

Strategic Talent Management Practices in the United Arab Emirates

Diana Haladay*, Rommel Sergio**, Maria Jade Opulencia***
and Djonde Antiado****

This paper examines the lived experiences of Human Resource (HR) managers from 32 large-scale private and semi-government companies in the United Arab Emirates (UAE). In 2014, the HR managers from recruitment and training and development divisions were interviewed to gather data on the nature of their talent management programs. Data were taken from institutional publications such as company policies, procedure manual, institutional programs; and were validated through in-depth interviews with the respondents. The research employed descriptive-qualitative design through case study method employing content analysis. The major themes were derived from the clusters of responses from the semi-structured series of interviews. Key findings pointed out that most companies involved in the study employ traditional talent management approaches rather than using a strategic talent management paradigm. Due to the transient nature of the labour pool and the rapidly changing nature of business in the UAE, HR managers are not able to fully implement “talent management” as a strategic tool but rather are working on transitioning to this practice in the future. The primary challenges faced by HR managers surveyed include: 1) high turnover and low retention, 2) regional cultural practices impacting HR policies and procedures, and 3) operating in various economic zones within the UAE. The degree to which each company surveyed will be able to successfully transition to the strategic talent management model will depend on the company’s ability to address the challenges enumerated in this research. Given the limited research on HR practices in the Middle East, this research study provides significant insights on the current HR practices and challenges facing organizations in the UAE. As such, this research study serves as a benchmark for future studies in this area. In addition, companies within the Gulf Cooperation Council (GCC) can benefit greatly by devising HR talent management strategies based on the findings of this research as they face similar challenges in developing strategic HR talent management practices.

JEL Codes: O1 and O15

1. Introduction

The United Arab Emirates (UAE) is one of the fastest growing economies not only in the Arab region but most significantly in the international market. As it moves towards higher economic growth and prosperity, it faces increasing challenges to stay ahead of competition as more international players enter the market.

*Dr. Diana Haladay, Master of Business Administration Program, School of Business Administration, Canadian University Dubai, Dubai, UAE, PO Box 117781, Email: diana@tud.ac.ae,

**Dr. Rommel Sergio, Canadian University Dubai, Dubai, UAE, PO Box 117781, Email: rommel@tud.ac.ae,

***Dr. Maria Jade Opulencia, Canadian University Dubai, Dubai, UAE, Email: jade@tud.ac.ae

****Dr. Djonde Antiado, University of Modern Sciences, Dubai, UAE, Email: d.antiado@ums.ae

Haladay, Sergio, Opulencia & Antiado

UAE's economy has shown stability and sustainability over the years as indicated in its performance in the global market: (1) placed 23rd in world economies in terms of innovation and creativity for seven consecutive years, outranking New Zealand, Australia, Italy and Spain; (Annual World Economic Forum Report 2011-2012); (2) ranked 3rd in Middle-East/North Africa (MENA) in the Retail International Programme Expansion; (3) placed 33rd out of 183 countries as an ideal business destination (2012 World's Bank's Doing Business Report); (4) placed 1st globally in efficiency of governmental fiscal policy (2012th International Institute of Management Development report of Switzerland); (5) rated par excellence in legal and regulatory environments; (2011th World Bank's World Governance Indicators); and (6) ranked 1st regionally and 11th globally in terms of the availability and quality of transport infrastructure outperforming USA, Finland and Belgium; (7) ranked 4th globally in terms of air transport infrastructure; 6th in seaport infrastructure, and 7th in trans-shipment connectivity (2012th Global Enabling Trade Report (Khan 2012).

The economic imperative to maintain the UAE's position in the global market and achieve competitive advantage in a dynamic, complex, and highly competitive global market makes Human Resources (HR) a critical function. A strong foundation of sustainability, coupled with the drive to outperform competition, requires a mindset that reinforces talent as the differentiator (Sandhya 2013). Survival in the current competitive environment compels HR to find ways to adapt and design strategic HR strategies to deal with the challenges it faces.

Given this imperative for corporations in the UAE to remain globally competitive, three questions arise: 1) How strategic are the current HR practices in the UAE? 2) To what extent are current HR practices in the UAE current with IHRI international standards? 3) What unique challenges does HR encounter in developing its human capital and its agenda to sustain a competitive advantage? To address these questions, an examination of the lived experience of Human Resource (HR) managers from 32 large-scale private and semi-government companies in the United Arab Emirates was undertaken. The HR managers from the recruitment and training and development divisions were interviewed to gather data on the nature of their talent management programs. Data taken from institutional publications such as company policies, procedure manual, institutional programs were used to validate the in-depth interviews with the respondents.

To provide answer to the three research questions, this study begins with a review of literature, focusing on talent management and the strategic direction of the best HRM talent management practices. The research methodology and research findings are given next, concluding with a summary of the key findings and the significance of this research study.

The researchers of this study are professors in the UAE teaching management and HR studies at both the graduate and MBA levels. Thus, this research study was of great importance to them as it would provide them with valuable insights and baseline literature on the current implementation of HR talent management practices in the UAE. In this way, classroom theory can be augmented with current business examples of the actual application of HR theories in organizations operating in the UAE.

2. Literature Review

The review of literature looks into talent as a source of competitive advantage, delineates the emerging trends that challenge and affect the direction of HR's agenda, identifies how organizations have responded to these trends, and highlights the best practices and strategies of successful organizations.

2.1 Talent as Competitive Advantage

A competitive advantage is gained from the formulation of strategies that place a company in a more favourable position relative to other companies in its sector or the creation of a product or service which competitors cannot easily duplicate (Pilenzo 2009). In a rapidly changing global market, what would set an enterprise apart and enable it to create and maintain a competitive advantage?

Human capital is perceived as the ultimate source of competitive advantage in a fast-paced changing global environment and knowledge-based economy (Personnel Today 2005; Collings & Mellahi 2009; Schuler, Jackson, & Tarique 2011; Tarique & Schuler 2010; Lawler & Edward 2008). Talent becomes the currency in a knowledge-based economy and, as such, should be as rigorously managed as financial capital. Companies having good talent management practices generated 3.5 times the revenue growth and up to 2.1 times the profit margins (Managing Credit, Receivables and Collections, 2013). Competitive advantage can only be sustained when changes taking place in the global business environment are complemented with changes in strategic human resource practices in an organization. Thus, HR plays a strategic role in creating competitive advantage (Albulescu & Dascalu 2013; Choo, et al. 2010; Development and Learning in Organizations 2009; Dustin et al., 2014; Lawler & Edward 2013; McCartney 2011; Miluwi 2012; Collings & Mellahi 2009; Schuler, Jackson, & Tarique 2011; Tarique & Schuler 2010).

Mondy has designed an international model (IHRM) to enable HR to move from a purely traditional functional model to a more comprehensive strategic model. Mondy's model includes five major human resource management functional areas: Strategic Staffing, HR Development, Employee and Labor Relations, Compensation and Benefits, and Health and Safety. This paper utilizes Mondy's IHRM approach to identify and evaluate the practices of HR managers interviewed in this survey (Mondy 2014).

2.2 Talent Management: HR's Current Direction & Challenges

The emerging global trends that challenge HR and shape the future of talent management include: talent deficiencies in filling key positions; an expanding virtual working environment; global recruitment, reward and retention of the best people; and a diverse multicultural workforce (PR Newswire 2011; Frank and Taylor 2004; Schramm 2010; Talerngsri 2014; Oladapo 2015). Leadership development, performance management, succession planning, and the identification and assessment of employees with high potential are the four key areas identified by HR managers. These four areas are vital in retaining talent and sustaining competitive advantage in the long term (Managing Credit, Receivables and Collections 2013). In addition, HR must be able to anticipate, to adjust priorities, and to strategically plan to respond to emerging human resource trends (PR Newswire 2011; Harmon et al., 2010; Meinert 2014; Schramm 2010; Talerngsri 2014; Collings & Mellahi 2009; Schuler, Jackson, & Tarique 2011; Tarique & Schuler 2010).

Recognizing the critical value of talent to the success of organizational performance, the question becomes how are organizations dealing with the trends that have reshaped the workforce? A survey involving 2,532 business and HR leaders in 94 countries indicates that most of the organizations surveyed are not prepared to deal with emerging trends. The survey identified the following deficiencies: 1) organizations lack leaders who are able to effectively execute strategy; 2) organizations are weak at integrating social, community and corporate programs and aligning employee and corporate goals; 3) organizations are unwilling or unable

Haladay, Sergio, Opuencia & Antiado

to help employees balance their personal and professional lives; and 4) organizations are “getting by” or underperforming in implementing their talent management programs (Meinert 2014).

The 2012 Global Assessment Trends Report (GATR), involving 500 HR professionals from 37 countries, revealed that organizations consider leadership and employee engagement as their top priority and put less value on employee development programs. Only one-third of respondents considered development programs as a priority, and even fewer considered it as a retention strategy (PR Newswire 2010). Although the majority of organizations consider talent measurement data valuable in informing business decisions, many acknowledge a lack of know-how in using this information to achieve quantifiable business outcomes. Thus, HR leaders have not yet acquired the competencies of being “strategic architects” capable of translating needs and trends into strategic HR investments and activities.

2.3 HRM Best Practices

Organizations can learn from the best practices of top performing companies. Sustaining a strong talent pipeline should adhere to the principles applied by successful organizations: 1) talent management is aligned with the business strategy; 2) talent management practices are introduced and implemented to achieve internal consistency; 3) talent management is aligned with organizational values and business practices; and 4) managers are involved in all aspects of the talent management process (Stahl, et al. 2013).

A study of four CEOs within the Gulf Cooperation Council (GCC) cited the following as their most challenging workforce issues: low levels of employee engagement, low self-organizing schemes, high turnover rates, a lack of succession planning, and poor leadership development. This study recommended a number of interventions such as improved retention strategies and succession planning (Gernal, Sergio, & Rawahi 2012).

In a second study, the authors undertook an evaluation of the government’s Omanization program and its impact on talent management practices. The study revealed that strategic training and talent management were the most critical components for success. (Gernal, Sergio, & Shuali 2013).

A summary of the literature review suggests the following: 1) In the highly competitive and fast-paced global environment, HR must understand the organization as a whole in order to develop talent management programs achieving competitive advantage; 2) HR must understand and respond to trends in globalization and technology in order to create more value to the organization. 3) HR must expand its definition of learning to include mentoring, learning on the job, as well as traditional classroom learning; 4) HR must shift from a transactionally-focused approach to a “strategic architect” paradigm in order to address the challenges of building talent and business from a short-term and long-term perspective; and 5) management must realize that effective talent management is a key driver to the organization’s success and achievement of competitive advantage.

The majority of research studies that have been conducted on HR practices have been with organization in Western countries, primarily in Europe and USA. Consequently, there is very little research on HR practices in the UAE and the greater GCC region. Thus, this study will serve as a baseline for further research on talent management approaches in this area. In addition, this research study identifies real world challenges faced by HR managers in the

UAE, and, as such, serves as a springboard for other companies in the region to formulate effective strategic management development practices leading to competitive advantage.

3. The Methodology

This paper examines the lived experiences of HR managers from 32 large-scale private and semi-government companies in the UAE. The HR managers from recruitment and training and development divisions were interviewed in order to gather data on the nature of their talent management programs. Data were taken from institutional publications such as policy and procedure manual; and existing programs were validated through in-depth interviews with the respondents. Moreover, this quantitative research utilized the descriptive design from which specifically, case study method has been employed. Content analysis has been used to come up with major themes that were derived from the clusters of responses from the semi-structured series of interviews. This means that the responses from the interview questions addressed to the HR managers were content analysed using the case study method of framing techniques. In framing the responses, very specific themes were utilized to create a table of analysis.

4. The Findings

The results and discussion below describes the human resource perspectives of the respondents in the UAE on talent management practices, examines the existing talent management activities and practices in the UAE in comparison to Mondy's international human resource management model (IHRM), and enumerates the human resource challenges that beset the HR managers in the UAE.

4.1 UAE HR Managers' Perspective on Talent Management Practices

The following HR functional areas were cited by the HR managers as their primary human resources practices: recruitment and hiring, induction, human resource information system (HRIS), performance appraisals, disciplinary actions, and compensation and benefits.

Recruitment and Hiring. The single most defining characteristic of the UAE labour market is the inherently transient nature of the employee pool and the resulting mindset of both employer and employee. Furthermore, the fact that approximately 80% of the total population of the UAE is non-citizen expatriate in nature means that much hiring must be done regionally and internationally rather than from within the country's own internal labour market. Thus, due to both the rapidly expanding and changing marketplace and the transient nature of the employment pool, the most expedient recruitment solution is to bring in new employees rather than investing in existing talent.

Induction and Management Development Programs. The HR managers believed that it was important to conduct induction during the first day of a candidate's arrival. The HR managers believed that orientation and induction were the most critical component of talent development and acculturation to the organization.

Management development was provided through short-term development program, such as supervisory and first level management training, customer service skills, leadership, and IT. These training programs were outsourced to third-part vendors. HR managers envisioned having more structured training program that would be more strategic and provide a long-term development model for talent development. HR managers acknowledged that they lacked

Haladay, Sergio, Opuencia & Antiado

sufficient outcome and process evaluation tools to test and validate the long-term strategic impact of training on talent development. Thus, currently, training mostly focuses on the traditional model of talent development where learning is assumed to take place primarily in the classroom. Approximately, 20% of the organizations have mentoring programs to supplement classroom training and the remaining HR managers indicated that they were considering mentoring programs for the near-future.

Human Resource Information System. The HR managers shared that all of them have either internal or external vendors to facilitate their existing human resource-based information system (HRIS). HRIS in the UAE includes employee records and on-line application forms for HR services such as sick, vacation, and maternity leave benefits. The payroll system is also integrated into HRIS.

Performance Appraisal. All HR managers reported using performance appraisals. Performance management reviews were conducted once a year to evaluate and reward employees in line with merit or pay for performance programs. The three most common performance appraisal tools used were: 1) supervisor-subordinate evaluations, 2) the Hay Performance Scale; and 3) The 360-Degree Feedback process. The most commonly used performance appraisal tool remains the traditional supervisor-subordinate evaluation process. The use of the 360-Degree Feedback implies that there is a trend emerging among some of the organizations surveyed to use more modern and sophisticated assessment tools with multi-raters, including customer feedback. Among the companies currently using the first or second appraisal tools, a number of the HR managers indicated that their company was considering adding 360-Degree Feedback in the near future.

Disciplinary Actions. HR managers reported using a traditional, progressive disciplinary action program that adhered to the organization's HR policies and procedures. The progressive disciplinary program included 1) a verbal reprimand; 2) a written warning incorporated with performance improvement plan; and 3) eventually, if appropriate, termination. Thus, HR managers believed that their employees were fairly treated and given sufficient time to modify their behaviour if needed before termination.

Compensation & Benefits. According to the HR managers their organizations adhere to the "law of the land". Due to the unique economic structure of the UAE, there are multiple on- and off-shore economic business zones which have individual legal structures that govern all aspects of employee compensation and benefits. Consequently, there is a multiplicity of laws that HR management has to comply with depending on the economic zones in which they operate. The HR managers surveyed cite this as one of their greatest challenges in complying with applicable laws regarding sick and vacation leave benefits, transportation, and housing allowances.

In response to the question of how strategic HR practices currently are in the UAE, the interviews with the HR managers revealed that they are not able to currently fully implement "talent management" as a strategic tool. This is due primarily to the transient nature of the labour pool, the multiplicity of labour laws regarding compensation and benefits, and the dynamic nature of business in the UAE. At the same time, HR managers are acutely aware of the need to become more strategic and are moving towards transitioning to this practice in the future

4.2 The Existing UAE Human Resource Talent Management According to Mondy’s IHRM

To further determine how strategic current HR practices are in the UAE, results from the interviews were compared with Mondy’s international model (IHRM).

Table 1 shows the existing UAE human resource talent management practices compared to Mondy’s IHRM.

Table 1: The Existing UAE Human Resource Talent Management According to Mondy’s IHRM

Traditional TM Practices	Alignment in UAE Practice	IHRM Systems
Recruitment, Hiring	Recruitment, Placement, and Selection	Strategic Staffing
Induction, Management Development Programs	Training	HR Development
Human Resource Information System	Employee Records	Employee and Labour Relations
Performance Appraisal	Performance Appraisal	HR Development
Disciplinary Actions	Labour Relations	Employee and Labour Relations
Compensation & Benefits	Compensation & Benefits	Compensation & Benefits
Compensation & Benefits	Compensation & Benefits	Health & Safety

It can be seen from Table 1 that the terms being used by the HR managers to describe actual HR practices at work are very similar to the IHRM classifications. Thus, in the UAE, recruitment, placement, and selection efforts are activities that correspond to IHRM’s strategic staffing function.

In the UAE, induction and training correspond to IHRM’s HR Development activities; however, as noted by the HR managers, these two activities are more traditional in nature in that they are “stand alone” activities and are not linked to a corporate employee strategic development program. The same applies to the use of performance appraisals. Also, performance appraisals are functional events not linked to a talent management development program or to a succession plan for the organization as a whole.

In the UAE, disciplinary action plans and practices are regulated by the UAE Labour and Relations policies, and correspond to IHRM’s employee and labour relations classification.

Compensation & Benefits also correspond to IHRM’s classification. Medical and insurance benefits are mandated by UAE Labour Law and policies and are included under compensation and benefits in accordance with IHRM classification. As noted previously, there are no nationwide standard health and safety programs in the UAE. Thus, in this instance there is no correspondence with the IHRM classification of the Health and Safety function.

Finding from this analysis of the comparison of HR management practices in the UAE reveal that operationally HR practices in the UAE mostly correspond to the international HR standards designed by Mondy’s IHRM. At the same time, significant differences emerge in the areas of talent management, namely the HR Development function in the IHRM system. Thus, as acknowledged by the HR managers interviewed for this study, their HR practices

Haladay, Sergio, Opuencia & Antiado

regarding talent management are still at the traditional functional state and need to become more strategic.

4.3 The Talent Management Challenges that Beset the Selected UAE Organizations

Table 2 below exhibits the talent management challenges that human resource managers face.

Table 2: The Talent Management Challenges that Human Resource Managers Face

TM Activities	Challenges
Recruitment, Hiring, Retention	High turnover and low retention of manpower - inconsistencies in policy; - cultural issues (i.e. "Wasta"); - balancing external recruitment with internal promotion; - varying labor laws
Induction, Management Development Programs	Lack long-term systemic management development program - no succession planning; - training limited to orientation and standard training
Performance Appraisal	Questionable performance appraisal method - inconsistencies in policies or - no policy at all
Disciplinary Actions	Inconsistent disciplinary action - no clear-cut policy on grievance management - no systems review
Compensation & Benefits	Inconsistencies between policies and implementation

In recruitment and hiring activities, the HR managers reported high turn-over rates of 15-25% on a quarterly basis. Frequently, turnover is attributable to employees' dissatisfaction due to inconsistencies in HR policies and implementation thereof.

According to the HR managers surveyed, regional culture serves as a powerful tool in the actual delivery of services to the organization. The use of wasta ("influence" or "power") for the endorsement of candidates by highly influential individuals frequently impacts the final selection of candidates, such that the candidate finally selected is the one referred to through wasta, rather than the most qualified one. Due to both the rapidly expanding and changing marketplace and the transient nature of the employment pool, the most advantageous recruitment solution is to bring in new employees rather than investing time and resources in developing existing talent. As discussed previously, the existence of various economic zones within the UAE creates a multiplicity of legal frameworks in which HR policies must be designed and implemented.

Induction is used in all the organizations involved in this study, while additional training after induction is limited to standard management programs. Rarely do companies conduct on-going needs analysis and update training accordingly. Succession planning as a strategic long-term employee development activity is very limited among all organizations involved in this study, due, primarily, to the transient nature of the labour pool and, frequently, the impact of wasta on the selection of employees for advancement.

In reference to Performance appraisals and compensations and benefits, the HR managers shared that due to financial concerns, their organizations failed to keep up with the contents of HR policies and procedures. In addition, due to the influence of wasta, performance

Haladay, Sergio, Opulencia & Antiado

appraisals could be highly subjective. In terms of disciplinary actions, there are few standard labour law requirements. Rather, HR managers reported that their individual companies create and implement in-house disciplinary policies.. Thus in the long-term, these challenges impede HR's management objectives and prevent full implementation of a Talent Management strategy.

5. Summary and Conclusions

The key findings reveal that most companies involved in the study employ traditional HR practices and are in the process of transitioning to a talent management approach. The UAE-based HR activities and practices are in line with IHRM practices. The primary challenges faced by HR managers in moving to a more strategic model of HR include a transient workforce, globally sourced; multiplicity of labour laws regarding compensation and benefits; high turnover and low retention; and regional cultural practices impacting HR policies and procedures.

The primary issue that needs to be addressed is that of HR becoming more strategic and moving from a purely traditional functional model to a more comprehensive strategic model. This means that HR managers need to shift their role from being traditional, transactional departments to being more transformational and “strategic architects” that enable the organization to build talent both for short-term and long-term perspectives. This finding that the HR managers in the UAE need to become more strategic in their talent management is in keeping with two other research findings involving HR managers in the GCC (Gernal, Sergio, Rawahi 2012; Gernal, Sergio, & Shuali 2013).

The degree to which each company surveyed – whether semi-governmental or private sector – will be able to successfully transition from the traditional function-based HR model of management to the strategic talent management will depend on the company's ability to address and effectively overcome the challenges enumerated in this research.

The significance of this research is that it is the first to identify the unique challenges of talent development of a transient employee population recruited primarily from a global marketplace. Previous research studies conducted in Western countries on talent management practices are based upon a HR model where employees are primarily citizens or permanent residents of the host country. Thus, this research raises critical questions concerning the transferability of strategic HR models developed in the West. It also seeks to understand to what extent and in what ways organizations in the UAE and GCC can incorporate the best practice from these Western models, while, at the same time, adapting them to the needs of local organizations. This understanding will enable organizations to become more proficient at transitioning to a strategic model of HR talent development that meets their specific needs and provides competitive advantage. Thus, companies operating within the UAE and the greater GCC, can derive great benefit in devising HR management transition based on the findings of this research. In addition, given the limited research on the current state of HR strategic practices in the Middle East, this research study serves as a benchmark for future studies in this area.

References

Adams, A 2010, 'Changing role of HR', *Human Resources*, pp. 45-48, viewed 30 April 2014, <http://search.proquest.com/docview/751031342?accountid=145382>.

Haladay, Sergio, Opulencia & Antiado

- Albulescu, SC, & Dascalu, O 2013, 'Actual human resources tendencies in a multi-speed global economy', *International Journal of Business and Management*, vol. 1, no. 6, pp. 281-287 viewed 20 September 2013, <http://search.proquest.com/docview/1537389822?accountid=145382>
- Choo, SS, Halim, H and Keng-Howe, IC 2010, 'The impact of globalisation on strategic human resources management: The mediating role of CEO in HR'. *International Journal of Business Studies*, 18(1), p.101.
- Collings, DG & Mellahi, K 2009, 'Strategic talent management: A review and research agenda'. *Human Resource Management Review*, 19(4), pp.304-313.
- Court, T 2011, 'How the HR function can build the capability to change'. *Development and Learning in Organizations: An International Journal*, 25(1), pp.16-18.
- Dustin, G, Bharat, M & Jitendra, M 2014, 'Competitive Advantage and Motivating Innovation'. *Advances in Management*, 7(1), p.1.
- Frank, FD, & Taylor, C 2004, 'Talent management: Trends that will shape the future'. *People and Strategy*, 27(1), p.33.
- Gernal, LM, Sergio, RP, & Hamedal-Rawahi, SM 2012, 'Managing talent for competitive advantage: perspective from Gulf Cooperation Council nationals.' *IAMURE*, p.116.
- Gernal, LM, Sergio, RP, & Al Shuali, M 2013, 'Looking Ahead: Scanning Change Management and its Implications to Human Resource Management Practices.' *IAMURE International Journal of Business and Management*, 7, p.1.
- Harmon, J., Fairfield, K.D. and Wirtenberg, J., 2010, 'Missing an opportunity: HR leadership and sustainability'. *People and strategy*, 33(1), p.16.
- 'HR trends report reveals most organizations want to connect talent decisions with business outcomes, but less than half actually do', *PR Newswire*, 16 March 2012, viewed 20 September 2014, <http://search.proquest.com/docview/929032341?accountid=145382>
- Khan, MUH 2012, 'Stability and Sustainability of UAE Macro-Economy.' *Defence Journal*, 16(3), p.1H.
- Lawler, E 2008, Talent: Making people your competitive advantage (p. 303).
- McCartney, C 2011, 'Lessons from the East: next generation HR in Asia.' *Strategic HR Review*, 10(4), pp.11-17.
- Meinert, D 2014, 'Re-skilling HR among top challenges facing companies,' *HR Magazine*, vol. 59, no. 5, p. 18, viewed 12 September 2014, <http://search.proquest.com/docview/1523396637?accountid=145382>.
- 'Megatrends conference presents various trends on the UAE economy,' in *Middle East Company News*, May 2009, viewed 12 September 2014, <http://search.proquest.com/docview/232823343?accountid=145382>.
- Miluwi, JO 2012, 'The Future Trends For Human Resources' management: Challenges And New Directions.' *Globsyn Management Journal*, 6(1/2), p.81.
- Mondy, RW 2014, Human Resource Management, Global ed., Pearson, Boston, USA.
- Nilsson, S, & Ellström, PE 2012, 'Employability and talent management: challenges for HRD practices.' *European Journal of Training and Development*, 36(1), pp.26-45.
- Oladapo, V 2014, 'The impact of talent management on retention.' *Journal of Business Studies Quarterly*, 5(3), p.19.
- Pilenzo, RC 2009, 'A new paradigm for HR.' *Organization Development Journal*, 27(3), p.63.
- Sandhya, DM 2013, 'Talent leadership to boost UAE's base for long-term sustainability,' *McClatchy - Tribune Business News*, 15 November, viewed 11 November 2014, <http://search.proquest.com/docview/1449503314?accountid=145382>.
- Schramm, J 2010, 'HR's challenging next decade', *HR Magazine*, 13 October, p. 96, viewed 10 November 2014, <http://search.proquest.com/docview/761066890?accountid=145382>.

Haladay, Sergio, Opulencia & Antiado

- Schuler, RS, Jackson, SE, & Tarique, I 2011, 'Global talent management and global talent challenges: Strategic opportunities for IHRM.' *Journal of World Business*, 46(4), pp.506-516.
- Schuler, RS, Jackson, SE, & Tarique, I 2011, 'Framework for global talent management: HR actions for dealing with global talent challenges.' *Global talent management*, pp.17-36.
- Stahl, G, Björkman, I, Farndale, E, Morris, SS, Paauwe, J, Stiles, P, Trevor, J, & Wright, P 2012, 'Six principles of effective global talent management.' *Sloan Management Review*, 53(2), pp.25-42.
- Talerngsri, A 2014, 'HR transformation: Four trends that explain why change is essential,' *McClatchy - Tribune Business News*, September Available: <http://search.proquest.com/docview/1562038237?accountid=145382>
- Tarique, I & Schuler, RS 2010, 'Global talent management: Literature review, integrative framework, and suggestions for further research.' *Journal of World Business*, 45(2), pp.122-133.
- 2005, 'Getting in shape', *Personnel Today*, vol. 17, no. 17, p. 19, viewed 22 September 2014, <http://search.proquest.com/docview/229934155?accountid=145382>.
- 2013, 'Deloitte forecasts a global shift in talent management from company-focused to broader networks', *Targeted News Service*, 16 August, viewed 17 February 2014, <http://search.proquest.com/docview/1427492229?accountid=145382>.
- 2013, 'Strong talent management drives revenue growth, profit margins,' *Managing Credit, Receivables & Collections*, vol. 13, no. 1, pp. 9-10, viewed 30 September 2014, <http://search.proquest.com/docview/1267810865?accountid=145382>.
- 2011, 'Emerging markets, workforce analytics, and HR in the cloud are revolutionary trends expected to change the human capital landscape: Deloitte report', *PR Newswire*, 16 May, viewed 18 September 2014, <http://search.proquest.com/docview/868035059?accountid=145382>