlation with A D police Employees

Independent Variables	Number	Pearson Correlation	Sig. (2-tailed)
I have no firm grasp of the area in which I need development	406	.459	.003
I believe talent pools within a firm provide a reliable source of talent	406	-.882*	.004
I believe talent pools make it easier to train and develop desirable skills	406	.521	.000
I achieved the intended learning outcomes	406	.366**	.000
I acquired competencies required for my position	406	.523*	.002
I am ready to do higher grade job / occupy a strategic position / job rotation	406	.938	.002

I achieved my individual performance objectives	406	.687	.001
TM investment enabled achievement of AD Police strategic objectives	406	.055	.000
*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).			

Table 5.15 reveals that A D Police has eight correlations in questions relating to A D police employees. Within these correlations, five correlations are either moderate to strong (Table 15). The question *“I achieved my individual performance objectives”* and *“I have no firm grasp of the area in which I need development”* had a moderate positive Pearson Correlation of $r = .687$ with a 0.01 level of significance. In contrast, the statements *“I believe talent pools within a firm provide a reliable source of talent”* and *“I achieved my individual performance objectives”* presented a negative correlation of $r = -.882$. Therefore, this indicates that when the respondents agreed with one statement they were more likely to disagree with the other. In addition, the strongest positive correlation was between the statements *“I am ready to do higher grade job / occupy a strategic position / job rotation”* and *“Do you think Talent Management program helps to identify the strength and weakness of employees”* $r = .938$. This strong correlation has a 0.02 significance level.

5.6 Independent sample *t* – test

An independent sample *t* - test was conducted to identify the differences in mean scores of employees' gender (independent variable) from various

dependent variables taken from the questionnaire. As a result, this test shows significant differences. Furthermore, if the significance level of Levene's t - test is .05 or less, this means that the variances for the two groups for males and females are not the same. Therefore, the data collected will violate the assumption of equal variance. However, SPSS provides an additional statistic that compensates for when variances are not the same, 'equal variances not assumed,' which is an alternative t - value. In the case of A D police, the gender split was three hundred and fifty eight males (358) and forty-eight females (48).

5.6.1 Independent sample t - test –Management support

Table 5.16 - Independent t - test – Management support

Levene's Test							
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
There is sufficient pool of managerial talent available at AD Police to fill vacancies	1.817	.179	3.904	309.315	.000	.34040	.08718
Do you think Talent Management program helps to identify the strength and weakness of employees?	18.220	.000	-3.140	262.771	.002	-.39643	.12624

I achieved my individual performance objectives	17.967	.000	-6.705	358.464	.000	-.75176	.11212
A skills audit is regularly conducted at AD Police to assess skills gaps	14.368	.000	-2.875	344.746	.004	-.34083	.11853

Table 5.17 Independent *t* - test – Management support

Group Statistics	Gender of employees	N	Mean	Std. Deviation	Std. Error Mean
There is sufficient pool of managerial talent available at AD Police to fill vacancies	Male	358	3.4226	.83595	.05407
	Female	48	3.0822	.82635	.06839
Do you think Talent Management program helps to identify the strength and weakness of employees?	Male	358	2.8159	1.05699	.06837
	Female	48	3.2123	1.28229	.10612
I achieved my individual performance objectives	Male	358	2.6318	1.21890	.07884
	Female	48	3.3836	.96319	.07971
A skills audit is regularly conducted at AD Police to assess skills gaps	Male	358	4.1071	1.24262	.08038
	Female	48	4.2479	1.05263	.08712

An Independent *t* - test was used to compare the differences of employees' perceptions of managerial decisions within AD Police. From the four statements relating to managements support, four statements were statistically significant with respect to gender (Table 5.18), with females returning higher means scores

for three out of the four statements.

Firstly, the statement relating to *“There is sufficient pool of managerial talent available at AD Police to fill vacancies”* ($t = 3.904$, $df = 309$, $p = 000$) returned a statistically significant difference, with male respondents agreeing more with the statement (3.42) than females (3.08) (Table 5.17). The second statement showing significant differences was, *“Do you think Talent Management program helps to identify the strength and weakness of employees”*. ($t = -3.140$, $df = 262$, $p = 002$) where, females were more in agreement (3.21) compared to their male counterparts (2.81). The results that showed the highest mean was the statement, *“A skills audit is regularly conducted at AD Police to assess skills gaps”*. ($t = -2.875$, $df = 344$, $p = 004$). This therefore indicates that females believe that the management do not carry out regular skills audits involving their employees’ (4.24) whereas the males were also of the same opinion (4.10).

5.6.2 Independent sample t - test – A D police procedures and strategies

Table 5.18 - Independent t - test – A D police procedures and strategies

Levene's Test							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
AD Police dept. talent management strategy primarily sources talent from outside AD organisation	24.027	.000	-8.450	352.337	.000	-.94988	.11241

AD Police department is aiming to develop TM capabilities	9.751	.002	-5.724	331.777	.000	-.79710	.13926
AD Police clearly communicates its strategies and goals with employees.	26.295	.000	-3.724	260.892	.000	-.34751	.09331
AD Police emphasises improvement rather than maintenance.	20.024	.000	2.788	276.560	.001	.37694	.13520
AD Police emphasise the best implementation of continues improvement process for all tasks at all levels.	8.483	.004	-2.599	288.510	.003	-.26260	.10102

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Table 5.19 - Independent *t* - test – A D police procedures and strategies

Group Statistics	Gender of employees	N	Mean	Std. Deviation	Std. Error Mean
AD Police Dept. TM strategy primarily sources talent from outside AD organization	Male	358	1.9582	1.55782	.10077
	Female	48	1.7534	1.01412	.08393
AD Police Clearly Communicates Its Strategies	Male	358	2.9707	1.49621	.09678

And Goals With Employees.	Female	48	2.6644	1.05880	.08763
AD Police Emphasize The Best Implementation Of Continues Improvement Process For All Tasks At All Levels.	Male	358	1.0946	1.26142	.08159
	Female	48	1.6822	1.11730	.09247
AD Police Dept. talent management strategy primarily sources talent from outside AD org.	Male	358	4.6109	.95445	.06174
	Female	48	4.9863	1.07630	.08908
AD Police Clearly Communicates Its Strategies And Goals With Employees.	Male	358	3.4351	1.62018	.10480
	Female	48	4.1301	1.28795	.10659

The results in Table 5.19 show that five statements were statistically significant. The five results had varying degrees of significance, with the statement “*AD Police Emphasizes Improvement rather Than Maintenance.*” ($t = -2.788$, $df = 267$, $p = .001$) being the highest towards disagreement. As a result, females (4.98) were higher in disagreement than males (4.61) indicating that management wanted improvement rather than maintenance. The above statement is further supported by the statement “*A D Police Emphasize the Best Implementation of continuous Improvement Process for All Tasks At All Levels.*” ($t = -2.599$, $df = 288$, $p = .003$) where both the females (4.13) and males were in disagreement that this is the case (3.43) (Table 5.19).

In addition, for the statement “*AD Police Clearly Communicates Its Strategies*

and Goals with Employees.” ($t = -3.724$, $df = 331$, $p = .000$), males showed higher agreement (1.09) in contrast to their female colleagues (1.68). Finally, the statement, “*AD Police clearly communicates Its Strategies and Goals with Employees.*” ($t = -5.724$, $df = 275$, $p = .001$) had females showing a higher level of disagreement (2.66) in comparison to males (2.97). In conclusion, the findings suggest that, although management controls some aspects, procedures and strategies of the organisation, the beliefs of the employees suggest that the company does not go far enough to support and communicate with their employees and is generally not interested in doing so.

5.6.3 Independent sample t test – Responding to organisation changes

Table 5.20 - independent t - tests – Responding to organisational change

Levene's Test							
	F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference
AD Police has programmes to develop a pool of talent and prepare them as managers	2.359	.126	4.197	201.597	.000	.60845	.14496
There is sufficient pool of managerial talent available at AD Police to fill vacancies	.024	.878	3.695	207.630	.000	.40107	.10855

AD Police has programmes to develop a pool of talent and prepare them to be managers	.030	.864	2.846	228.664	.001	.30487	.10714
AD Police Dept. recruitment process is successful in selecting the best talent	2.591	.109	2.035	193.003	.003	.25575	.12565
Targets and their due dates are clearly communicated to staff members	.156	.693	2.079	213.894	.003	.25910	.12465

Table 5.21 - independent t - tests – Responding to organisational change

Group Statistics	Gender	N	Mean	Std. Dev	Std. Error Mean
AD Police has programmes to develop a pool of talent and prepare them to be managers	Male	358	3.9154	1.01946	.08941
	Female	48	3.3069	1.14667	.11410
There is sufficient pool of managerial talent available at AD Police to fill vacancies	Male	358	3.4308	.78689	.06902
	Female	48	3.0297	.84209	.08379
AD Police has programmes to develop a pool of talent and prepare	Male	358	3.8692	.90123	.07904

them to be managers	Female	48	3.5644	.72685	.07232
AD Police Dept. recruitment process is successful in selecting the best talent	Male	358	3.5231	.84647	.07424
	Female	48	4.5248	.71546	.07119
Targets and their due dates are clearly communicated to staff members	Male	358	3.4769	.93357	.08188
	Female	48	3.2178	.94450	.09398

Table 5.21 shows a lower agreement towards responding to organisational change within A D police, with five of the nine statements statistically significant. The highest significance was, *“AD Police Dept. recruitment process is successful in selecting the best talent”* ($t = 2.035$, $df = 193$, $p = .003$) (Table 5.20). All of the significance levels were at .003 or below. One particular observation was that females were higher in disagreement as they felt the organisation was successful at selecting the best talent. (4.52). However, males also responded similarly their female colleagues, with a mean of 3.52. Although, with respect to the statement, *“A D Police has programmes to develop a pool of talent and prepare them to be managers”* ($t = 2.84$, $df = 228$, $p = .001$), it is evident that males were higher in disagreement (3.86) than females (3.56).

5.6.4 Independent sample t-test – AD Police communication and opportunities

Table 5.22 - independent t-tests – Correlation with communication and opportunities

Levene's Test							
	F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference
AD Police Dept. conducts performance reviews regularly	64.878	.000	-6.473	382.182	.000	-.81444	.12583
AD Police Dept. establishes effective two way communication with others	1.668	.197	-3.019	285.270	.003	-.40199	.13317
AD Police Dept. facilitate teamwork and communication across its units	25.585	.000	-6.302	375.865	.000	-.84181	.13358
AD Police Dept. provides plenty of opportunities for staff to develop their careers	26.456	.000	-3.212	275.870	.001	-.56852	.17698
AD Police Dept. empower others with the	2.860	.092	-2.487	329.393	.001	-.34857	.14014

resources they need to succeed							
Do you think TM program helps to identify the strength and weakness of employees ?	6.723	.010	3.103	359.450	.002	.36086	.11629

Table 5.23 - independent t-tests – Correlation with communication and opportunities

Group Statistics	Gender of employees	N	Mean	Std. Deviation	Std. Error Mean
AD Police Dept. conducts performance reviews regularly	Male	358	2.5565	1.27844	.08270
	Female	48	3.4521	1.26536	.10472
AD Police Dept. establishes effective two way communication with others	Male	358	4.3431	1.56090	.10097
	Female	48	4.1575	.90735	.07509
AD Police Dept. facilitate teamwork and communication across its units	Male	358	3.4268	1.19605	.07737
	Female	48	3.8288	1.30970	.10839
AD Police Dept. provides plenty of opportunities for staff to develop their careers	Male	358	3.2678	1.53784	.09947
	Female	48	4.1096	1.07718	.08915
AD Police Dept. empower others with the resources they need to succeed	Male	358	2.0753	1.54572	.09998
	Female	48	2.6438	1.76455	.14604
Do you think Talent Management program helps to identify the strength and weakness of employees	Male	358	4.0418	1.41359	.09144
	Female	48	3.3904	1.28317	.10620

The results in Table 5.22 show that six statements were statistically significant. The six results had varying degrees of significance, with the statement “*AD Police Dept. establishes effective two way communication with others*” ($t = -3.019$, $df = 285$, $p = .003$) being the highest response towards strongly disagree (Table 5.22). As a result, males (4.34) were higher in disagreement than females (4.15) that management have clear general two-way communication. In addition, the above statement is further supported by the statement “*Do you think Talent Management program helps to identify the strength and weakness of employees*” ($t = -3.103$, $df = 359$, $p = .002$) females were slightly more positive about the above statement (3.39), compared to males (4.04). Furthermore, for the statement “*AD Police Dept. facilitate teamwork and communication across its units*” ($t = -6.302$, $df = 375$, $p = .000$), females showed higher agreement (3.82) in contrast to their male colleagues (3.42). Finally, the statement, “*AD Police Dept. conducts performance reviews regularly*” ($t = 6.473$, $df = 382$, $p = .000$) had males showing higher agreement (2.55) in comparison to females (3.45). In conclusion, the findings suggest that, although management have strategies in place within the organisation towards talent management awareness, the organisation does not go far enough to inform their employees (Table 5.23).

5.6.5 Independent sample *t* - test – AD Police employees

Table 5.24 - independent *t* - tests – AD Police employees

Levene's Test							
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
I believe talent pools make it easier to train and develop desirable skills	.125	.724	-5.431	217.029	.000	-.90152	.16599
I achieved the intended learning outcomes	26.025	.000	-5.607	223.300	.000	-.95842	.17092
I acquired competencies required for my position	45.677	.000	-2.278	228.180	.004	-.42003	.18440
I am ready to do higher grade job / occupy a strategic position / job rotation	16.213	.000	-5.616	227.282	.000	-.98248	.17494
I achieved my individual performance objectives	.567	.452	-2.600	214.231	.001	-.42887	.16495
TM investment enabled achievement of AD Police strategic objs.	7.301	.007	3.331	228.785	.001	.48218	.14476

Table 5.25 - independent *t* - tests – A D police employees

Group Statistics	Gender of employees	N	Mean	Std. Deviation	Std. Error Mean
I believe talent pools make it easier to train and develop desirable skills	Male	358	2.4846	1.26512	.11096
	Female	48	3.3861	1.24073	.12346
I achieved the intended learning outcomes	Male	358	4.2000	1.56215	.13701
	Female	48	4.1584	1.02696	.10219
I acquired competencies required for my position	Male	358	3.8077	1.61915	.14201
	Female	48	4.2277	1.18221	.11763
I am ready to do higher grade job / occupy a strategic position / job rotation	Male	358	3.8769	1.55327	.13623
	Female	48	4.0594	1.10292	.10974
I achieved my individual performance objectives	Male	358	1.8385	1.23768	.10855
	Female	48	2.0673	1.24813	.12419
TM investment enabled achievement of AD Police strategic objectives	Male	358	2.7000	1.25538	.11010
	Female	48	3.8178	.94450	.09398

Table 5.24 presents the AD Police engagement with the employees. From the responses obtained relating to the theme of AD Police employees, “*I achieved the intended learning outcomes*”, ($t = -5.607$, $df = 223$, $p = 000$), the gender response showed disagreement with the statement for both males (4.20) and females (2.15) (Table 5.25). In response to the statement, “*I acquired competencies required for my position*” ($t = -2.278$, $df = 228$, $p = 004$), both the males (3.80) and the females (4.22) disagreed, therefore suggesting that

management do not encourage their employees to either come up with new ideas or to make necessary changes despite their positions within the organisation. This is supported by responses to the statement, *“TM investment enabled achievement of A D Police strategic objectives”* ($t = 3.331$, $df = 228$, $p = 001$), with males (2.70) and their female counterparts (3.81) agreeing that the management do not provide sufficient strategic objectives in order for their employee to improve the organisational outputs. However the above responses were contradicted by the statement *“I achieved my individual performance objectives”*, ($t = -2.600$, $df = 214$, $p = .001$) which returned a more positive response for males (1.83) and females (2.06). This suggests that although management does not allow strategic development within AD Police, it is evident that the organisation does provide sufficient support that allows individual objectives to be achieved.

5.7 One–Way Anova Test Involving Means

This part of the study is to investigate the research objectives concerning the current perceptions of AD Police. To achieve these objectives, four target questions were selected. These questions included the commitment offered by management, whether procedures and strategies existed within the workplace, whether the organisations response to organisation change, finally, if A D police have the necessary development strategies in the workplace and whether these strategies can be an open forum for employees to express their creativity and opinions through talent management. In conclusion, to answer these objectives the One - way Anova analysis was conducted with a Duncan’s Post Hoc test, which is used to split the groups into homogeneous subsets.

5.7.1 One - Way Anova test – Management support

Table 5.26 - One - Way Anova – Management support

		There is sufficient pool of managerial talent available at AD Police to fill vacancies	Do you think Talent Management program helps to identify the strength and weakness of employees?	I achieved my individual performance objectives	A skills audit is regularly conducted at AD Police to assess skills gaps
Age	N	Mean	Mean	Mean	Mean
18– 24	56	3.35	3.32	3.94	3.39
25– 39	185	2.51	3.01	3.49	3.65
40– 49	86	2.41	2.37	3.77	3.33
Over 50	79	4.16	3.77	4.07	4.23
Total	406	3.10	3.23	3.81	3.65
One Way Anova		0.000	0.000	0.001	0.000

Table 5.26 indicates that there are four out of six questions that are statistically significant. The results in Table 5.26 demonstrate that the over 50 year olds (n = 79) had the highest means across all questions relating to the skills audit within the AD Police. The second highest means was the 25 - 39 year olds (n = 185). However, the group with the lowest means across the majority of questions regarding management support with the AD Police were the 40 – 49 year olds (n = 86) and the 18 - 24 year olds (n = 56). The results show that there were statistically significant differences amongst the age groups, which is supported by the results from the One - Way Anova (p = .001 and below .005). Based on the findings it can be suggested that the older the employees, the more they disagree that the organisations management either learn from their

problems or their development of talent management. However, the younger employees slightly disagree that this is the case.

5.7.2 One – Way Anova test – AD Police procedures and strategies

Table 5.27- AD Police procedures and Strategies

		AD Police Dept. talent management strategy primarily sources talent from outside AD organisation	AD Police Clearly Communicate Strategies And Goals With Employees	AD Police Emphasizes Improvement Rather Than Maintenance	AD Police Emphasize The Best Implementation Of Continues Improvement Process For All Tasks At All Levels.
Age	N	Mean	Mean	Mean	Mean
18 – 24	56	2.84	4.29	3.19	3.19
25 – 39	185	2.03	3.18	2.32	2.91
40 – 49	86	2.21	2.51	2.24	3.30
Over 50	79	3.60	4.17	3.79	4.37
Total	406	2.67	3.53	3.10	3.44
One Way Anova		0.000	0.002	0.000	0.000

As can be seen in Table 5.27, four questions regarding strategies and how it supports their procedures and strategies within the AD Police had significant differences ($p = .002$ or below). The consensus returned an average mean of 3.61 for all questions. The results of the Duncan’s Post Hoc test shows that there was significance for the statement, “A D Police Dept. talent management

strategy primarily sources talent from outside A D organisation”, with age groups 18 - 24 (n = 56) and the over 50 year olds (n = 79) with means of 3.60 and 2.584 respectively. Therefore, this indicates that the older employees do not think there that talent management is resourced from outside the organisation.

5.7.3 One – Way Anova test – Responding to organisation changes

Table 5.28- Responding to organisation changes

		AD Police Dept. recruitment process is successful in selecting the best talent	AD Police has programmes to develop a pool of talent and prepare them to be managers	The recruitment process is clear and provides for an extensive selection of talent
Age	N	Mean	Mean	Mean
18 – 24	56	4.32	2.13	3.10
25 – 39	185	2.77	2.55	2.44
40 – 49	86	3.06	2.46	2.71
Over 50	79	3.86	2.62	2.64
Total	406	3.50	2.44	3.07
One Way Anova		0.000	0.000	0.001

The One - Way Anova results reveal that there was a significant difference between the means of the four age groups for AD Police ($p = .001$ and below $.05$). The Duncan Post Hoc test indicates that there is a consensus among the groups towards the question, “A D Police Dept. recruitment process is successful in selecting the best talent” (3.50). However, the 18 - 24 (n = 56)

year olds were less in agreement with this question (4.32) compared to the other age groups. Although the 25 - 39 year olds (n = 185) were statistically different to the over 50 year olds (n = 79) with a mean of 2.77 and 3.86 respectively. In relation to the statement “A D Police has programmes to develop a pool of talent and prepare them to be managers”, table 5.28 showed that employees were mainly in agreement (2.44) and the differences were statistically significant (p = .000). However, the Duncan Post Hoc test demonstrates that the 18 - 24 year olds were not significant with the other groups (3.81). Therefore, the 18 - 24 year olds group believe that A D police attempts to improve the recruitment process within the workplace.

5.7.4 One – Way Anova – A D police communication and opportunities

Table 5.29 - Communication and opportunities

		AD Police Dept. conducts performance reviews regularly	AD Police Dept. establishes effective two way communication with others	AD Police Dept. provides plenty of opportunities for staff to develop their careers	Do you think Talent Management program helps to identify the strength and weakness of employees?
Age	N	Mean	Mean	Mean	Mean
18 – 24	56	3.58	2.65	2.84	4.03
25 – 39	185	2.45	3.71	2.42	4.08
40 – 49	86	3.29	3.72	3.91	2.95
Over 50	79	2.89	2.89	2.58	3.43
Total	406	3.05	3.24	2.93	3.62
One Way Anova		0.002	0.004	0.001	0.000

There are statistically significant differences amongst the statements surrounding AD Police strategies and communications ($p = .004$ and below $.005$). As can be identified in Table 5.29 the question with a strong disagreement across the age groups was *“Do you think Talent Management program helps to identify the strength and weakness of employees?”* (3.62). the 25 – 39 year olds ($n = 185$) had the highest disagreement (4.08) compared to the 40 - 49 year olds ($n = 86$) (2.95). Therefore, as results from the Duncan’s Post Hoc Test illustrate, all the age groups were statistically different to the 40 - 49 year olds in relation to this statement. However, the statement *“AD Police Dept. provides plenty of opportunities for staff to develop their careers”* showed that the 25- 39 year olds (2.42) and the over 50 year olds (2.58) were more in agreement than the other age groups which were significantly different. However the 40 - 49 year olds ($n = 86$) (3.91) disagreed that the management provided a lot of opportunities for their employees to help support their career development within the organisation. Therefore, this suggests that there is inconsistency in the significance from the age groups, especially the 40 - 49 year olds, as to whether the management actually involved the employees with the opportunity to improve within their current role.

5.7.5 One – Way Anova – AD Police employees

Table 5.30 - AD Police Employees

		AD Police Dept. conducts performance reviews regularly	AD Police Dept. establishes effective two way communication with others	AD Police Dept. provides plenty of opportunities for staff to develop their careers	Do you think Talent Management program helps to identify the strength and weakness of employees
Age	N	Mean	Mean	Mean	Mean
18 – 24	56	3.63	2.75	2.50	4.38
25 – 39	185	3.59	2.54	3.20	4.26
40 – 49	86	3.20	2.70	3.74	3.02
Over 50	79	2.98	2.10	3.67	3.69
Total	406	3.35	2.49	3.27	3.83
One Way Anova		0.002	0.000	0.002	0.000

The results of the One-Way Anova for AD Police shows there were four statements showing statistical differences amongst the four age groups. Table 5.30 indicates that the significance levels were $<.005$ ($p = .002$ and below $.005$). The statement that had the highest mean was “Do you think Talent Management program helps to identify the strength and weakness of employees” (3.83), with the 18 - 24 year olds employees ($n = 56$) returning the highest mean (4.38). However, the Post Hoc test shows that there is a difference from the 40 - 49 year olds ($n = 86$) and the over 50 year olds ($n = 79$) towards this statement (3.02 and 3.69 respectively), therefore indicating that older employees are unsure whether Talent Management programmes help identify characteristics of their employees within the workplace. The statement

“AD Police Dept. establishes effective two way communication with others” had the lowest mean score (2.49), with the over 50 year olds (n = 79) (2.10) answering differently to the older than 40 - 49 year olds (n = 37) (2.70) and the 25 – 39 year olds (n = 185) (2.54). Therefore, this suggests that the management are open to the two-way communication with others within the organisation.

5.8 Summary of data analysis from questionnaire

This chapter has presented the analysed questionnaire data. The results obtained concerned the benefits and the significance of integrating and improving talent management within the workplace of AD Police and was subsequently divided into five key themes; management support, AD Police procedures and strategies, responding to organisational changes, AD police communication and opportunities and AD police employees. In addition, SPSS tests were conducted in line with the research objectives, which comprised of Independent *t* - tests, Pearson correlations and One - Way Anova, along with Duncan’s Post Hoc Test. The findings suggest that managing talent within AD Police is a key issue. Overall, survey participants reported that they have little awareness of a clear talent management programme. Although there are some plans in place within the organisation, management’s ability to provide clear information was less evident. Furthermore, there is a gap between the urgency for a TM strategy and level of readiness of employees at AD police who agreed that training needs and requirements to develop talent was inadequate as the level of support available from managers was insufficient. This indicates that AD Police needs to rethink their strategy and address the issues highlighted by the

respondents particularly the areas of workforce capability, training, learning, and development that require attention.

5.9 Interview Procedures

Semi-structured interviews are used in this study to obtain information from AD Police managers. More specifically, the interview process is designed to enhance and confirm the findings of the study Objective 2 which is to analyse the current problems and challenges constraining the development of a Talent Management strategy in AD Police Department.

The main purpose of conducting the interviews is to supplement the responses of the questionnaire and to enhance the credibility and reliability of the research findings. Therefore, it was decided to carry out semi-structured interviews with 10 managers to gain a better understanding of the potential barriers of adopting Talent Management in AD Police. The choice for including qualitative research in this study can be justified as a means to raise questions that could not have been achieved through survey questions. The interviews aim to ask questions such as "how" and "why", which are not possible with a typical quantitative investigation.

5.9.1 Participant Profiles

A sample of managers from various departments within the Abu Dhabi Police, individual, semi-structured interviews were undertaken, in order to gauge the perceptions and attitudes towards programmes for TM. A breakdown of the interview details is shown in Table 5.31.

Table 5.31: Role and Rank of Interviewees

Interviewee	Grade	Department	Length of service in Organisation
A	General	General Directorate of Human Resources	20 Years
B	Colonel	General Directorate of Finance and Service	17 Years
C	Lieutenant Colonel	Deputy Commander General	15 Years
D	Consultant	General Directorate of Finance and Service	13 Years
E	Major	Commander General of AD Police	11 Years
F	Captain	General Directorate of Finance and Service	9 Years
G	Captain	Deputy Commander General	8 Years
H	First Lieutenant	General Directorate of Human Resources	7 Years
I	Lieutenant	Commander General	6 years
J	Lieutenant	General Directorate of Policing Operations	5 years

5.9.2 Analysis of Interview Results

Semi-structured interviews were conducted during 2014 with managers at AD Police. Semi-structured and open-ended questions were deliberated in these interviews to address the following main themes:

Theme No. 1: The organisation of the Abu Dhabi Police Department and staff planning.

Theme No. 2: The development of capabilities in TM.

Theme No. 3: Recruitment of staff.

Theme No. 4: Development of staff.

Theme No. 5: Retention of staff.

5.10 Discussion of interview findings

Theme one: AD police dept. organisation and staff planning:

In response to the first question ‘**How would you describe the overall mission objectives and what are the challenges facing the AD Police department at the moment?**’, most of the interviewees have shown a good understanding about the mission of AD police. For example, interviewee A said, “*The overall mission objectives are considered as one of the noblest objectives that are worth to exert all efforts and attempts to achieve them*”. In addition, interviewee D, stated “*The missions were designed to achieve the highest levels of security in the society and to develop the police system to be the most competitive in terms of systems and HR*”.

The majority of the interviewees have shown great awareness of the mission objectives of AD police and to ensure continuity of Abu Dhabi emirate as a community, which enjoys security and safety through the provision of high quality police services to citizens, residents of the emirate and its visitors. On the other hand, when interviewees were asked what are the challenges facing the AD Police at the moment, interviewee B, stated “*The biggest challenges facing AD Police is electronic crime that has increased during the last decade*”.

Interviewee E, said *“Some of the challenges are to provide vacancies for the talented people; provide attractive factors for talents which is similar to other public organisations”*.

It has been discussed by the interviewees that AD Police is facing the challenge of electronic crimes, rapid development of technology and the way to attract talented people, as there is high competition in the UAE to attract talented from other public organisations. When the interviewer asked **‘what staff changes occurred over the last 5 years?’**, interviewees discussed many changes during the last 5 years. For example, interviewee H stated, *“One of the most important changes is allowing an employee the ability for grievance against his assessment. In addition, discussing the appraisal with the employee before rating”*. Some interviewees said that the most important change needed is promoting the challenging and creativity culture through individual rewards system.

In regards to the question, **‘What skills and knowledge are most critical in AD Police department?’** most of interviewees stated that leadership and innovation are the most critical skills that are needed within the organisation. Some interviewees highlighted the ability to work within a team and cooperate among the different groups is highly needed within AD police. In addition, interviewees A, E and H explained the need of good problem solving skills and decision makers.

Another point discussed with interviewees was the opportunities for staff to develop their skills. Interviewees state that the organisation has implemented a

new training style that enhances the performance of staff. The new training courses aim to increase the work efficiency of staff in practice. The interviewees debated that one of the newest changes implemented at the AD Police is the chance given by employees in setting the strategic objectives.

Theme two: Developing talent management capabilities:

Interviews were started regarding the second theme by asking interviewees **'What does the term talent mean for you and have you heard about the talent management before?'**. Almost half of the interviewees are aware of the meaning of talent management. Interviewee H, stated the meaning of Talent as: *"Adopt talents and delegate them for advanced training courses to sharpen their talents or adopt new talents who poses these traits"*.

In addition, interviewee B, said *"It means looking for a specific skill in a specific person and then develop it"*.

However, the other half of the interviewees did not know what the term talent meant. Those who were aware of the term talent management simply stated talented people who has group of traits and high skills made them different from others. When interviewees were asked about their understanding of "Talent Management" and how often do they use this phrase within the organisation, 30% of managers said they often use or hear about "Talent Management", while 30% to some extent hear the phrase and 40% never heard about it.

When managers were asked about **'the way of evaluating and managing talent'**, 60% of interviewees stated that AD police are keen to evaluate and manage talents, as there is enough budget. Interviewee E, explained *"Perfect,*

through the effective work environment that helps discover and develop talents”.

In addition, those interviewees suggested that AD Police have sponsored many students to study in the UK and USA who came back and start to implement western philosophy in different subjects. Half of the interviewees argued that AD Police does not have a deficit in talents wherein the organisation provide lots of training courses for its employees in order to find out the talented people within the organisation and then put them in the right place.

But when interviewees were asked about the **‘problems in attracting talented employees that may face AD Police’**, 70% of interviewees stated that AD Police faces stiff competition with both public and private sectors who trying to attract talented employees, including AD Police, to work for them. For example, interviewee F, said *“Yes, because of the recruitment system and the high competition with other public and private organisations”.*

About 30% of interviewees stated that AD police provide a clear strategy to manage talented people, while 40% of interviewees agree that AD police allocate part of its budget to develop talented people at the AD Police such as sponsorship for student to study abroad, and provide a high level of training for employees.

When interviewees were asked about the **‘way of promoting talented employees to get into a leadership position’**, the majority stated it is the minister who makes this decision after some interviewees were selected to join a special program called “leadership development”.

When managers were asked if they have a clear idea about the criteria of

evaluating talented people at AD Police, interviewee I, said *“AD Police evaluate their staff through performance appraisal”*.

Some of the managers showed a level of understanding the main criteria of evaluating talents while the rest were not aware of the main elements in selecting talent. Additionally, 30% of managers stated that they do have some type of plan or strategy to improve the talent recruitment in their department. When asked about the ways of assessing and monitoring the success of these strategies, managers stated three different elements; talent programmes, evaluating exceptional skills, and evaluating the performance of talented people.

In regard to **‘the main challenges facing managers to organise a talent management programme’**, interviewee G stated, *“There is the provision of a financial budget for special program to develop them”*. In addition, interviewees referred to the filtering of employees to find the real talented people and increase the level of employees’ awareness about talent management. Interviewee C, stated *“The rapid development of technology might be the greatest challenge as the procedure in a public organisation to catch up with new technology is much slower than private companies”*.

On the other hand, when managers were asked about the main advantages of AD Police over the other public organisation to attract talented people, 80% of them state that the reputation of AD Police is the main attraction for employees to join the organisation, 50% agree that the high level of salaries paid at AD Police for talented people attracted many of them, 40% believe that the leadership style implemented at AD police is the main driver of talented people

while 30% of interviewees suggested that the organisational culture of AD Police encourages many talented people to join the AD police.

Finally, when interviewees were asked about the possibility of adopting the talent management programmes used in western countries into the AD police, Interviewee J, stated *“The UAE is still in the early stage of adopting talent management compared to the UK and the USA”*. All of the interviewees agreed with the statement, with some comments such as the social differences and lack of competition given by interviewees as reasons of why the talent management programmes at AD police were not gaining the same success and popularity as in the USA and the UK.

Theme three: Staff recruitment:

The question was asked **‘Does AD Police Department have clear selection criteria used in staff recruitment?’**. The result of the interviews indicate that AD police has very clear criteria for selection of new employees. For example, interviewee C, said *“Yes, AD Police have clear selection criteria through interviews, psychometric tests and proficiency tests”*. Six of the interviewees agreed that the organisation provides clear selection criteria in recruiting new staff. Seven of the interviewees indicate that recruitment at AD Police could be either internally or externally, while three of the managers believe that selecting of talents is only from inside of the company.

Additionally, some of the managers stated that staff in their department were not recruited based on merit or competencies, while 30% of interviewees believe that they would recruit their employees according to one or more

competencies they have. When the interviewees were asked about the skills needed to fill in important positions, interviewee F, stated *“Through the job needs analysis and the profession and also from through observing and monitoring the different skills in different departments”*. Some managers have identified four main skills as essential when selecting a new employee for an important position including work experience, skills and qualifications needed, competencies and leadership skills.

Theme four: staff development:

In response to the question, **‘Does AD Police Department have Staff Development Plans?’** half of the interviewees agreed with the statement that “AD police department does have staff development plans” which contain specific development actions and targets in both the long run and the short run wherein four of the interviewees agreed that the staff development department has specific targets.

When the interviewees were asked about the way of developing their staff, interviewee A said, *“We develop AD Police staff through training courses, knowledge sharing and to delegate some authority to them”*. Some interviewees have highlighted several elements that help them. The first element is recognition wherein two interviewees stated that staff would increase their efforts when their work is appreciated. The second element is motivation which could be either tangible or intangible wherein three interviewees argued that employees become more active after the new reward system was implemented wherein employees become able to gain more incentives for their achievements. The third element is the level of trust on the organisation wherein

some managers indicate that many of their employees would develop their skills and knowledge when they trust AD Police. The fourth element of the way managers develop their staff is by getting them on the right training courses that would practically enhance their knowledge and skills.

In addition, interviewee C, stated *“It is important getting the employee to participate at one point in the decision making process which also would help the managers to discover the talented people”*.

The interviewees were also asked if there is any difference in the allocation of resources according to different staff needs. Interviewees D, F, J indicated that there would be some differences in allocating the resources when among staff, while interviewees A, C, H stated that there is equal chance for all employees to get the same level of training and developing their skills. But when the interviewees were asked if they have any plan in the future to get key competences in their department, 60% of them said yes, they have some sort of plans to increase the competence in their department while 40% indicated that they do not have any plans at the moment for the future to gain any key competence.

Theme five: staff retention:

When the interviewees were asked about the staff retention, six of the interviewees agreed that attrition issues at AD Police have always been cause of concern to the MOI due to the lack of meeting the increased demand. However, 40% of the managers state that there is no such issues of attrition at AD police. When managers were asked about the main factors that have led to

the loss of talented people from the AD police, interviewee D, stated *“The main factors for losing qualified staff from the AD police is lack of promotion, lack of motivation and the low salary compared to other organisations”*. In addition two managers at the interviews stated that talented people would move out from AD police to another organisations because of better offers.

When the interviewees were asked about how important it is to keep talented people within the organisation the majority agreed the importance of keeping key staff within AD police in order to achieve its main goals. Moreover, when they were asked about the action needed to retain talented people, managers emphasised the importance of motivation as a key to success of retaining staff. In addition, interviewee C, explained *“It is so important to provide suitable training and to enhance the reward system in order to keep talented people within the organisation”*.

Moreover, some managers state that increasing both recognition, and participating in decision making within the organisation may also encourage talent to stay within the AD Police.

5.11 Concluding remarks

After conducting and analysing the semi-structured interviews, which consisted of both open and closed questions, it produced varied and unsurprising answers. The result of the interviews was very similar to the result from the questionnaire and there is no conflict between the interviews and the questionnaire findings. It was found that the majority of employees and managers have shown some level of understanding about the mission of AD

Police. In addition, the interviewees indicated some challenges facing the organisation including the ability of providing suitable vacancies for the talented people within the AD police structure and the methods of attracting talented people and not going to other organisations.

The findings of both questionnaire and interviews have also suggested that leadership and innovation are the most critical skills needed for the organisation. In addition, the findings indicate that employees have the opportunity to develop their skills through the different training courses.

The findings of interviews and the questionnaire regarding developing talent management capabilities suggest that AD Police has enough budget in order to develop the Talent Management within the organisation, but the organisation may face a strong competition with both public and private sectors who attract talented employees. Therefore, the majority of respondent indicate that AD Police has developed a strategy for future supply of competencies in order to get them into a leadership position. However, a large number of managers are not aware of the selection criteria for talented people. Moreover, the findings indicate that the majority of respondents agree that AD police should enhance the motivation and the reward system as well as providing suitable training courses in order to retain talented people within the AD police.

The conclusion that can be drawn from the questionnaire and interview findings is that both employees and management respondents rate the overall strategy for continuously developing and improving the AD Police human capital capabilities as good. However, restraint and lack of open criticism by the employees are understandable because of the nature of the job; cultural values

have a strong influence on the Arab mind-set to show respect for the decision-makers and the sensitive environment of AD Police dictates that an employee does not ask too many questions, *'they merely follow orders'*. While there are many positive signs within the AD Police, the general impression is that there is still plenty of room for improvement to reach the excellence level required by the UAE Vision 2030.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The purpose of this chapter is to interpret and explain the key findings from the surveys and interviews and relate and link such findings to the literature and the research questions. It will also draw conclusions and highlight any trends or unexpected TM patterns that have emerged from the results. It is worth reiterating that this study aims to underline the benefits of Talent Management from the extensive literature and determine the challenges and obstacles that hinder the development of Talent Management within the Abu Dhabi Police Department-UAE in order to build a talent pool as a key human resource. Today's UAE has a more complex and dynamic business environment in which most organizations are competing fiercely to gain competitive advantage and achieve success through a talented workforce. For this reason Talent Management has been a top priority for organisations since it first emerged in the human resource management narrative in the late 1990s. Its pertinence and merit cannot be overlooked as it involves more than attracting, retaining and developing a workforce. Talent is a key success factor in the light of the volatile world economic uncertainty and mobile workforce.

Despite the growing interest in the long and short terms advantages of developing Talent Management programmes, empirical studies which provide fresh insights and concrete evidence about the benefits of Talent Management remain limited. In addition, much of the research on TM has been conducted

mostly in advanced industrial countries. This study contends that most of the studies were too narrowly focused on western business and organisational settings which have a long tradition of stability, democracy, transparency and accountability. As Hunter (2004: 28) points out, "*Anyone could lead perfect people, if there were any. The real challenge is to learn to develop the imperfect people we are*". This is to some extent true in the Middle East because of the influence of cultural dynamics such as *wasta* (connections) and leadership style of *command and control* on the one hand, and on the other the presence of a multinational, more diverse and more empowered workforce which have a direct bearing on how Talent Management is approached.

6.2 Conclusion of the literature

All too often 'talent' is a label which has been overused and abused too easily, as people tend to attach it indiscriminately. A growing number of agencies and centres are claiming expertise and know how about Talent Management by providing Talent Management tool-kits and guidelines for the forward thinking businesses. There is an entire TM industry and taskforce ready to dole out Talent Management prescriptions at a price. Yet Talent Management as a field does not have a clear-cut theoretical framework; in other words it has no theoretical underpinning and no well-defined landmarks. Despite the initial euphoria and vogue of the Talent Management concept surrounding the launch of McKinsey's *War of Talent* in the 1990s that stressed the importance of talent within organizations, its evolution has not witnessed ground-breaking works. Although the interest and popularity of the concept of Talent Management is still making the headlines as TM is widely reported, analysed and commented on

and is now firmly embedded in everyday management language, however, empirical data related to Talent Management and studies with practical implications are in short supply and still lack concrete evidence.

The debate in the literature about Talent Management offers a wide range of conflicting views with business experts and academics failing to agree on processes and approaches or even clear definitions. The term talent itself, is commonly known to have multiple shades of meanings and different perspectives which are neither clear-cut nor standardised. Thus, TM has as many definitions as there are authors who sought to define it. The literature review demonstrates there is a degree of inconsistency in the way in which TM is treated and explored which makes it difficult for a practicable and sound strategy to be proposed. In addition many studies in the field of TM are mainly descriptive in nature with a heavy reliance upon the conceptualisation and definition of its characteristics, with some viewing TM as HR in disguise, while others consider it as being separate and fully fledged strategic human resource management.

This current study builds on, but also extends, the Talent Management debate by positioning it in the context of the Middle East and by providing concrete empirical evidence based on the study findings. Many authors concur that there is a dearth of relevant research conducted in the Middle East in the field of Human Resource Management. Talent Management is not only under-researched in the Middle East but its effective implementation is likely to take time. This is partly due to the fact that the UAE depends inexorably on foreign labour and the development of local talent has been overlooked until recently. It

is widely acknowledged that over the last three decades, countries in the Middle East region have resorted to the use of expatriates to sustain their booming economies and to maintain their lifestyles. Although TM within GCC countries, is starting to generate some interest and recognition, only a few studies exist dealing with the importance and benefits of Talent Management. In addition to the lack of commonly agreed and accepted definitions for TM, the lack of evidence of an effective and proven strategy for its implementation has led many scholars to express doubt as to the reliability of research conducted so far within the area of TM. This study takes the view that TM requires much more in-depth research in order to achieve a more holistic and a unified interpretation that is mindful of its multi-faceted nature. Collings and Mellahi (2009) echo the same view and call for more refined research into approaches to TM. In short, TM terminology can be found to have been used interchangeably within the literature.

The AD Police is a key organisation; it needs talents to remain sustainable and maintain its brand name and its prestige within the UAE. Embracing a TM philosophy means everyone within the ADP is engaged and responsible for the success of the organisation as a whole, not just their own jobs or departments. In other words, the entire organisation must have a talent mind set. It has been identified that problems of recruitment and retention in the police workforce directly impact upon the quality of performance. It is therefore a key priority for AD Police to effectively integrate and retain experienced and qualified staff.

6.3 Conclusion of this study's key findings

The most quoted cliché in the literature is that employees of an organisation are its most valued asset. Thus managing, training and keeping staff engaged and motivated is key to an organisation's sustainability. In order to achieve this, the development of a Talent Management strategy in line with the organisation's vision and mission objectives, needs to be implemented in the organisation. Identifying the spread of demographics within the AD Police is potentially valuable to prepare a Talent Management agenda in line with the vision. The age and gender breakdown within the AD Police suggests that it is a male dominated organisation with only 12% female employees. This clearly reflects the Arab society and to some extent the nature of the job within the AD Police. However, in the UAE, it is more a woman's choice not to have a career in the AD Police rather than social or cultural pressure or constraint. The age group figures from the survey provide a clear overview of the current status of workforce in AD Police. It shows the age group 25-39 accounting for the highest number of employees. In contrast, the 18-24 age group accounts for only 13.8%. This could be interpreted as a sign that the AD Police is no longer the brand that attracts younger graduates. The current generational trends and norms may be worth examining to address future gaps and promote the AD Police to a younger generation. People are influenced by their history, their environment and all of their experiences, so people from different generations often have very different lifestyles, a range of experiences that shape the way they think, what they value, and their choice of employment. This generation's mind set needs further examination to keep the flow of talent within the ADP.

The findings regarding the extent to which *management continually demonstrates their support towards talent management* indicate that the general view held by the respondents is that there is room for improvement but the management seems to be doing its best according to the majority of the respondents who appear to agree. However, 24% thought otherwise, arguing, albeit covertly, that a Talent Management strategy requires managers and leaders at every level of the organisation to be committed to developing talent and that senior leaders must align the talent strategy with AD Police strategy and mission objectives. The item of TM on the agendas of the ADP board is rarely included or discussed within the organisation. In addition, the silent minority felt that their contribution and loyalty to the organisation is not valued or recognised. This study argues that full commitment and continuously developing talent enables the AD Police to be responsive to change and keep leadership talent agile and future-focused. This view is consistent with the literature, as Bersin (2009) believes that a coherent strategic approach to TM, where organisations align employee capabilities and career aspirations with the company business strategy and talent needs, avoids costly mistakes in hiring developing or promoting the wrong employee for a critical position.

In terms of AD Police procedures and strategies, and whether Talent Management has a high priority in the overall strategic plan of AD Police, respondents' reactions are mixed. Some believe that Talent Management is a key organisational priority. It is important as it relates to attracting, retaining and developing a high-performing ADP workforce. Others argue that the current Talent Management strategy was not working as well as expected and often not fully defined or understood within the organisation. A minority indicated that it

would be a good idea to introduce a holistic Talent Management strategy. The substance of the debate is that there is evidence which suggests that the ADP is starting to come to terms with the idea that the benefits of a holistic and transparent Talent Management strategy are much needed. The general impression conveyed through the participants' responses is that the ADP is committed to discovering and developing home-grown talent. The second highest correlation was between the statements "*The performance review focuses on evaluating my competencies and abilities*" and "*Talent Management has a high priority in the overall strategic plan of AD Police.*" The findings thus reveal that the ADP view Talent Management as essential as it enables the ADP to be sustainable for the future and enhances the employees' engagement and commitment. However, in order to maintain a sustainable and bright future, the ADP needs to understand that its employees are aspiring to develop at all levels.

Regarding whether the AD Police *clearly communicates its strategies and goals with employees*, it is evident from the findings that the majority of respondents claimed that everything is working according to plan and that there are available opportunities and training programmes to prepare a future pool of talent to be managers. The senior management should take comfort in this and attempt to build upon the goodwill of employees by implementing some of the recommendations within this study, to ensure the primary purpose of the organisation, i.e. to provide security, safety and excellent services to the general public. Other respondents disagree and contend that there are limited structures and opportunities for promotion development. Some say they have been unable to make informed choices about their career and future simply

because the ADP TM strategy is not clearly defined and that communication channels between line managers and employees are inadequate. Basically, the ADP need a culture of Talent Management. This leads to the logical conclusion that the ADP is just paying lip service to the so-called war for talent and refuse to accept that there is, in fact, a shortage of talent. The opportunity for learning and development in favour of future roles of individuals within the organization is available. The ADP invests a huge amount of money to develop and enhance its human capital as demonstrated by the increasing number of ADP employees who are sent abroad, mainly to the UK and US, to prepare and enhance their talent/leadership potential. This means that the ADP is open to diversity of thought, to generate the continuous innovation that the organisation needs to gain to face up to the complex regional challenges and maintain its competitive advantage. It also means the ADP is not a static organisation; it is prepared to adjust its principles and values to attract and retain the next generation of employees. In fact, for its future benefit, the ADP needs to extend TM beyond the scope of recruiting, retaining and developing talent to include organisational culture, and change management.

6.4 Conclusion from the qualitative findings

Talent Management seems to be a buzzword in the organisation and most respondents of the ADP's top management are well aware of the fact that they have recently experienced an important knowledge loss due to retirement and staff attrition. They argue that it is crucial to recruit and develop talent, not just to meet today's needs but to bear in mind the UAE future vision. As demonstrated by the findings of the survey, there is a good synergy between

the ADP management and its employees. It was made clear that the ADP relies on its talented individuals to drive organisational effectiveness and that the ADP in turn looks after the wellbeing and career development of its employees.

It is worth noting that conducting the interviews was a challenge as the researcher's position as an officer at the ADP may have led to some inevitable bias. Some employees may have felt reluctant - albeit this was not apparent during the interviews - to provide honest and genuine information. Clearly, most interviewees were constructive and supportive of the leaders and managers at ADP about their approach to staff development and training, and there is no apparent dissatisfaction or discontent. Everything is running smoothly and everyone is happy with everything seems to be the refrain repeated by most respondents. However, the ADP is a large and sensitive institution, thus preparing, training and developing staff for continuous upgrading and improvement of service delivery are in need of urgent review in several ADP departments. There is evidence that a clear staff training strategy for reinforcing or acquiring new knowledge or skills and a talent pipeline, in line with the government vision for 2021 and 2030, is missing. The results from the interviews confirm the questionnaire findings in terms of the existence of conflicting views from both employees and management. This demonstrates the challenge of obtaining an accurate reflection of what goes on behind the scenes.

Broadly speaking, the key findings that emerged from the interviews with the ADP leaders concur with the findings from the survey. They are all in tune about the importance and benefits of Talent Management, with the exception of some

leaders who are sceptical, and have given honest opinions of their experience that there is no TM strategy that is 'fit for purpose' at the ADP. They also strongly argue that a Talent Management strategy should not be set in stone. It is not a '*work as you go*' or a '*do it once and forget about it*' policy. In the same way as a business strategy which organisations set up, is reviewed and updated periodically, similarly a Talent Management strategy must evolve and be adjusted in the light of the complexity, change, challenges and turmoil in the Middle East.

In response to the question '*does ADP have a Talent Management Strategy?*', management answers appear to be evasive, arguing that there is a people management plan which organises staff development and training. Other interviewees stated that the ADP has a good recruitment policy in place. However, they tacitly acknowledge that they need to be more proactive. As one interviewee pointed out, there should be a separate department with a taskforce mission to set up a five year-plan to headhunt for talent. The interviewees' reactions produced conflicting views to the question '*do you conduct a skills audit on your employees?*' Some seem to think but with little certainty that a record of staff skills and expertise with a clear career development path does exist. One interviewee gave an interesting answer, saying that currently there is an updating of the HR software system which will provide a customised individual profile of each staff member and highlight training and development needs or skills gaps. It is evident from the findings that the ADP needs to be proactive and define and clarify its perception and understanding of the concept of talent in order to formulate a TM strategy which is compatible with the ADP ethos and is tailor-fitted to the organisation.

When the respondents were asked 'how does ADP identify and recruit talent?', the answers were without ambiguity, that AD Police adopts a traditional approach to recruit people by focusing on competencies, in terms of knowledge, skills, experience and qualifications, because these indicators are easier to identify and measure. This finding is interesting as it highlights flaws in the recruitment system which do not take into account other attributes such as values, traits, and individuals' readiness for particular roles, behaviours and motivational drivers. The ADP may need to rethink and reengineer their current approaches.

Overall, the results show a gap between the perceived importance of TM within the ADP to sustain a flow of talent and the organisation's readiness to address it. Another concern is the unknown talent shortfall within the ADP, indicating greater urgency to audit the existing talent pool and address low levels of readiness to respond to the trends. This calls for the putting into place of a Talent Management strategy that identifies develops and retains talent resources.

In the context of the UAE, as anywhere else, talent can be hard to find, and it is becoming harder to keep. Regarding the theme '*the current barriers and challenges to implementing TM within AD Police*', it was found that most respondents were rather timid in spelling out the real constraints to implementing TM. This is understandable in light of the sensitive nature of the question and the position and rank of the interviewees. However, several interviewees volunteered to answer plainly and honestly highlighting the challenges of introducing talent management within ADP. These can be divided

into external and internal factors:

External factors

- ❖ UAE workforce demographics are evolving and the UAE youth lifestyles and attitude do not always fit with the discipline and the rigour of the ADP regime.
- ❖ The rise of small and medium-sized enterprises (SME's) means that today's young UAE citizens can find job opportunities that suit their ambitions and match their expectations
- ❖ TM is vague area. There is no TM department or office in charge. It is still HR, which runs and operates the processes in a traditional way.
- ❖ For many UAE youths, earning a living is no longer enough. It needs to fit in with their lifestyles.

Internal factors

The interviewees subtly highlighted various challenges from within the ADP:

- ❖ Subjective and ineffective staff appraisal systems and outdated processes.
- ❖ Insufficient management support for a TM strategy.
- ❖ Inadequate and unproductive training programmes.
- ❖ Unmotivated workers due to lack of incentives and outdated processes.
- ❖ Top-down communication and no employee engagement or participation in decision making.

Respondents were probed concerning the following: *'Can Western TM programmes and models be implemented in UAE settings?'* Findings from managers and employees show that the great majority of the AD Police staff are not very keen on an imported model of TM suggesting that a home-grown TM which takes into account the organisational culture and ethos is more likely to succeed. This in line with the literature that contains ample evidence and examples that stress that organisations and institutions must have their own clearly defined TM strategy in accordance with the cultural and environmental setting in which they operate. The TM model must make sense to the people in the organisation and be consistent with the organisational culture and not alien or ready-made off the shelf.

The findings suggest that a TM strategy conceived abroad is likely to be incompatible and is likely to fall short of achieving its purpose because a TM model should stem from within the country in accordance with its political, economic, social and development strategies. TM ought to be relevant, appropriate and meaningful for the people of the organisation or institution which it manages, and must be consistent with its organisational culture.

In line with the key literature findings, it could further be argued that a TM model/strategy is not generic but it is often specific to the nature of the business environment, the type of organisation and the service provided. TM is based on skills and competences to recruit, train and retain national talent. TM strategy is mainly intended to provide effective development and training for the benefit of the institution or organisation to secure future leaders - they are not standardised approaches that are compatible and can work anywhere. The

findings reveal that developing a suitable in-house TM strategy within the organisation or institution stands a better chance of succeeding than importing an external one even when it comes with a high success rate tag.

Although the largest part of the literature focuses either on describing or highlighting TM programmes, people are spurred into action if they believe that there is a clear vision of where they are going and when their career will take off. The findings also strongly suggest that the majority of respondents recognise that AD Police is a large government institution and is highly diverse in personnel with a broad range of expertise, which makes a commonly agreed talent development strategy difficult to implement. The survey findings indicate that there is a general consensus that the core purpose of the AD Police department is not only to ensure that the police respond effectively to public concerns and threats to public safety, but also to increase public confidence in how crime is being eradicated and policing delivered. The current UAE environment requires leaders with multiple skills and who are multitaskers, capable of managing volatile, complex and challenging issues especially in the near future.

Since it is now widely acknowledged that talent and skills can be developed and honed, i.e. leadership skills are not innate, preparing leaders who are flexible, adaptable and draw on a range of skills and knowledge is essential. This is one of the reasons why an integrated Talent Management programme is urgently needed.

6.5 Overall perceptions and views of employees/ managers regarding TM

The findings from interviews and the questionnaire regarding developing Talent Management capabilities suggest that AD Police has sufficient resources, the willpower and the leadership in order to develop a Talent Management strategy within the organisation, but the organisation is facing tough competition from both public and private sectors which are poaching talented employees. Therefore, the majority of respondents indicated that AD Police must act promptly to secure a talent pool for the future supply of competents in order to nurture them into a leadership position. However, a large number of managers are not aware of the selection criteria for talented people. To put it mildly, a selection criteria for talent hunting might exist on paper but has not been applied at the ADP for the moment. For many there are signs of a piecemeal approach in the way ADP is managing talent. The result is that it is currently focused on supporting more administrative and process elements.

Moreover, the findings indicate that the majority of respondents agreed that AD Police should enhance the motivation and the reward system as well as providing suitable training courses in order to retain talented employees within the AD Police. The results from the survey have identified that there is a clear requirement for the organisation to establish suitable measures and schemes, additional to those already in place for existing employees, to better integrate and retain staff members in the future.

To sum up, one of the recurring views that emerged from the findings is that all

respondents agreed that TM is a multi-faceted concept with multiple meanings as such there is no general consensus on a single definition. This view is consistent with the literature. Different TM theories and approaches have been put forward to enhance the general understanding and provide an in-depth analysis of TM programmes which have been examined from many angles and in different cultural and organisational settings in an attempt to improve the performance of organisations and businesses. There is a strong emphasis based on the findings of this study and supported by the literature of the benefits and advantages for TM in an organisation and that lack of a talent management programme in an organisation exposes it to many risks and potentially puts it at a competitive disadvantage. The myriad and blend TM approaches and strategies proposed so far, suggest that there is no one size fits all or one better than the other. The strengths and weaknesses of these approaches are well-documented. The broad literature has revealed that implementing talent management model strategies or at least aspects of these strategies to enhance the recruitment, development and retention of talent, is potentially attainable. The present study has broadened the TM debate by providing fresh insights.

6.6 Bridging theory and main themes of enquiry to the qualitative and quantitative methods

Quantitative results focused on obtaining information about the benefits and the significance of integrating and improving talent management within the workplace of AD Police and were subsequently divided into five key areas: management support; AD Police procedures and strategies; responding to

organisational changes; AD police communication and opportunities; and AD police employees.

- Findings confirmed that there is no TM strategy. As a result, there is little awareness of the concept of TM
- Findings also suggest that there is little co-operation and coordination between the different departments in identifying shortage of talent

Qualitative findings suggest that managing talent within AD Police is a key issue. Overall, interviewees reported that they have little awareness of a clear Talent Management programme. Although there are some plans in place within the organisation, management's ability to provide clear information was less evident.

Link between Qualitative and Quantitative Findings

There is a gap between the urgency for a TM strategy and the level of readiness of employees at AD police who agreed that training provision to develop talent was inadequate as the level of support available from managers was insufficient. This indicates that AD Police needs to rethink their strategy and address the issues highlighted by the respondents, particularly in the areas of workforce capability, training, learning, and development that require attention.

6.7 Recommendations with practical implementation

The Abu Dhabi Police Department are fully convinced that they must have the best talent in order to succeed in achieving the government's Vision 2030. They

appreciate and recognise the need to hire, develop, and retain talented people as their vital asset. Talent is becoming a rare commodity in the public sector, so it must be treated shrewdly to get the best possible results. At the moment a clear talent management strategy is missing at the ADP. Several gaps and flaws exist in the organisation regarding mechanisms for identifying, attracting, developing, and retaining talent. The future development of a talent management strategy needs to be holistic including the diverse needs of the ADP. One of the key challenges when trying to implement a Talent Management strategy in the ADP is translating complex and vague Talent Management theories and approaches from the literature into a strategy which has practical implications and is suitable within the ADP organisational culture. It is often the case that TM, like any other management concept, looks simple and do-able in theory yet is unrealistic. Implementing a TM strategy is not forcing a fit, but requires a fine balance of cultural tolerance, processes, an adequate organisational structure and good management support.

Based on the research findings and the conclusions, the following recommendations are made by this study to raise the awareness of the decision makers about developing TM at AD Police for the successful implementation of a talent management strategy, as well as overcoming any resistance from senior management. One of the key recommendations that emerges from the findings of this study is the fact that a TM strategy requires making appropriate investments (select, train, develop, reward) and that winning the war for talent means primarily focusing on retaining existing staff.

Building loyalty and commitment through engagement or participation in decision making is the way forward for ADP to generate sustainable competitive advantage in achieving the 2030 Vision. In addition, ADP needs to introduce an appraisal system of the current ADP positions in terms of talent capabilities in order to identify, attract, develop, and retain the talent within the organisation.

Organisational culture needs to change to motivate employees by offering transparent promotion opportunities for all. This would require setting up and standardising inclusive rather than exclusive PDPR (personal development and performance review) through developing clear job descriptions, so that the skills, abilities and experience needed from a new employee are clearly identified. A Talent Management department needs to be set up and a task force appointed to design and implement a 'home made' TM strategy, by periodically head hunting and recruiting employees with promising potential and who fit in with the ADP culture.

6.8 Limitations of the study

Every research has some limitations and this study is no exception. The limitations of this study can be summed up as follows:

Generalisability

The sample study has been restricted to the AD Police in the UAE, making the findings of the present study limited to similar organisations and companies operating in the UAE. The findings although very useful may not be generalizable to other business sectors in the UAE due to the different

organisational environment and context. In addition the population of the questionnaire sample could have been greater, and the sample size of the semi-structured interviews was rather small. Although the response rate from the questionnaire was good, the research would have provided more meaningful data had a larger number of employees been accessed across the ADP departments. The data collated may therefore only provide a limited insight into the ADP employees' expectations around training, coaching and their experiences with TM.

Quality of the Data

Samples used in the study were comprised of individuals involved with staff development programmes in the ADP. The respondents were asked to answer the questions based on their organizations' past experiences and qualifications and this emphasis was also reflected in the interviews. The quality of the data obtained from such an approach might be open to bias. Although all necessary precautions were taken to enhance reliability and accuracy of the data. Potential bias is not unusual in all research. The data reported in this study may thus need to be treated with some caution as it might be subjective in parts.

Arabic translation of data collection instruments

The questionnaire used for this study was translated from English into Arabic. The Arabic version creates another potential limitation of this study which stems from the inevitable loss of meaning in the translation process. Although the loss of meaning is minimised by checking its accuracy with translation experts, something is always lost in translation, especially between Arabic and English

as these two languages operate on different thought processing levels.

Furthermore, the researcher is not entirely independent of the study, as an active member of staff. The study findings may have been different if employees had potentially felt more at ease to express their views openly. At times it felt that the respondents were not genuine and honest with their answers or simply tried to be positive to please the researcher rather than being critical for fear of implications. Thus bias is inevitable despite the effort by the researcher to reduce it.

Respondents' reluctance and time constraints

The study was conducted within ADP which is a sensitive organisation. For example, there were a few respondents who avoided contributing to the semi-structured interview questions as this was perceived as being critical towards their employer. At the time of interview, it was found that these respondents were not very enthusiastic. Some of the respondents were putting off facing the interview. Conducting the interview was challenging and time consuming. Time limitations had a direct bearing upon the study. Time constraints were a limiting factor as the researcher had to balance additional personal and professional responsibilities, family duties and research commitment which led to further pressure and impacted on the quality of the research.

6.9 Contribution to Knowledge

This study contributes to knowledge in several ways. Firstly, it helps raise awareness of policy makers about the benefits of developing a talent

management programme. Secondly, although it is well documented that the UAE is dependent on foreign manpower, the importance and benefits of TM have been overlooked. Therefore a need to address this gap has been identified and highlighted for the attention of the UAE decision-makers to introduce TM to meet the challenges and address the problem of talent shortage. Thirdly, the extant TM literature does not go far enough; it appears to be lacking in depth and breadth so this study contributes towards expanding the academic literature to benefit future research. Finally only a limited number of empirical studies have investigated TM in the Middle East and no research has been conducted in AD Police Department. Therefore, the findings will enable management to set up a clear TM strategy.

This study makes also a practical contribution to knowledge as the key findings of this research add to the body of knowledge concerning talent management approaches in the UAE. It also provides fresh insights into how a government entity in a developing country with a different organisational setting and different employee mind set deals with '*the war for talent*'. In terms of methodological contribution, this study adopts a mixed methods approach, as it uses both quantitative and qualitative data from a sample of management employees within the ADP, using semi-structured interviews and questionnaires.

6.10 Implications of this Study

The aim of conducting research is to generate knowledge and to add to the existing body of knowledge and ideas in order to create and build new information. The findings and outcomes of this study can be transferred in practice to help policy makers and ADP decision makers address the

weaknesses highlighted regarding TM. Recommendations made, based on the findings of this study are beneficial and are designed to improve the ADP development and retention of valuable talent for the general interest and benefit of UAE nationals. In addition to its contribution to the body of knowledge, the empirical study has advanced the understanding of talent management. The findings have implications for practitioners by raising awareness about the importance and benefits of developing a clear talent management strategy.

6.11 Suggestions for Further Research

Although talent management is a relatively recent management concept which has attracted plenty of attention from both practitioners and academics, there is still plenty of room for further research in this area. There is a proliferation of on-going research around the subject of TM as it deals with how organisations and businesses cope with talent and skills shortage. Thus TM is pertinent in all sectors. This study acknowledges that further in-depth research around the topic, particularly in the UAE, is needed to understand the key influencing factors for a winning formula on 'the war for talent'.

This study suggests a number of interesting research questions and areas for future research.

- ❖ The study could be replicated by other researchers in GCC countries to find out how they are coping with talent shortage to further validate these findings and ensure even greater generalisation of the results.
- ❖ A comparative study could be conducted with other government sectors to identify talent management best practice involving large

qualitative and quantitative data being collected on TM approaches.

Such extensive research is likely to reveal interesting insights.

- ❖ Using broad and thorough research for capturing the problem at the root of the talent shortage is critical for the future stability and wellbeing of the UAE and might take the field to the “next level.”
- ❖ Future research should examine the rate of success of TM models and strategies. It should find answers to questions such as: what worked well and what did not? What were the key constraints? How did employees react and feel about the TM approach?
- ❖ In the event of ADP launching a TM department, it would also be beneficial to evaluate the success rate of a clear TM strategy

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Appendices

Appendix 1: Questionnaire Consent Form



LIVERPOOL JOHN MOORES UNIVERSITY CONSENT FORM

(Liverpool Business School)

**Title of Research: A Study into the Benefits of Developing Talent Management within the Public Sector:
The Case of the Abu Dhabi Police Department - UAE**

Mansoor Al Mansoori

1. I confirm that I have read and understand the information provided for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and that this will not affect my legal rights
3. I understand that the interview will be audio-recorded and direct quotes used, however, these will be anonymous
4. I understand that any personal information collected during the study will be anonymised and remain confidential
5. I agree to take part in the above study

Name of Participant

Date

Signature

Name of Researcher

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Note: When completed 1 copy for participant and 1 copy for researcher

Appendix 2: Semi-Structured Interviews Consent form



LIVERPOOL JOHN MOORES UNIVERSITY PARTICIPANT INFORMATION FORM

(Liverpool Business School)

Title of Research: A Study into the Benefits of Developing Talent Management within the Public Sector:
The Case of the Abu Dhabi Police Department - UAE

Mansoor Al Mansoori

Dear Participant,

You are being invited to take part in a research study through completing participating to this interview. Before you decide it is important that you understand why the research is being done and what it involves. Please take time to read the following information. Please contact me if there is anything that is not clear or if you would like more information and please take time to decide if you want to take part in the interview or not. Your participation in this interview is on voluntary basis. Hence, you don't need to answer all questions

What is the purpose of the study?

This study examines the importance of developing talent management programmes at Abu Dhabi Police to enhance performance. It aims to assess the relevance of Talent Management and make recommendations on how to develop an integrated talent management programme in the public sector in order to achieve the mission objectives of the government. It seeks to find out the challenge and obstacles that hinder the development of Talent Management within Abu Dhabi Police-UAE.

Do I have to take part?

Your participation in this study is totally on a voluntary bases and it is up to you decide whether or not to take part of it. If you do you will be given this information sheet and asked to sign a consent form. You are still free to withdraw at any time and without giving a reason. A decision to withdraw will not affect your rights.

What will happen to me if I take part?

It is expected for this interview to take from 20 – 30 minutes to be completed. Then all answers will be entered to the NVIVO software in order to be analysed and compared to other data collected.

Are there any risks / benefits involved?

There are no known or expected risks for involvement in this study.

Will my taking part in the study be kept confidential?

No personal information such as (names, date of birth, etc) is required to be declared. Therefore, all data will be anonymous and will be kept confidential on LJUM computer that is protected with a user name and password known by the researcher only.

All information collected about you during the course of the research will be kept **strictly confidential**. Any information about you will not be disclosed to anyone. It is expected that the results of this study will be published in the scientific press and to inform health policy, but no reference will be made to those individuals who took part. However, should you suggest, imply or state that you are involved in specific serious criminal activities (i.e. acts of terrorism, offences against children) then the researcher will inform the necessary authorities.

Thank you for your valuable assistance and your co-operation which are highly appreciated.

Contact details:**Mr. Mansoor Al Mansoori**

Email: m.s.almansoori@2013.ljmu.ac.uk

Dr. Karim Menacere (PhD, MA, BA Hons Diploma TEFE)

Senior Lecturer LBS

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Liverpool Business School, Faculty of Business and Law, Liverpool John Moores University, Redmonds Building, Clarence Street, Liverpool, United Kingdom, L3 5UG.

Appendix 3: Semi-Structured interview questions

Semi-Structured Interview Questions

Dear participant

I am currently undertaking research as part of a PhD at the Liverpool Business School John Moores University. The interview is to gauge your views about the importance of developing talent management programmes at Abu Dhabi Police Dept. It aims to assess the relevance of Talent Management and make recommendations on how to develop an integrated talent management programme in the public sector in order to achieve the mission objectives of the government.

Title of the research: *A Study into the Benefits of Developing Talent Management within the Public Sector: The Case of the Abu Dhabi Police Department - UAE*

Your cooperation and your support are crucial in order to achieve the aims of this research.

Theme one AD Police Dept. organisation and staff planning

- 1) How would you describe the overall mission objectives and what are the challenges facing the AD Police department at the moment?
- 2) What staff changes occurred over the last 5 years in the AD Police department?
- 3) What skills and knowledge are most critical in AD Police department?
- 4) What particular skills or talents are most essential to be effective in this job and contribute most to success in this department?
- 5) What is the management policy regarding the opportunities for staff development?
- 6) Does AD Police department have job analysis and job needs within its HR department?

Theme two Developing talent management capabilities

- 1) What does the term talent mean for you?
- 2) Have you heard of Talent Management before?
- 3) How often do people use the phrase “Talent management” in AD Police?
- 4) Do you have a clear and understandable definition of “Talent management”?
- 5) How would you evaluate the ability of AD Police Dept. to manage talents?
- 6) Does AD Police Dept. have a deficit in talents?
- 7) Does AD Police Dept. have problems in attracting and retaining talented employees?
- 8) Does AD Police Dept. have a clear strategy of management of talented people?
- 9) Do you allocate specific budget/resources for developing talent management at AD Police?
- 10) Does AD Police Dept. have a strategy for future supply of key competencies?
- 11) How do you promote talented employees to leadership positions—is this the job of management or HR?
- 12) Do you have clear criteria for evaluating talent AD Police Dept.?
- 13) Do you have any effective plan/strategy for increasing and improving talent recruitment?
- 14) How do you assess and monitor the success of talent management performance?
- 15) Do you offer management and leadership programmes within AD Police?
- 16) If you were asked to develop a TM programme today what would be the greatest challenge?

- 17) What advantages does AD Police have over other government institutions in attracting of Talents?
 - *Leadership style
 - *Reputation of AD Police
 - *Level of salaries
 - *Organizational culture
- 18) Is it realistic or possible to develop a TM in AD Police using models and concepts established in developed countries?
- 19) Why has TM gained so much success and popularity in the USA and UK but not in the UAE?

Theme three Staff recruitment

- 1) Does AD Police department have clear selection criteria used in staff recruitment?
- 2) Do you know who your Talents are?
- 3) For key employees, how are they usually found and recruited; internally in the AD Dept. or from outside?
- 4) Are all your staff recruited based on merits or competencies?
- 5) How does AD Dept. find out what skills to look for when filling important positions?

Theme four Staff Development

- 1) Does AD Police department have Staff Development Plans?
- 2) Do Staff Development Plans contain specific development actions and targets?
- 3) Tell us about how you develop your staff.
- 4) Is there any difference in the level of development resources allocated for different staff?

5) Do you have a plan for future supply of key competences?

Theme five Staff Retention

- 1) The issue of attrition at AD Police Dept. is an area that has been a cause of concern to the MOI.
- 2) What are the factors contributing to loss of qualified staff within AD police force?
- 3) How important is it to keep key staff?
- 4) What actions do you take in order to retain staff?

Appendix 4: Questionnaire

A Study into the Benefits of Developing Talent Management within the Public Sector: The Case of the Abu Dhabi Police Department - UAE

Section A: Participants' Background

This part aims to deal with participants' demographic information to assess the differences between answers and views based on this anonymous information. Please answer all the following questions to allow the assessment of answers and views.

<p>1. What is your position?</p> <p><input type="checkbox"/> General Manager <input type="checkbox"/> Senior Manager <input type="checkbox"/> Captain <input type="checkbox"/> Higher Police Officer</p> <p><input type="checkbox"/> Police Officer</p>
<p>2. What is your age group?</p> <p><input type="checkbox"/> 18 - 24 Years. <input type="checkbox"/> 25 - 39 Years. <input type="checkbox"/> 40 - 49 Years. <input type="checkbox"/> Over 50 Years.</p>
<p>3. What is your gender?</p> <p><input type="checkbox"/> Male <input type="checkbox"/> Female</p>
<p>4. What is your top qualification?</p> <p><input type="checkbox"/> High school <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Masters or equivalent <input type="checkbox"/> Ph.D. or equivalent</p>
<p>5. In which sector are you currently working at?</p> <p><input type="checkbox"/> Commander General of Abu Dhabi Police Chart</p> <p><input type="checkbox"/> Deputy Commander General</p> <p><input type="checkbox"/> General Directorate for Finance & Services</p> <p><input type="checkbox"/> General Directorate for Human Resource</p> <p><input type="checkbox"/> General Directorate for Guards & Establishments Protection</p> <p><input type="checkbox"/> General Directorate Policing Operations</p> <p><input type="checkbox"/> General Directorate for Central Operations</p> <p><input type="checkbox"/> General Directorate for Security Affairs & Ports</p> <p><input type="checkbox"/> Other (please specify)</p>
<p>6. How long have you been working at AD Police?</p> <p><input type="checkbox"/> 1 - 2 Years. <input type="checkbox"/> 3 - 5 Years. <input type="checkbox"/> 6 – 10 Years. <input type="checkbox"/> Over 10 Years</p>

Section B: Literature indicates that Talent Management has six key components: **Planning, Recruitment, Development, Performance management, Rewards and Compensation, and Empowerment**

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
AD Police Dept. regularly analyses and evaluates talent needs and requirements					
Talent management has a high priority in the overall strategic plan of AD Police Dept.					
AD Police Dept. has a clear talent management strategy.					
AD Police Dept. has a succession plan for all management posts.					
AD Police Dept. talent management strategy primarily sources talent from outside AD organisation.					
AD Police Dept. is aiming to develop Talent Management capabilities.					
AD Police Dept. leadership has never heard of Talent Management.					
Any other comments					

Section C: Recruitment

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
AD Police Dept. offers employees attractive salary packages					
A skills audit is regularly conducted at AD Police Dept. to assess skills gaps					
The recruitment process is clear and provides for an extensive selection of talent					

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Before a job vacancy is advertised, AD Police Dept. uses the internal talent pool					
Induction programmes are well structured to help the new employee settle in					
There is sufficient pool of managerial talent available at AD Dept. to fill vacancies					
AD Police has programmes to develop a pool of talent and prepare them to be managers					
AD Police Dept. recruitment process is successful in selecting the best talent					
Any other comments					

Section D: Talent's Performance Self Evaluation

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Targets and their due dates are clearly communicated to staff members					
The performance review focuses on evaluating my competencies and abilities					
I receive good feedback on my performance appraisal					
My performance appraisal is discussed with my supervisor					
Any weaknesses identified lead to training as staff development schemes					
AD Police Dept. conducts performance reviews regularly					
AD Police Dept. establishes effective two way communication with others.					
AD Police Dept. facilitates teamwork and communication across its units.					

AD Police Dept. provides plenty of opportunities for staff to develop their careers.					
AD Police Dept. delegates routine / critical tasks or responsibilities.					
AD Police Dept. empower others with the resources they need to succeed.					
Any other comments					

Section E: Talent Training and Development

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do you think a Talent Management program helps to identify the strength and weakness of employees?					
I have no firm grasp of the area in which I need development.					
I believe talent pools within a firm provide a reliable source of talent.					
I believe talent pools make it easier to train and develop desirable skills.					
I achieved the intended learning outcomes.					
I acquired competencies required for my position.					
I am ready to do higher grade job / occupy a strategic position / job rotation					
I achieved my individual performance objectives					
TM investment enabled achievement of AD Police strategic objectives.					
Overall, my evaluation of TM programme is good.					
Any other comments					

Appendix 5: Semi-structured Interview (Arabic Version)



عزيزي المشارك..

تحية طيبة وبعد،

أقوم حالياً بإعداد استبيان كجزء من مخطط دراستي للدكتوراه في جامعة جون مورس، ليفربول، المملكة المتحدة.

عنوان بحثي هو: "مزايا تطوير إدارة المواهب في القطاع العام: حالة الدراسة القيادة العامة لشرطة أبوظبي- الإمارات العربية المتحدة".

ويهدف هذا الاستبيان الى إستطلاع وجهات نظركم وآرائكم حول مزايا تطوير إدارة المواهب في القيادة العامة لشرطة أبوظبي.

ولا يسعني في نهاية هذه المقدمة إلا أن أتقدم لكم بالشكر الجزيل على تعاونكم ومساندتكم القيمة لنجاح أهداف هذه الدراسة حتى تكون مخرجات وتوصيات البحث ذات إسهام علمي وعملي وتخدم جميع موظفي الحكومة الاتحادية في دولة الامارات العربية المتحدة.

والله ولي التوفيق

الباحث

الرائد/ منصور سيف المنصوري

الموهبة/مفهوم إدارة المواهب

هي عملية تطوير وتوحيد وتكامل بين التركيز على قدرات ومواهب الموظفين لتحقيق المنافسة، وتطوير العاملين الجدد، والمحافظة على العاملين الحاليين، وجذب العاملين الموهوبين من ذوي الخبرات العالية الى (كما انه لأغراض هذه الدراسة فإن مفهوم الموهبة يشير الى توفر كل 2006 المؤسسة (لويس و هايكمان، من المعرفة، المهارات، الخبرات والقدرات.

الموضوع الأول: الهيكل التنظيمي للقيادة العامة لشرطة أبوظبي وتخطيط القوى العاملة

كيف تصف الأهداف الشاملة لرسالة القيادة العامة لشرطة أبوظبي وما هي التحديات التي تواجه شرطة (1) أبوظبي في الوقت الحالي؟

.....

.....

ما هي التغييرات التي أجريت على الموظفين خلال السنوات الخمس الماضية في القيادة العامة لشرطة (2) أبوظبي؟

.....

.....

ما هي بالتحديد المهارات أو المواهب الأكثر أهمية في القيادة العامة لشرطة أبوظبي ، وتسهم أكثر من غيرها (3) في نجاح هذه الإدارة؟

.....

.....

ما هي سياسة الإدارة بشأن فرص تطوير الموظفين؟ (4)

.....

.....

هل لدى القيادة العامة لشرطة أبوظبي قسم تحليل وتخطيط الوظائف ضمن أقسام إدارة الموارد البشرية ؟ 5)

.....

.....

الموضوع الثاني: تطوير وتكوين الموظفين ذوي كفاءات وخبرات عالية

هل سمعت من قبل بالمصطلح "تطوير أو تكوين ماذا يعني الأهتمام وتطوير المواهب بالنسبة لك؟ 1)

المواهب"؟

هل لديك تعريف واضح ومفهوم لـ "الأهتمام بتطوير وتكوين المواهب"؟

.....

.....

إلى أي مدى يستخدم موظفي القيادة العامة لشرطة أبوظبي عبارة "الإهتمام والتركيز على الموظفين 2)

ذوي المواهب" ؟

.....

.....

كيف تقيم قدرة القيادة العامة لشرطة أبوظبي على البحث، الإهتمام وتطوير الموظفين ذوي المواهب ؟ 3)

.....

.....

هل ترى أن القيادة العامة لشرطة أبوظبي لديها عجزاً بالنسبة للموظفين ذوي الكفاءات، المعرفة، 4)

المهارات، الخبرات والقدرات؟

.....

.....

هل ترى أن القيادة العامة لشرطة أبوظبي تعاني من مشاكل في اجتذاب واستبقاء الموظفين ذوي 5)

الكفاءات العالية؟

.....

.....

هل لدى القيادة العامة لشرطة أبوظبي استراتيجية واضحة لتطوير وتكوين الموظفين ذوي كفاءات (6) وخبرات عالية؟

.....

هل يتم تخصيص ميزانية وموارد محددة لتطوير الموظفين ذوي المعرفة، المهارات والقدرات في (7) القيادة العامة لشرطة أبوظبي؟

.....

هل لدى القيادة العامة لشرطة أبوظبي استراتيجية خاصة للتزود من الكفاءات الأساسية في المستقبل؟ (8)

.....

كيف تتم ترقية الموظفين ذوي المعرفة والكفاءات والقدرات للمناصب القيادية و هل هذه هي مهمة (9) الإدارة العليا أم الموارد البشرية؟

.....

هل لديكم معايير واضحة لتقييم المواهب في القيادة العامة لشرطة أبوظبي؟ (10)

.....

هل لديكم أي خطة / استراتيجية فعالة لزيادة وتحسين توظيف الموظفين ذو الكفاءات العالية؟ (11)

.....

كيف تقومون بتقييم ورصد نجاح تطوير وتكوين المواهب في القيادة العامة لشرطة أبوظبي؟ (12)

.....

إذا طلب منك اليوم وضع برنامج للموظفين ذوي المعرفة، الخبرة، المهارات والكفاءات العالية في (13)

القيادة العامة لشرطة أبوظبي، ماذا سيكون التحدي الأكبر أمامك؟

14) ما هي المزايا والحوافز التي تتميز بها شرطة أبوظبي عن باقي المؤسسات الحكومية الأخرى لجذب الموظفين ذوي الكفاءات العالية؟

- أسلوب القيادة
- سمعة القيادة العامة لشرطة أبوظبي
- مستوى الرواتب
- الثقافة التنظيمية

15) هل ترى أنه من الواقعي والممكن تطوير برنامج للموظفين الموهوبين في القيادة العامة لشرطة أبوظبي باستخدام النماذج والمفاهيم المطبقة في البلدان المتقدمة؟

16) لماذا اكتسبت برامج تطوير الموظفين ذوي الكفاءات العالية الكثير من النجاح والشعبية في الولايات المتحدة والمملكة المتحدة ولكن الأمر ليس كذلك في دولة الإمارات العربية المتحدة؟

الموضوع الثالث: توظيف القوى العاملة

1) هل يوجد لدى القيادة العامة لشرطة أبوظبي معايير اختيار واضحة تتبع في عملية توظيف الموظفين ذوي المعرفة والخبرات والمهارات العالية؟

2) هل تعرف من هم الموظفين ذوي الكفاءات العالية في إدارتك؟

3) بالنسبة للموظفين ذوي الموهبة العالية، كيف يتم البحث عنهم وتوظيفهم، هل يتم ذلك داخلياً ضمن القيادة العامة لشرطة أبوظبي أم من خارجها؟

هل تم تعيين جميع موظفيك على أساس التميز أو الكفاءة؟ (4)

كيف يتم تحديد المهارات الواجب البحث عنها للتعيين في المناصب الهامة في القيادة العامة لشرطة أبوظبي؟ (5)

الموضوع الرابع: تطوير الموظفين

1) القيادة العامة لشرطة أبوظبي خطط لتطوير مهارات وقدرات الموظفين؟ هل لدى

هل خطط تطوير الموظفين تحتوي على إجراءات وأهداف تطوير محددة؟ (2)

أخبرنا كيف تقوم بتطوير موظفيك؟ (3)

هل هناك أي اختلاف في مستوى الموارد المخصصة للتطوير من موظف لآخر؟ (4)

هل لديك خطة للترؤد من الكفاءات الرئيسية في المستقبل؟ (5)

الموضوع الخامس: المحافظة على الموظفين وإستبقانهم

1) مسألة إستنزاف الموظفي في القيادة العامة لشرطة أبوظبي هي من القضايا التي كانت مدعاة للقلق بالنسبة لوزارة الداخلية.

2) ما هي العوامل التي تسهم في فقدان الموظفين ذوي الكفاءات العالية في القيادة العامة لشرطة أبوظبي ؟

.....

3) ما مدى أهمية الحفاظ على الموظفين ذوي الكفاءات العالية في القيادة العامة لشرطة أبوظبي ؟

.....

4) ما هي الإجراءات التي تتبعونها من أجل الحفاظ على الموظفين ذوي الكفاءات العالية لديكم؟

.....