

Talent Management Strategy – A Study on Public Sector Organisations in the UAE

by

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ABSTRACT

This research explores the talent management (TM) practices used in for-profit public energy companies in the United Arab Emirates (UAE), laying focus on how well these practices align with strategic national priorities, particularly the Emiratisation policy aimed at increasing the employment of UAE nationals. The study's originality comes from considering hybrid organisations, which are owned by the state but still are characterised as commercially driven entities, and these companies have their own set of structural and strategic problems while achieving a balance between making a profit and observing government rules. This focus addresses a notable gap in the literature, where TM in such dual-structured entities has been underexplored.

A qualitative research design was used, and it included interviewing 30 senior HR staff from large UAE energy companies, involving the semi-structured format. Thematic analysis brought forth five main themes: succession planning, performance management, strategic talent development, organisational challenges, and TM outcomes. These themes together show how TM strategies work with the UAE's specific rules and regulations, especially the one requiring Emirati employees to be hired under the Emiratisation policy.

The findings show that while for-profit public energy organisations strive to align their TM practices with initiatives taken by the government, they still face a number of challenges because of slow-paced bureaucratic processes, limited autonomy in HR decision-making, and the changes occurring in the worldwide energy market - fluctuations in global energy prices and talent competition. Nonetheless, TM has shown to help organisations in many ways, like improving how well employees do their jobs; helping leaders grow; getting workers more involved; and ensuring the company supports the country's economy goals.

Significantly, this study shows that TM issues arise in different ways in response to rapidly shifting policy, technological, and market conditions. Hence, policy frameworks should give public organisations enough flexibility to adjust their TM plans to real-world scenarios to respond with agility to changes in the global market. By providing ample empirical evidence from a sector that has not been explored much, this research helps fill a gap in the literature about TM in for-profit public companies in the UAE and offers useful insights for improving strategic HR practices when there are market constraints and regulatory requirements to comply with. The research introduces

the notion of localisation-practiced institutionality to discuss the way Emiratisation is being practiced based on daily talent management routines to transform the leadership development, succession planning, workforce strategy within the UAE public sector organisations.

The research objectives were adequately addressed: (1) identifying TM methods currently in use; (2) evaluating their effectiveness in workforce performance, retention, and leadership development; and (3) recommending context-specific enhancements to TM implementation. Finally, policy and practice suggestions were made to improve TM outcomes in UAE energy sector organisations.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
UAE	United Arab Emirates
TM	Talent Management
HR	Human Resources
HRM	Human Resource Management
KPI(s)	Key Performance Indicator(s)
AI	Artificial Intelligence
DCT	Dynamic Capability Theory
HCT	Human Capital Theory
IT	Institutional Theory
PWA	Predictive Workforce Analytics
ADNOC	Abu Dhabi National Oil Company
DEWA	Dubai Electricity and Water Authority
T&D	Training and Development

CHAPTER 1: INTRODUCTION

1.1 Introduction to the Chapter

The concept of talent management (TM) has become a vital source of success in the global economy, specifically in the public-sector business of the UAE (Stopochkin et al., 2022). The study will fill the gap in the body of knowledge, providing information on TM practice in hybrid organisations, which include organisations that are state-owned but commercially oriented- with reference to the challenges such organisations have in balancing their profit goals with national labour provisions, like Emiratisation. The originality of the study tails not only to its research design but also to its findings which provide new knowledge about the way the TM practices in the energy sector of the UAE are shaped both by commercial needs and regulatory frameworks. These results also reveal how the hybrid organisations negotiate between national employment policies and necessity of profitability, offering practical recommendations to help boost employee retention, development of their leaders, and performance in those organisations. The field of TM is dynamic and evolving, but in this study, the scope of work is limited to the human capital contexts found in the UAE in the state-centric human capital environment, especially in profit-driven public sector organisations focusing on the energy sector with commercial interests and governments policies such as Emiratisation (Semaihi, Ahmad, and Khalid, 2023). The study will contribute immensely to the available literature, since it seeks to fill the gap on how such a combination of political and business interests have formed TM practices of these kinds of hybrid organisations. State-influenced human capital environment in the UAE, with some degrees of government intervention through state policies such as Emiratisation affect the TM practice, and overall workforce management avenues within such hybrid organisations especially in energy sector, where the business interests and goals and the national welfare agenda tend to have common interests. The study is very novel in terms of convergence of Human Capital Theory with Institutional Theory as well as Dynamic Capability Theory. These models provide informative theoretical perspective through which the use of TM practices in the hybrid organisations of UAE, which are the state-owned yet commercially oriented organisations in the energy sector, can be viewed. The research links to these theories to provide new information on how TM practices are affected by both institutional limitations as well as market forces. This methodology closes the gap between theory and practice, offering a layered appreciation of how state-lead human capital

policies, i.e. Emiratisation, can interact to mix with business objectives shaping TM strategies in the energy sector in the United Arab Emirates.

It is necessary to differentiate between the operational philosophies of the for-profit and non-profit organisations (Saleh and Atan, 2021). While the for-profit organisations are focused on the stakeholder value creation and use the profits to fund more economic objectives, non-profit organisations are to provide public goods and receive the funding from the state or other non-commercial sources (Van de Velde, 2018). In the UAE, Bauer (2018) identifies a distinction between for-profit and non-profit entities in UAE's energy sector by characterising ADNOC as a state-owned but commercially motivated organisation, which functions alongside other state regulatory bodies without direct business involvement. This is important to make since TM strategies in these organisations are a product of business competitiveness, public governance as well as national workforce policies. In this respect, TM is a strategic process aimed at improving the workforce capacity, leadership, and the level of international standards. Bernal Torres et al. (2021) also support this by pointing out that non-profit organisations' goals include social responsibility, effective policies, and community involvement, which are not aligned with the economic performance goals of for-profit public organisations.

The nature of the UAE's government as being federal complicates the issue further. As pointed out by Aljarwan et al. (2019), the federal government of the country attaches great importance to the development of the workforce to support the concept of resilience and sustainable economic growth. Talent management, especially in the strategic areas like oil and gas, is crucial for organisational success and for the overall diversification of the economy. Thus, this chapter starts with painting the general picture of TM in the context of the UAE energy sector and explaining how the strategies meet public service responsibilities and how this interplay affects the management of human capital in the state-owned enterprises (SOEs).

The state policies of the UAE have not been able to eliminate structural and strategic problems of TM in the public sector. These factors include bureaucratic structure, nationalisation objectives which include Emiratisation (which mandates increased employment of UAE nationals across key sectors), and fluctuations in the global energy market which limits the flexibility and market positioning of these organisations. Accordingly, Sushil Jha and Tandon (2019) also highlighted the importance of the energy sector for the UAE's gross domestic product, which strengthens the

argument for creating fresh talent development solutions that meet both economic and policy objectives. The TM landscape in the UAE has evolved over the years going through various changes and developments. Studying the history of planning and strategizing is a good way to define the path of talent development and to identify the current problems and future prospects.

One of the main reasons for this research is the fact that the business environment is constantly changing due to the influence of technology and demography. According to Jane (2019), this is the world that requires a workforce that is flexible, professional and aligned with the strategic direction of the organisation. TM is no longer considered as a mere human resource activity; instead, it is a strategic tool that is crucial in managing volatile markets and for the continued growth of the business. In this regard, the UAE's public sector should guarantee that the TM policies are not only legal but also adapt to the global market and technological advancement.

Talent development is an inevitable task that is not easy to accomplish within the current environment. The UAE demonstrates a specific policy and economic environment in which public interests are intertwined with the profit-making mission of organisations. This chapter, therefore, presents the main challenges in the development and implementation of TM strategies in state-owned for-profit energy firms. In this regard, the study acknowledges the theoretical and empirical literature to address the sector-specific issues and the socio-economic realities of TM practices in such hybrid organisations.

The chapter identifies the conceptual and empirical voids in the literature. Even though TM has been investigated in the private and traditional public sectors, there is a research gap in the UAE's state-owned, commercially driven firms with a focus on energy organisations. This lack of contextualised knowledge hinders the development of appropriate strategies and policies for the UAE's institutional environment. Therefore, there is a need for more research that focuses on how to enhance the application of TM for providing solutions to the conflict of interest between market competition and public interest.

The originality of this research is based on the focus on the analysis of talent management in the UAE's profit-oriented public sector, specifically in the energy sector. This is an area that has not been researched much in the academic literature especially when compared to the amount of attention given to TM in only private or non-profit organisations (Urme, 2023). Altogether, the

study places the emphasis on the interplay between commercial imperatives and public policy objectives to employ a fresh analytical perspective that will help to better explain, assess and develop TM strategies. In addition, the study employs a composite of theoretical frameworks that creates a unique theoretical framework for the UAE context as a contribution to TM theory and practice.

This introduction helps in the general organisation of the thesis by directing the readers through the subsequent parts of the document. It outlines the key issues that define the study and provides a guide for the reader to follow in the rest of the study. The chapter shows how the research background; problem statement and research objectives are aligned to address the central themes of the study regarding workforce development in public energy organisations. This structured approach helps in gaining a better understanding of how TM practices are created, deployed and evaluated in this setting.

In essence, the goal is to guide the reader toward a more complex appreciation of TM in the UAE's public sector. It presents the general analysis of the issue while at the same time describing the context in which the case should be pursued to its conclusion. From an academic, organisational and policy perspective, the chapter highlights the importance of TM not only as a managerial tool but as an important instrument for the attainment of national development objectives in a constantly changing global environment.

1.2 Research Background

Companies depend on different strategic resources to achieve their goals, but human capital is unique as it is the most valuable in enhancing performance and introducing change (Blaga, 2020). TM can be conceptualised as a process of creating a systematic organisational capacity to acquire, motivate, develop and retain strategic human capital (Scullion and Collings, 2014). According to Tansley (2011), talent can be understood as the competencies, motivation and the ability to deliver in roles that are considered to be crucial. TM has therefore become an important component in organisations' overall growth agenda and a significant source of competitive advantage (McDonnell et al., 2017; Krishnen and Scullion, 2017).

Alparslan and Saner (2020) have underlined the importance of TM for managing risks related to the instability of the workforce and talent deficit. Structured TM frameworks enable the organisations to manage the future human capital requirements as well as build internal capability. This argument is supported by Jayaraman et al. (2018) and Njobvu (2023) where they explain that TM has positive effects on productivity, talent management, and employee engagement especially in organisations that require specialised skills from their workers. In this regard, Thunnissen (2016) notes that TM goes beyond staffing and involves long-term capability planning in order to create long term organisational capacity.

Barach (2025) focused on adopting technology and analytics in TM and indicate that predicting workforce shortage and identifying leadership development programmes is becoming more important with the help of predictive workforce analytics (PWA). This is in tandem with Wassell and Bouchard (2020) who encourage TM that is backed by evidence and technology that uses big data to inform organisational capability. Berberoglu (2002) also highlights that due to the dynamic changes in the labour market by globalisation and digitalisation, TM strategies should always be progressive and dynamic to remain useful in the future.

Although these global perspectives are helpful, these need to be understood in the context of socio-economic and institutional setting of the UAE. In the context of the UAE's public sector, especially in profit-motivated energy organisations, TM faces the twin challenges of organisational performance and nationalisation programmes such as Emiratisation (Al Aina and Atan, 2020; Al Jawali et al., 2022). According to Saleh and Atan (2021) and Abouabidalla (2022), talent attraction and talent management in such organisations are hampered by bureaucracy, few career advancement opportunities and rigid policies. Other scholars such as Al Amiri and Abu Shawali (2021) and Al Awadhi and Muslim (2023) have stressed the importance of talent management in the context of human capital development in relation to strategic vision such as Abu Dhabi Vision 2030.

The pressure faced by the public energy sector organisations is critical to implement TM practices that encourage innovation, leadership and workforce flexibility while generating profit and fulfilling regulations. This interplay is critical in maintaining institutional stability as well as the UAE's socio-economic development agenda.

Globally, contemporary talent management (TM) systems increasingly emphasise agility, skills-based workforce planning, data-driven decision-making and integrated leadership pipelines, especially in advanced economies such as the United States, United Kingdom and Republic of Korea (Shvetsova, 2025; Dillon et al., 2024; Asfahani, 2024). These models rely on transparent performance frameworks, merit-based progression, strategic succession planning and extensive use of HR analytics to support predictive workforce planning and evidence-based TM decisions (Asfahani, 2024; Semaihi et al., 2023). In contrast, TM in the UAE's public-sector and hybrid for-profit organisations operates within a distinctive governance and policy context shaped by Emiratisation mandates, localisation strategies and strong bureaucratic oversight (Al Jawali et al., 2022; Al Awadhi and Muslim, 2023; UAE Government, 2024). Recent empirical work on UAE public organisations shows that TM practices remain fragmented and compliance-driven, with limited integration across recruitment, development, succession planning and retention, and persistent tensions between strategic flexibility and nationalisation requirements (Al Jawali et al., 2022; Al Bedwawi et al., 2023; Semaihi et al., 2023). Studies across the wider GCC also highlight structural challenges in workforce localisation—including skill mismatches, rigid employment expectations and continued dependence on expatriate labour—which complicate the transfer of global TM templates into Gulf public and quasi-public organisations (Al-Asfour et al., 2022; Iyer and Mahesh, 2025). As a result, TM systems in the UAE tend to be more compliance-oriented and less integrated than many global models, creating a unique context in which international TM concepts must be selectively adapted rather than directly imported. This global–local contrast reinforces the need for sector-specific TM frameworks that both draw on international best practice and respond to the institutional realities of UAE for-profit public energy enterprises (Iyer and Mahesh, 2025; Perobelli et al., 2024).

1.3 Problem Statement

TM is a critical practice that aims at improving the performance of employees and organisational results in different industries, including public organisations in the UAE (Kaleem, 2019). There is a general trend of national strategies aimed at enhancing public workforce systems. Yet, these national plans, though comprehensive, do not provide such specifics of operations of hybrid, profit-driven state enterprises, especially in terms of how TM is to be implemented in real life, outside the Emiratisation quotas.

However, Al Jawali et al. (2022) indicate that TM in the UAE's public sector, especially in for-profit organisations, is still relatively underdeveloped, sporadic, and lacking in strategic integration. The state-driven mandate of Emiratisation creates more structural issues in which attempts to increase the employment of nationals are at odds with the best practices in hiring, remuneration, and talent management. Moreover, the current workforce practices in the organisations are still far too compliance-based, with little strategic alignment, and inadequate integration of the recruitment, development, and retention systems, and poor career progression of the Emirati workers- a discrepancy between national expectations and organisational capability.

For instance, in public real estate, weak managerial concern to address the turnover issue and lack of systematic TM approaches have affected workforce stability, performance and commitment in the sectors (Al Marzouqi, 2019). These problems are especially magnified in organisations that operate in both public administration and business for profit, which means that the managers have to meet bureaucratic requirements and pursue efficiency.

Public organisations in the context of the UAE's energy sector are under the increased pressure of public service obligations and performance expectations similar to the private sector. These institutions exist in an environment that requires strategic flexibility of workforce, but their HRM practices are hampered by bureaucratic procedures, financial stringency, and top-down decision-making. In contrast to other private companies that have more freedom in decision-making process, these organisations have to integrate TM practices with the national policies, for instance Emiratisation, which can limit the flexibility in the choice of workforce, talent acquisition and retention strategies. This shows a stark difference between the globally recognised TM best practices that focus on agility, evidence-based succession planning, and integrated capability development and the currently witnessed workforce practices in UAE based for-profit public organisations.

Referring to the healthcare sector, Al Amiri and Abu Shawali (2021) have pointed out that many public organisations have no definite guidelines and examples of TM from leaders. It is especially evident in the energy sector where technological advancement, competitive forces and localisation demands require talent with special skills and flexibility. Therefore, the lack of a coherent and context-specific TM framework that is able to convert national policy ambitions into practicable

activities that can address the commercial, technical, and regulatory needs of hybrid public organisations is lacking.

This study fills a gap by examining how TM in UAE state-owned, profit-oriented energy enterprises can be reframed as a strategic function reporting to the senior leadership as opposed to being part of the human resource department. It is crucial to understand how policy support, leadership commitment, and organisational structure facilitate TM effectiveness to foster workforce development and enhance the UAE's competitiveness in the dynamic energy sector.

1.4 Context of UAE's Public Organisations

The UAE is one of the most outstanding examples of a country that has experienced significant change due to good economic growth and development plans. In the study by Lasrado (2018), the author reveals that the public organisations in the United Arab Emirates are assigned with the significant responsibility to steer the nation's development and to contribute to its challenging goals and initiatives in the complex modern world. Thus, there is a need to examine the specific setting of TM in public organisations in the United Arab Emirates in order to identify the range of opportunities and threats related to it.

The UAE public organisations are characterised by multicultural and diverse nature of the country. The UAE is a multicultural country, and people from different countries live in the UAE. Public organisations thus have the interesting responsibility of having to deal with talent from different linguistic and cultural backgrounds. This setting appreciates diversity and hence the talent management strategies should capture these specific dynamics (Varma et al., 2023). Therefore, there is a great need for public organisations to invest a lot of effort in creating a culture that celebrates this diversity and fosters good working relations among this diverse human resource.

Nationalisation is one of the main strategic directions of UAE public organisations. Due to a limited number of Emirati citizens willing to work in the public and private sectors, the government of the UAE has put into operation several procedures and programmes (Raji, 2019). In this regard, talent management means developing strategies on how to identify, develop and promote the UAE nationals in the government. This emphasis on nationalisation poses a special difficulty because it means that Emirati workers must acquire the required knowledge and experience for their jobs. In order to eliminate any gap that may be present in the skills of the local Emirati employees, public

organisations need to provide financial support to train and develop the necessary programmes for those employees.

The public organisations of the United Arab Emirates are not isolated entities but rather are interdependent with other organisations in the larger regional and international economy. The country has been able to attract talent from all over the world because it is strategically located at the centre of the world, has encouraging policies on investments and has embraced innovation (Kumar and Kumar, 2021). Therefore, to enhance the country's development even more, talent management in the UAE's public organisations involves leveraging this external talent source. Public organisations must ensure that they sustainable globally competitive in attracting foreign talent and ensure that their diverse outlooks and specialties contribute to the achievement of organisational goals. The workforce is getting more and more international and that is good and bad since it requires both local and global perspective.

The UAE works in a rather volatile context which the economy of the country is rather volatile. That is why the need for agile talent management practices that can be adapted to meet new needs and priorities quickly arises (Hewpathirana and Almasri, 2021). Public institutions have to be strategic, aligning their people management strategies with the nation's visionary Vision 2021 and the future. They are compelled to access knowledge and new skills that will be relevant in the occupation in the future. Furthermore, it is important that public entities should regularly review and remodel its competency management strategies and options to ensure its relevancy and effectiveness in view of the ever changing economical environment.

To sum it up, this study has shown that the practice of talent management in UAE public organisations cannot be discussed in its isolation. The fast changing economic environment, multiculturalism, nationalisation as a requirement and the ability to attract talent from across the world shape the environment within which these organisations operate. These elements affect their personnel management strategies and provide special opportunities and challenges. In this way, managing the most important resource – talent, the UAE's public organisations do not only contribute significantly to achieving the country's objectives but also shape the future of the nation while operating in this environment.

1.5 Research Aim, Objectives and Research Questions

1.5.1 Research Aim

The primary objective of the study is to derive conclusions and offer recommendations for enhancing TM practices in publicly-owned, profit-oriented energy companies in the United Arab Emirates.

1.5.2 Research Objectives

This study aims to accomplish the following:

1. To critically analyse the implementation of Talent Management (TM) practices in hybrid institutions of the organisation of the UAE power sector with regard to bridging the gap in available literature on the topic of blending commercial interests and government policies dealing with talent employment such as Emiratisation.
2. To assess the effectiveness of TM practices in achieving workforce performance, employee retention, and leadership development outcomes in for-profit energy sector public organisations.
3. To develop recommendations for optimising the implementation of TM in for-profit energy sector public organisations.

1.5.3 Research Questions

1. What TM methods have been adopted by for-profit energy sector public organisations?
2. How effective are TM practices in for-profit energy sector public organisations for achieving workforce performance, employee retention, and leadership development outcomes?
3. What recommendations can be made for optimising the implementation of TM in for-profit energy sector public organisations?

1.6 Rationale of the Study

The rationale for this study on TM in the UAE for-profit public sector is based on the increased awareness of a misfit between workforce strategies and the nation's developmental objectives. With the current economic diversification and the greater Vision 2030 plan, government-owned

entities (GOEs) are now under pressure to achieve results-oriented performance while at the same time meeting the localisation strategies such as Emiratisation (Kaleem, 2019). While the UAE Cabinet has adopted best practice initiatives including flexibility at the workplace and employee health and well-being measures to boost engagement and productivity, the continuous high talent turnover (especially among skilled national employees) indicates that there are strategic gaps in the application of TM in the UAE (Al Mheiri et al., 2021).

This study is important and relevant because there is a lack of empirical research on TM in state-owned, profit-oriented energy enterprises. Unlike traditional public institutions, these organisations are required to operate for profit while addressing legal requirements, within a limited bureaucracy, and rigid employment systems. Despite a lot of money being spent on employee development, research shows that the public sector firms are losing high potential employees due to lack of career progression, lower pay, and perceived job rigidity compared to the private sector (Jabeen et al., 2020; Al Mheiri et al., 2021). These conditions call for a reconsideration of TM approaches that are appropriate to the running of profit-oriented public enterprises and the policy environment.

The current study focuses on the aforementioned under-researched area, i.e. the intersection between strategic human capital development and the public energy sector's combined objectives of generating profits and serving the public interest. In this way, the research directly addresses the gaps in both the current literature and the practice of organisations by exploring how TM frameworks can be enhanced for the purpose of retention, leadership succession, and workforce flexibility in this particular setting. It is expected that the findings will provide practical implications that will help to design TM strategies that are more relevant to the national context and capable of supporting the maintenance of sustainable talent supply, building institutional capacity, and improving the long-term competitiveness in one of the UAE's most significant and dynamic sectors.

1.7 Research Context

In the context of the United Arab Emirates, talent management has emerged as a strategic imperative especially for state-owned firms such as the Abu Dhabi National Oil Company (ADNOC) and the Dubai Electricity and Water Authority (DEWA). These organisations, despite

being governmental, have commercial objectives and are required to deliver efficiency, creativity and compliance with the strategic plans such as Emiratisation and Vision 2030 (Al Aina and Atan, 2020; Abouabidalla, 2022). In addition, Emiratisation policy signifies relevance to the human capital environment in the UAE state and it is a strong determinant of how the talent is handled and developed within the public energy organisations. These national policies, intended to enhance the role of Emiratis working in the main sectors, influence TM strategies directly, especially in the hybrid organisations, both state-owned and profit-making ones. The nature of their mission to generate revenues for their owners while serving the public interest implies that TM strategies have to be dynamic and compliant with the relevant policies. For instance, ADNOC has established structured leadership pipeline and digital human resource management system to develop Emirati employees in technical and leadership positions, but the company still experiences challenges in retaining and developing its talent due to the restrictions and compensation issues compared to private sector firms (Saleh and Atan, 2021; Al Jawali et al., 2022). Likewise, DEWA has developed internal training academies and performance-based talent management, but it loses talented staff to other more flexible and competitive organisations in the global market.

The necessity of conducting research on TM in such for-profit public organisations can be attributed to such tensions in the sector – where talent management has to operate at the intersection of market demands and national workforce policies. However, the global literature provides only a general understanding of the socio-economic and institutional context of the UAE. This research aims at filling this gap in the knowledge of literature by analysing how TM is implemented in such organisations and outlining necessary measures that can enhance the workforce, leadership planning and mentation, and organisational performance in post-conflict environments.

In the current business context characterised by high competition, TM plays a crucial role in various aspects due to the significance of skilled individuals for businesses and their achievements (Hongal and Kinange, 2020). The scarcity of qualified candidates against numerous job openings has led human resources professionals to show increased concerns for hiring appropriate talent (Salau et al., 2018). In a fiercely competitive labour market, the process of recruiting and selecting candidates for employment can incur significant expenses and consume a substantial amount of time, without any assurance of achieving the desired outcome (King and Vaiman, 2019). People

can prove to be the most precious asset of an organisation. This requires that employees should be retained and promoted to higher roles through TM. The substantial retention of employees can prevent significant financial losses. It is more advantageous to nurture and keep essential, skilled individuals rather than actively searching for, hiring, and providing training to new employees frequently (Meyers, 2020). Therefore, it seems imperative to conduct research on TM to determine significance, new ways, and implications of effective talent development strategies.

Companies use human capital management because they know how important it is to handle talent. It is planned that this change will help the company use its resources more efficiently by hiring people who can do great work and show a lot of growth potential (Kimbu et al., 2019). Hughes (2019) and Collings et al. (2017) study shows that using talent management (TM) methods effectively finds and develops talent, which makes employees more valuable to the company. A clear link has been found between talent management (TM) and how long workers stay with a company (De Boek et al., 2018). People who are highly skilled and really care about the success of the business are more likely to go above and beyond what is expected and work hard to reach its goals (Kontoghiorghes, 2016; Van den Broek et al, 2018; and Friday and Sunday, 2019).

To accomplish strategic objectives considering TM requisites, it becomes essential that organisations allocate resources to enhance workforce capability and related outcomes by actively recruiting, training, and keeping highly skilled individuals. Talent management necessitates that organisations meticulously oversee employees' competencies through training and development, acknowledging their contributions, and providing them with the necessary resources to perform their tasks proficiently (Raheem, 2016). The fundamental tenet of TM is that individuals constitute the most invaluable resource of an organisation, and that all members, ranging from managers to frontline employees, can get advantages from dedicating themselves to their own professional development through well-crafted training initiatives (Mayo, 2016). It becomes imperative for organisations to allocate resources towards enhancing education and health of their employees, as human resources constitute a valuable type of capital for the organisation. Organisations foster talent by establishing and sustaining a work environment that provides support (Souto-Otero, 2016). Consequently, this has a direct impact on the performance and aptitude of employees, as it enables them to enhance their talents.

Mensah (2019) asserts that TM can provide enduring impacts on firms by fortifying the psychological connection between employees and employers. This enhances employee retention and productivity since long-term benefits accrue to businesses that invest in the development of capabilities of the individuals.

1.8 Significance of the Study

This study has theoretical and practical implications for TM in the for-profit public energy organisations in the UAE. Since TM has been examined widely in private sector studies, there is a significant literature gap concerning the strategic use of TM in public organisations that are under commercial imperatives (Kravariti and Johnston, 2020). This research seeks to fill this gap by analysing state-owned enterprises in the UAE energy sector wherein profitability cannot be achieved without considering regulatory requirements and nationalisation strategies.

By positioning the UAE within the global TM context, the study provides a contextualised understanding of how the public energy organisations in the region develop, execute, and evaluate their TM plans. As the UAE plays a strategic position in the global energy market, it is crucial to understand how public organisations in the country select, maintain, and train star employees to use the information to replicate such models in other organisations. The results of this study would be useful to scholars and practitioners to understand the issues and institutional factors that surround TM in hybrid public-commercial organisations.

The study has some implications for public sector managers and decision makers especially those in organisations like ADNOC and DEWA. These entities are under pressure to maintain innovation, increase efficiency, and meet Emiratisation rates while recruiting and maintaining employees in competitive labour markets (Al Aina and Atan, 2020). This study's findings can inform organisations on how to enhance their employee development, organisational succession plans, and talent retention initiatives when there is increased adoption of technologies and changing employee expectations (Borowski, 2021).

There are policy implications that can be derived from the findings of this study. The findings of the study can be useful for UAE policymakers to assess the effectiveness of the current TM frameworks and suggest the appropriate changes based on Vision 2030. Enhancing the knowledge

of the human capital issues in the public energy sector could help in creating legislation that would foster the organisational sustainability and long-term economic competitiveness of the nation (Poma, Shawwa and Maini, 2020; Livsey, 2019).

The study makes a contribution in terms of operational and policy implications, and has also provided a strategic fit between TM and organisational outcomes. Properly developed TM initiatives improve employees' commitment, performance, and organisational adaptability, which are essential for operating in a rather unstable energy environment (Urme, 2023; Adiguzel, Ozcinar, and Karadal, 2020). Thus, by analysing the relationship between people management and business objectives, the study contributes to the goal of enhancing performance and innovation in UAE's state-owned commercial organisations.

To sum up, this study aims at filling the literature gap through examining TM in UAE for-profit public energy organisations. It provides some useful recommendations to increase the rates of employee turnover and the effectiveness of talent management in accordance with Emiratisation. The study can help in policy formulation and assist in the realisation of national agendas like Vision 2030 by encouraging the development of a knowledge-based economy. Furthermore, it offers a guide for strategic TM that helps to improve organisational performance in the highly competitive and dynamic global energy industry.

1.9 Research Gap

Although TM has emerged as a popular area of research interest in the private sector, there is a dearth of research on the application and success of TM in for-profit public sector organisations in the UAE, especially in the energy industry. This gap is important because the organisations in question are under two forms of strategic pressure: the need to pursue profit and the need to meet legal requirements, including Emiratisation. The subsequent sub-sections indicate the major research gaps that this study aims at filling and aligns each of them with the research objectives and questions of the study.

1.8.1 Limited Empirical Focus on TM Adoption in UAE For-Profit Public Enterprises

Most of the previous studies have focused on TM practices in the private sector or in general public sector organisations while leaving out profit-oriented state-owned enterprises. Such organisations,

for instance, the energy sector in the UAE, operates under conditions that require the achievement of business objectives to be harmonised with the employment of nationals. According to Al Jawali et al. (2020), there is a dearth of research on such enterprises that prevents the identification of how TM methods are implemented in actuality.

This research aims to fill this gap by exploring the adoption of TM methods in the UAE-based for-profit public energy organisations, which relates to the first research objective: to critically analyse the adoption of TM methods and the first research question: which TM methods have been adopted?

1.8.2 Lack of Distinction between Public Sector Entity Types

The literature tends to pool the public sector organisations together while not distinguishing between the regulatory and non-profit organisations and the state-owned commercial organisations. It is a fact that such generalisations hide crucial differences in governance, workforce demands, and performance. Chun and Evans (2023) note that more attention should be paid as to how business facing public organisations approach talent management compared to service delivery organisations.

For this purpose, this study focuses on the for-profit state-owned enterprises, including ADNOC and DEWA, to obtain sector-specific information. This gap also contributes to filling Research Objective 1 and Research Question 1, by identifying the context in which TM practices are implemented.

1.8.3 Minimal Integration of Emiratisation and Localisation Pressures in TM Research

While Emiratisation and similar localisation policies are central to the UAE's labour system, extant research provides a rather limited insight into how such policies affect TM strategy formulation, implementation, and performance. Compliance and competition are two concepts that have not been adequately studied for organisations that are bound by compliance and need to compete as well.

This is achieved in this study through examining the effects of TM practices on the workforce performance, retention, and leadership development with reference to Emiratisation. This is in line

with Research Objective 2 & Research Question 2 that examines the extent to which TM enhances key employee outcomes.

1.8.4 Limited Examination of Technology-Driven TM Practices in Public Sector Enterprises

According to Muñoz (2019), there is a rising trend of research in the private sector on the use of AI, predictive analytics, and digital HR platforms for TM. Nevertheless, the study of how such technologies have been deployed in PSEs, especially those with business orientations, is still limited. Organisational procedures and policies, policy compliance requirements, and financial challenges in the procurement of novel technologies hinder digital advancement in these environments.

This research attempts to fill this gap by assessing the level of adoption of technology-supported TM methods at the current time and their effectiveness in the for-profit sector of the UAE's energy industry. This is relevant to Research Objective 2 and Research Question 2, which is concerned with the evaluation of TM on core areas such as workforce performance, employee turnover and leadership.

1.8.5 Limited exploration of Digital TM's role in organisational agility and future readiness

Despite the growing use of artificial intelligence in workforce analytics and digital HR in the leading organisations to increase flexibility, staff retention and strategic planning, there is a dearth of literature on the usage of such systems in PSEs that are bound by national employment policies. Agnihotri et al. (2024) noted that more research is required to understand how such innovations enable leadership pipelines and other talent management for the future.

This study fills this gap by compiling the effects of digital TM tools on improving the workforce flexibility and succession planning. The results are relevant to Research Objective 3 and Research Question 3, which concerns generating guidelines for enhancing the implementation of TM in UAE for-profit public organisations.

1.8.6 Absence of Contextual Benchmarking for TM Practice Enhancement

While there are guidelines on the best practices of TM in the global context, little is known on how these can be implemented in the UAE context. Few studies that address benchmarking frameworks

that consider regional policy pressure, the local labour market and cultural expectations for TM practices are inadequate to inform public enterprises in adopting TM practices that are global best practices but culturally relevant (Sarker and Athmay, 2019).

This research addresses this gap by contextualising the TM insights for UAE public enterprises with specific emphasis on the energy sector issues and prospects. It helps in providing the practical recommendations on the basis of Research Objective 3 and Research Question 3.

1.8.7 Summary of Research Gaps Addressed

To sum up, this study addresses six specific gaps in the existing literature on talent management in public sector organisations:

- The lack of empirical studies on TM adoption in for-profit public energy organisations in the UAE.
- The absence of clear distinctions between types of public sector entities in TM research.
- The lack of extensive research on localisation policies like Emiratisation in relation to TM outcomes.
- The lack of literature regarding the current trends and efficacy of digital HR and AI-based TM in UAE PSEs.
- The lack of coverage of how technology can be used to enhance agility, succession and retention in organisations.
- The lack of benchmarking TM practices within the context of the UAE to improve the policy and practice.

1.10 Chapter Summary

This chapter has provided the background and context of the study, which aims to explore the adoption, impact and improvement of talent management (TM) in for-profit public sector energy organisations in the United Arab Emirates. The chapter also identified the research aim, objectives and questions and justified the need to understand TM within a specific institutional setting where

business values meet public service requirements such as Emiratisation. It outlined past trends in TM, outlined current issues in staff turnover and leadership, and discussed the social, economic and organisational context of these entities. The chapter also pointed out the relevance of the study in the existing TM literature and its implications for the policy and leadership in the UAE's energy industry. This chapter shows the research gaps such as the under utilisation of digital HR technologies and the absence of TM frameworks suitable for profit-oriented public organisations, making the study relevant and unique. To this end, the research aims at providing country-specific findings and practical suggestions to fill these gaps. Chapter 2 will therefore, provide a literature review on theories on TM, public sector human capital management strategies, localisation policies and digital transformation of workforce management to establish the theoretical framework for the study. The chapter identifies the novelty of this study through the identified gap in knowledge about Talent Management (TM), the phenomenon that occurs in hybrid organisations in the energy sector of the UAE, where the missions of the public governance and business goals overlap, thus, leading to the emergence of fresh ideas about the necessity to reconcile these conflicting interests, and an actionable plan to enhance TM practices.

1.11. Thesis Outline

The layout of this thesis is as follows:

Chapter 1 – Introduction: Describes the background, justification, research focus and purpose, objectives and questions. It presents the background to talent management (TM) in for-profit public energy organisations in the UAE and the importance and novelty of the research.

Chapter 2 – Literature Review: Summarise the literature on TM, with special reference to its use in the energy sector, but excluding the electrical sector. This chapter also discusses theories, models, and frameworks that are related to the study and points out the areas that are still lacking in existing literature; provides the context for this research.

Chapter 3 – Methodology: Outlines the research design, data collection procedures, and data analysis techniques. It justifies the selection of the research method and makes the research procedure clear, accurate and consistent.

Chapter 4 – Findings: Serves as the section that describes the findings of the empirical study. It discusses how TM practices are currently practiced in UAE for-profit public energy organisations and assesses its effects on the workforce performance, turnover, and leadership.

Chapter 5 – Discussion and Conclusion: In the light of the original research questions and objectives, the following is a summary and interpretation of the research findings. It overviews the significance of the study from the theoretical and practical perspectives, suggests the recommendations for enhancing TM strategies, and outlines the directions for further research. It provides evidence for talent development and strategic growth in the UAE energy sector to conclude the thesis of the chapter.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction to the Chapter

This chapter provides a literature review on talent management (TM) and more specifically its relevance to for-profit public sector organisations in the United Arab Emirates (UAE) particularly in the energy sector. TM refers to the activities of identifying, selecting, recruiting, training, and maintaining human capital for the achievement of organisational objectives and strategic perpetuity. This is especially the case in the global talent war, especially in industries that require technical skills like the oil and gas industry, where the implementation of sound TM strategies for the competitiveness of nations and organisations has become paramount.

The present study aims to investigate TM from a different perspective, that is, the state-owned enterprises for profit in UAE instead of the private sector, which has been mainly focused in the existing literature. These entities are under pressure to run their business in a commercial way while at the same time employing the mandated number of Emiratis. This literature review will therefore aim at situating TM within this particular context, review existing knowledge and propose a framework for enhancing knowledge and practice of TM in the region.

In this chapter, the research is designed to achieve the three objectives of the study as follows: First, it gives an overview of the theoretical frameworks applicable to the research study, namely Human Capital Theory, Institutional Theory, and Dynamic Capability Theory. These are then integrated to offer a coherent perspective through which TM adoption, effectiveness and strategic implementation in the UAE energy sector organisations can be viewed. This approach is considered to be the major theoretical contribution of the study as such combination of these theories has not been widely adopted in the context of the UAE public sector.

Second, the chapter provides a literature review on TM with the purpose of assessing how practices like leadership development, employee retention, and succession planning have been addressed globally and in the region of interest that is the public energy sector. Third, the chapter outlines the gaps in the literature found in the current literature especially on digital transformation, TM that is policy-driven, and limited literature on the application of AI for workforce analytics in the

UAE state-owned enterprises. These insights are relevant to the research objectives and guide the selection of the methodological approach of the study.

Altogether, this chapter lays the theoretical background for the chosen research and critically assesses the theoretical and empirical literature. It provides a foundation for the following methodology chapter by defining what is known, what is unknown, and what this study aims to do in relation to the UAE's for-profit public energy organisations.

2.1.1 Talent Management Defined

Collings and Mellahi (2009) define *TM* as a proactive process of identifying and managing key employees for organisational success, highlighting the concepts of succession and leadership development. Moreover, Kaliannan et al., 2023 explains talent management (TM) as a systematic process aimed at enhancing and optimally utilising human resources to achieve an organisation's goals and objectives. The appreciation of human capital value has been linked to early work by Becker (1966) and Schultz, (1961), and a more recent perspective was presented by Collings and Mellahi (2009) that focused on how human capital management and organisational strategy should align. Tansley (2011) developed this idea further by underlining the dynamic and integrated character of the talent management systems in its search of the organisational success.

However, a key limitation of these foundational definitions is their implicit assumption of high managerial discretion and relatively unconstrained labour markets. Much of the mainstream TM literature is grounded in private-sector contexts, where organisations possess greater autonomy over recruitment, reward systems, and career progression. This limits the direct applicability of such models to public and hybrid organisations operating under strong institutional and regulatory constraints, such as those found in the UAE (Kravariti and Johnston, 2020).

All these scholars emphasize the dynamic importance of talent management in enhancing sustainable organisational performance among various industries. Talent management in the public sector in UAE and specifically concerning the energy sector is deeply affected by the national policies including Emiratisation or the command to employ and promote UAE nationals in the top management (Rutledge and Al Kaabi, 2023). According to this policy, organisations such as ADNOC are not only supposed to work with the technical and operational talents but also

make sure that leadership development and succession are given primary attention so that national quota of workforce are achieved (Sergio et al., 2022).

Nevertheless, existing TM theory provides limited guidance on how organisations should balance such policy mandates with performance imperatives. While Emiratisation is often framed in the literature as a strategic opportunity for national capability development, empirical studies increasingly show that policy-driven localisation can constrain flexibility in talent deployment, reward differentiation, and retention strategies—particularly in commercially competitive sectors such as energy (Al-Waqfi and Forstenlechner, 2014; Kravariti et al., 2022).

These organisations are involved in the task of forming a leadership pipeline within the Emirati community and are also subjected to competitive pressures of the private sector that may increase salaries and benefits at higher rates than the public sector. It encompasses a myriad of processes, techniques, strategies, and tools for identifying, recruiting, selecting, motivating, retaining and managing talented individuals within an organisation. This is executed by carrying out a combination of activities that include; sourcing, selection, training and development, and management of talent as well as succession planning. However, the literature frequently treats these TM components as universally transferable best practices, overlooking how institutional context mediates their effectiveness. In the UAE public energy sector, for example, talent retention remains a persistent challenge despite extensive investment in training and leadership development, suggesting that capability-building alone is insufficient to secure long-term commitment among national employees (Vaiman, Sparrow and Schuler, 2021).

Talent retention is particularly problematic among UAE energy organisations, where high living costs and competitive private-sector offers undermine public-sector employment attractiveness. While scholars commonly recommend career advancement pathways, mentorship programmes, and engagement initiatives to foster loyalty, such prescriptions often underplay structural constraints related to pay rigidity, bureaucratic promotion systems, and limited managerial autonomy in public organisations (Meyers et al., 2020).

Initiatives aimed at developing people in leadership, like at ADNOC where Emirati nationals are nurtured to take on future roles as leaders and executives, forms part of the TM strategy by the UAE to make sure that these organisations are not merely complying with Emiratisation, but are

having a leadership layer and cadre that are ready to face the future into the coming decades by carrying the burden of controlling a more complicated energy sector (Sergio et al., 2022). Yet, the effectiveness of these initiatives remains uneven, raising questions about whether leadership development programmes sufficiently address issues of role readiness, perceived meritocracy, and career legitimacy among emerging national leaders.

It is possible for organisations to ensure that their workforce is capable of performing current tasks required of them and also to ensure that the workforce has the ability to overcome future challenges. It can be attained through staff and workforce selection and strategic hiring of productive talent; supporting learning and development activities constantly; and the creation of work culture that is participative and fosters creativity and innovation (Pandita 2019). *Talent acquisition* is an element which focuses on the processes of attracting and selecting talented people to fill the vital posts of a given organisation. The most common recruitment channels that are employed in sound talent acquisition strategies include the internet, and these include; job sites, talent pools, and universities (Parthsarathy, 2020). Nonetheless, such approaches assume stable pipelines of suitably skilled national talent, an assumption that is increasingly challenged in highly technical sectors such as energy, where skill shortages, technological change, and global competition for expertise persist (McDonnell et al., 2021).

Performance management, defined as the alignment of individual objectives with organisational goals through feedback and appraisal systems (Hartinah et al., 2020), and succession management, which ensures leadership continuity (Ugoani, 2020), are frequently presented as neutral and rational TM mechanisms. In practice, however, their implementation in public-sector settings is often shaped by institutional logics of compliance and legitimacy rather than purely performance-based criteria, potentially diluting their developmental impact (Thunnissen and Gallardo-Gallardo, 2019).

Finally, while retention strategies emphasise satisfaction, growth, remuneration, and flexibility (Kumar, 2022), the literature remains insufficiently critical of the tension between standardised public-sector employment frameworks and the differentiated treatment required for strategic talent. This gap reinforces the need for context-sensitive TM frameworks capable of explaining

outcomes in hybrid, policy-constrained organisations such as those examined in this study (Mawed, 2024).

2.2 Theoretical Review

Multiple theoretical perspectives back talent management (TM) in the public sector by offering organised frameworks to study and enhance TM practices. This research utilises Institutional Theory and Dynamic Capability Theory and Human Capital Theory to evaluate the implementation and optimisation of Talent Management in UAE public sector organisations. The three theoretical approaches, Human Capital Theory (HCT), Institutional Theory (IT), and Dynamic Capability Theory (DCT) offer an inclusive perspective on issues and Talent Management (TM) procedures in the public energy industry of the UAE. The theories all play a different role in the contextual study of TM here. The Human Capital Theory asserts that there should be constant investment or rather dedication to education and training so as to nurture a pool of capable workforce and this is seen to appear well with the Emiratisation policies in the United Arab Emirates that require entry and advancement of nationals of the UAE in essential jobs (Strober, 1990). HCT plays an important role towards the realisation of how an organisation in the public sector such as ADNOC and DEWA can build talent in structured leadership programmes and skill development initiatives to minimize the dependence on foreign workforce. Nevertheless, the Human Capital Theory only has a narrow focus and cannot fully help curb the issues of retaining skilled Emirati professionals who can be lured by private sector companies that offer them better rates of payment compared to that in the public sector. To cover up this gap, Institutional Theory offers a view of how country-specific policies and regulation systems, like Emiratisation, have an effect on the practice of recruitment and retention (Al-Waqfi and Forstenlechner, 2014). The UAE government institutions would have to translate their external pressure on talent to deal with the resultant challenges of public sector organisations that pertain to the government compulsions and the cultural arrangements of the Emirati citizens working in those organisations. As Human Capital Theory is used to justify workforce investment in education, training, and leadership development, aligning with Emiratisation policies in the UAE. Institutional Theory explains how government regulations and cultural expectations shape talent management strategies. Dynamic Capability Theory highlights the need for adaptability in workforce planning, ensuring agility in talent development. Moreover, Dynamic Capability

Theory (DCT) highlights the value of flexibility and responsiveness within the context of workforce planning, which is of major importance to the energy sector of the UAE, as it is currently facing the process of digital transformation (Alsakarneh et al., 2024). With technological change threatening to reshape conventional industry paradigm, organisations providing energy services to people, such as Dewa and ADNOC, will need to build up dynamic talent management paradigms that can rapidly adapt to the constantly emerging requirements, including the introduction of AI-powered workforce analytics and digital mechanisms to assess and estimate the workforce and predict their evolution. DCT reinforces the imperative that public sector organisations adopt continuous innovation and reconfiguration of their workforce potential to be competitive in global energy marketplace and achieve sustainability targets in the country.

2.2.1 Human Capital Theory

Building on the limitations of social exchange theory, the Human Capital Theory (HCT) is ideal to develop an understanding of talent management (TM) providing a investment oriented lens. The theory presumes that investment in training would necessarily translate into productivity and retention, which is relevant to this study (Al Suwaidi et al., 2022; McGuire et al., 2023). HCT was first advanced by Becker in (1964), which proposed that education, training and health increased productivity of workers and economic growth. This perspective is aligned with the UAE Emiratisation policy since it seeks to improve the competency of the Emirati workforce to minimise the use of expatriate workers (Ndiaye et al., 2022).

Nevertheless, HCT theory aligns with the logic of the UAE policy; the explanatory power of this theory remains incomplete when applying this theory to the contemporary challenges facing the UAE. HCT emphasises the economic returns of skill development but fails to consider the pressures of talent retention and workforce sustainability, which are emergent issues in the UAE's public sector as identified by Kuzminov et al. (2019). This exposes an important limitation of HCT, his theory is not sufficient to utilise to engage with the institutional and structural conditions that shape the employee retention behaviour beyond the skill acquisition.

Beyond the above limitations, Human Capital Theory is important to talent management because it postulates that it is important for organisations to build up human capital for the benefit of the organisation. The theory states that education and skill development improves productivity which

is applicable to talent management (Becker, 1964). This is in line with the UAE's leadership development programmes including the National Leadership Programme that prepares the Emirati employees' for senior government posts (Al Aina and Atan, 2020). Such programmes demonstrate the ways HCT principles are operationalised through the investments that are state-owned in the pipeline of leadership and training. This reinforces the view that the development of human capital is a cornerstone of the national policy related to the workforce.

However, the emphasis on skill accumulation and training intensity is not fully explained in HCT within the context of the UAE. Research has shown that organisations that practice and dedicate resources to training enjoy better performance and creativity among the employees (McDonnell et al., 2017). The UAE public sector introduces some barriers related to the progression of product differentiation, career progression, and managerial discretion that may limit the retention and motivational effects.

HCT not just support the focus on building up highly skilled human capital as the key source for organisational and economic development, but also offers a solid theoretical foundation for the Emiratisation policies, which focuses on the creation of the conditions for the fostering of Emirati employees to assume leadership positions in the public sector (Alwari, 2024). These policies stress the issues of the local recruitment of employees and the improvement of their skills, which underlines the importance of the consistent investments in human capital. The UAE government's Future Leaders Programme solely targets young talented employees and the training is done based on the HCT (Schulze, 2023). Nevertheless, these programmes entail leadership development hence making sure the workforce is equipped to meet future challenges without having to rely heavily on expertise from overseas. The emphasis on training and education aligns with the HCT since its framework postulates that skill development creates sustainable economic value. Abu-Shawish, Romanowski and Amatullah, (2021) described that the integration of nationalisation initiatives in the talent management frameworks demonstrates the practical application of HCT. More importantly, although HCT postulates that organised learning and leadership growth produce relevant outcomes in organisations, it undervalues the significance of institutional setting in influencing how these investments are fulfilled into practice. The intention to develop human capital is long-term, which is proven by the fact that the UAE government pays significant attention to leadership schools and executive training programmes (Al Shamsi, 2018b; Jibir et al., 2023). However, the results of such

efforts are subject to regulatory conditions, nationalisation goals, and social standards in the management of the public sector, implying that the results of talent management cannot be related to human capital investment. According to Abu-Shawish, Romanowski and Amatullah (2021), the fusion of nationalisation goals in talent management systems points to the practicality of the method and to the theoretical constraints of HCT on its own.

In this regard, although Human Capital Theory provides a strong base upon which one can explain the logic behind the Emiratisation-related talent development programmes, the theory does not adequately explain the forces related to retention, organisational behaviour, and institutional pressures in the context of UAE public sector organisations. These constraints require the inclusion of the Institutional Theory that offers more context-sensitive account of the influence of regulatory, normative, and political forces on talent management practices beyond the economic investment rationality.

Relevance of Human Capital Theory to the UAE Public Sector

Human capital theory offers a foundational yet incomplete framework for understanding talent management in the context of UAE. The UAE government understands the need of having a well-trained human capital to boost the economy and the nation's progress. HCT gives an indication that countries with a well-educated and skilled human capital witness enhanced economic growth (Ndiaye et al., 2022). This reasoning is evident in the continued funding of both higher education and vocational training systems as well as professional development efforts by the UAE to develop a competent Emirati workforce (Saleh and Atan, 2021).

However, even though HCT is very much aligned with the Emiratisation strategic intent, it has a weakness in its explanatory capability when it comes to workforce sustainability and retention in the UAE public sector organisations. (Saleh and Atan, 2021). Human Capital Theory (HCT) may be centred on the significance of training and skill development, yet it remains inadequate in terms of retention, which is widespread in the public sector of the UAE (Strober, 1990). The Emiratisation policy has succeeded in creating a skilled workforce of Emiratis; nonetheless, most of these competent Emiratis gradually drift to the high-paying jobs in the private sector as competitive remuneration packages and provisions (Al-Waqfi and Forstenlechner, 2014). Retention becomes a serious issue, because most of the public sector organisations are not able to

retain their invested talents. This limitation encourages the training-based approach to talent management complemented by a broad mechanism that is beyond the HCT's scope.

Masri et al., (2019) stated that the public service organisations have adopted competency based performance evaluation, which determine the effectiveness of workforce development interventions. These assessments offer organisations tangible signs of improvement in their employees, thus explaining why human capital development is a crucial investment. However, these types of evaluation systems only reflect improvement of skills in the short term, but not the retention performance in the long term. HCT's education economic development hypothesis is reflected in UAE strategies that seek to enhance training of the workforce in order to meet national goals. The UAE public sector dilemma is not then only to create talent but to retain it, HCT claims that the application of training and leadership programmes and development relates to greater employee attendance and lower turnover (Tansley, 2011). Nevertheless, this does not apply to the cases of the UAE public sector, where most Emirati-origin professionals are trained and given chances to develop new skills, only to end up in the private sector, where pay and other benefits are typically higher (Poma et al., 2020). This has been a major weakness of HCT since it has weakly addressed the external labour market dynamics and reward competition..

According to Al Suwaidi et al. (2020) the public sector organisations in the UAE have adopted the structured mentorship and the executive coaching to enhance the leadership succession and career advancement. These programmes are aimed at increasing employee satisfaction and building loyalty towards the public service. Despite these initiatives, retention pressures persist, indicating that leadership development alone is insufficient to ensure long-term commitment. Despite this, there is need for implementation of measures such as incentives and career ladder for workforce retention aimed at HCT by the respective organisations. This further underscores the limitations of HCT when applied in isolation.

More recently, technological developments have expanded the application of HCT, including the use of AI-based performance measurement and management tools to evaluate employee training effectiveness and identify leadership talent (Bousslama, 2024). Lesort et al. (2020) reported that in UAE, talent analytics of leadership readiness are utilised by public sector organisations to monitor employee advancement and succession planning. While such tools strengthen the measurement of human capital investment, they do not fully address the challenge of linking training to long-term retention and organisational commitment. Some of the ways that organisations can leverage AI-

driven analytics include; Organisations can also use AI-driven analytics to select the right candidates for training programmes and training needs assessment. This shows the evolution of HCT where workforce investments are complemented by digital tools to increase efficiency.

Critique on Human Capital Theory

While Human Capital Theory (HCT) has been well acknowledged for its contribution to talent management, especially within the context of UAE Public sector, its explanatory capacity is limited. The theory offers a sound economic rationale for training, education, and leadership development with respect to workforce productivity and the growth of the national economy. HCT stands in good stead in the UAE's native talent development policies mainly the Emiratisation initiative aimed at developing a skilled domestic human resource base to cut on expatriate employees. The enhancement of the quality of the workforce in the UAE public sector through investing in human capital development aims at supporting the long-term sustainability of organisations (Abdeldayem, Aldulaimi and Kharabsheh, 2021). Nevertheless, the theory has some drawbacks when applied to talent management in the UAE with regard to the issues of talent retention, institutional impact, and the difficulty of evaluating the investments in human capital.

One of the major competitive advantages of HCT in relation to the discussed concept is the emphasis on the investment in skills. The theory also enforces the need for education and training which form the core of workforce development (Byrd and Scott, 2024). This principle has been applied in the UAE public sector through leadership training and the executive leadership development programmes with the view of enhancing the competencies among the Emirati workforce for career advancement. These structured development programmes ensure that the employees are constantly learning and are allowed to improve their skills. The UAE has embraced the enhancement of higher education, vocational training, and professional development programmes, which HCT underlines that investing in the employee's skills provides economic returns in the long run (Al Hamad, 2020).

The theory is geared towards the idea that the more educated and skilled the employees are, the more productive they become, and this positively impacts the organisation as well as the nation's economy (Osiobe, 2019). This principle is highly applicable in context with the UAE, given that the government has set its sight on developing the workforce for the purpose of diversification and

sustainable economic growth. In terms of training, the improvement and nationalisation of the work force within the public sector organisations in the UAE has been advanced. The compatibility of HCT with the Emiratisation policies demonstrates the role of the theory in the UAE's talent management policies, as it aligns with the government's vision to establish a knowledge-based economy (Alwari, 2024).

Also, through the HCT model, there is clear linkage between people management and workforce performance. It is widely established that organisations that support education, training, and career development of their employees receive higher returns in terms of productivity and ideas (Winterton, 2019). According to Shet, Patil and Chandawarkar, (2019) in the UAE, the organisations in the public sector have put in place systematic performance appraisal systems that assess the competency of the employee and the impact of the training interventions. This has been supplemented by the use of talent analytics with the help of Artificial Intelligence, which has given concrete insights on the performance of the employees. By applying these principles, organisations will be in a position to realise on the investments in workforce and make improvements on productivity. This focus on performance measurement is consistent with the idea that human capital development necessarily results in improved productivity and employability in the economy.

Nevertheless, one major weakness is that it focuses on training without strong consideration for the retention of the employees. The theory presumes that education and skills absorbed by the employees are directly related to productivity and organisational loyalty in the long run (Mahomed, 2020). Nonetheless, a significant number of employee who undergo training and development in the public sector companies in the UAE end up transferring to the private sector (Al Jawali et al., 2022). This goes against the belief that HCT has that investment in the workforce leads to organisational commitment and long-term employment. To address this problem, the UAE government have come up with some retention strategies like career map and Emiratisation programmes However, retention remains an issue, calling for effectiveness in talent management that is not limited to skill development.

A major weakness of using HCT is that no account is taken of institutional and cultural factors that affect talent management policies. This theory mainly addresses individual performance and

supposes that workers act in their best economic self-interest (Benton and Keister, 2017). However, in the UAE's public sector, the dynamics of the workforce are influenced by a set of rules, culture, and regulations within the organisation. Talent management is influenced by the external environment, and this is explained by the institutional theory that posit that government requirements and culture bears influence on talent management (Tetteh et al., 2023). For instance, Emiratisation policies are not only based on economic factors but also on issues of nationalism and the desire to increase the number of Emiratis in employment. HCT fails to capture these institutional factors which are important in explaining workforce behaviour and organisational decisions in the UAE.

However, HCT experiences some measurement issues especially in the dynamic workforce environments. Despite the theory asserting that human capital investments enhance productivity and economic returns, evaluating the effects of training programmes is a challenge (McDonnell et al., 2017). In the case of UAE public sector organisations, competency based performance assessment and metrics and artificial intelligent talent management have been used to measure development initiatives. However, it is quite challenging to directly link training expenditure with long-term performance improvements on the part of the employees. It is quite challenging to measure or determine the leadership potential and workforce readiness for the use of HCT in talent management. Some of these challenges have been mitigated with the adoption of AI-based analytics in the UAE's public sector for real-time tracking of employee promotion and training needs (Van Dooren et al., 2015). Nevertheless, such assessments rely on long-time tracking of employees' career paths, which remains a problem in this case.

Nevertheless, Muse, (2021) argued that HCT can still be a useful conceptual model of the WM and TI in the UAE. However, more theoretical frameworks have to be introduced to elaborate its obvious gaps. For example, the use of Institutional Theory can help to extend an understanding of how the peculiarities of policy and culture affect the development of the workforce. Likewise, the application of Dynamic Capability Theory can be used to address the issue of dynamic nature of workforce requirements and thus promote talent management. Thus, when integrating these theories, the public sector organisations in the UAE can adopt a better approach in handling talent management while bearing in mind both the economic and institutional aspects.

Application of Human Capital Theory with Other Talent Management Approaches

In using Human Capital Theory (HCT), there are some weaknesses when it comes to talent management in UAE public sector because it focuses on the investment in people, skills, education and training. One of its main drawbacks is that it prescribes a positive correlation between education and training on the one hand and productivity improvement and retention. On the other, without taking into account exogenous factors such as governmental policies and regulations and the shifts in the requirements of a workforce (Haanwinckel and Soares, 2021). To overcome these challenges, HCT has to be incorporated with the help of Institutional Theory and Dynamic Capability Theory as these theories give a broader perspective on how talent management works within a legal and dynamic context.

The Institutional Theory developed by Meyer and Rowan (1977) aids in understanding how regulations and workforce policies influence talent management practices in the context of the UAE's public sector. HCT is more inclined on individual skill development investment but fails to address the fact that talent management is regulated by national policies and labour laws. In the UAE, the public organisations are required to adhere to the Emiratisation policies that call for the training and employment of the nationals of UAE in the government positions (Alshbili and Elamer, 2020). These policies help to guarantee that organisations do not only seek highly qualified candidates but also support workforce localisation. This poses a problem of skill development which has to be in concordance with the national workforce policies which HCT does not address in full. Thus, by adopting the external pressures of the Institutional Theory, organisations can focus on the compliance-driven workforce initiatives and create talent strategies that meet the expectations of the government.

Institutional Theory also expounds on how norms and expectations within an organisation affect talent management. Promotion in many institutions within the UAE context is not just a matter of performance but is also influenced by cultural factors, governmental standard, and structures (Awashreh and Mohamed, 2024). Nonetheless, Moloji, Mosweunyane and Chipunza, (2022) argued that HCT fails to explain how these non-economic factors affect the workforce development, and therefore, Institutional Theory is a good supplement. For instance, leadership development programmes in some UAE governmental organisations are not only designed to enhance leadership effectiveness but also to respond to the national leadership succession

management, which strengthens the argument of institutional factors over ‘economic capitalisation’ of talent management. In this way, the talent management in the UAE public sector could be made more consistent with the national human capital management strategies.

Besides these institutional requirements, it is necessary to consider the Dynamic Capability Theory (Teece et al., 1997) to achieve organisational flexibility in workforce management. HCT also presupposes that training and education deliver long-term results, while in the contemporary world of work, skills need to be updated regularly due to technological advancements and shifting industry trends. The UAE public sector continues to integrate artificial intelligence in the workforce analytics and data-driven talent management systems for monitoring on-shore talent development and forecasting future skills demand (Ravichandran, 2018). Unlike HCT, DCT acknowledges that organisations need to make dynamic changes in how they develop its workforce to meet the needs of the market.

When applied together with Institutional and Dynamic Capability theories, HCT can help the UAE public sector organisations to develop more flexible, policy-sensitive, and anticipatory talent management plans. This approach makes sure that the development of the workforce is not only in training but in relation to national goals and the fluidity and dynamism of the market that is presented to the public sector.

2.2.2 Institutional Theory

Nonetheless, the Institutional Theory offers a structurally based exposition of talent management in a situation where organisational behaviour is formed through regulatory, cultural and normative functions as opposed to the managerial discretion. Organisational institutionalism, a fundamental frame of reference in sociology and organisational analysis, offers a theoretical framework by which to understand the significant relationship that institutions have on people’s actions. It shifts attention from activity to probing the complex interactions between institutions and society especially in the context of organisations. This theory has its origin in the 1970’s, Meyer and Rowan (1977) are some of the earliest commentators on this theory. The institutional theory postulates, in a nutshell, that external structures strongly influence the choices and actions of persons and companies. These institutions range from the manifest ones such as governmental policies to the imperative and often concealed institutionalised norms and practices. According to

this theory institutions are the formal rules that are embedded in legal legislation or policy papers and informal rules that govern the behaviour of individuals and organisations. Individuals and entities in most cases conform to institutional rules and regulations in a bid to gain legitimacy with an added aim of ensuring their sustainability. Institutions are imposing forces that do not just steer and shape, but do so often behind the scenes and without one realising it. Also, institutional theory provides understanding of the role of institutions in the construction of the main structure of societies and organisations (Geels, 2020). These are strategic in influencing organisational strategies, structures, and behaviours, and are change drivers.

Specifically, Institutional Theory provides the reasons why organisations are so concerned with legitimacy and compliance despite the fact that these actions limit strategic flexibility. The core concepts and assumptions of institutional theory offer a better understanding of how organisations engage with, and adapt to, the broader institutional context. Sarhan et al., (2017) explain this theoretical perspective in light of institutional theory stating that institutions are very important in shaping how organisations behave since they have to conform to certain rules and structures if they are to be legitimate in the society. The authors use the basic tenets of this theory and describe their study in this research. Normative isomorphism is a very important concept in institutional theory. Normative isomorphism refers to institutional practices organisations are supposed to adopt since they are considered ethical or socially appropriate in a particular societal or industrial setting, as noted by Alshbili and Elamer (2020).

Coercive isomorphism - an aspect of institutional theory – further explains compliance-driven organisational behaviour. As postulated by coercive isomorphism, organisations adjust to institutional demands mainly because of legal obligations and external pressures (Tetteh et al., 2023). To this end, organisations often conform to coercive pressures to escape sanctions or legal consequences or to preserve reputation. Companies in the financial sectors for instance have stringent regulatory obligations that need to be adhered to reduce cases of financial fraud and other related vices in the society. Imitation or mimetic isomorphism is also an important component of institutional theory. This isomorphism occurs when organisations attempt to decrease uncertainty with the help of imitation of successful models or practices (Hwang and Choi, 2017). In highly competitive and uncertain environments organisations may imitate strategies and structures of

successful peers or leaders in their industry. This imitation is based on the assumption that emulation of successful practices increases the probability of success of a given organisation.

Institutional theory is highly relevant in social sciences and management research because it dramatically shapes the perspectives of organisational behaviour and social processes. This powerful theoretical model examines relationships of institutions, organisations, and persons and how they are intertwined and how these co-constitutive elements interact with each other (Goh et al., 2023; Wooten and Hoffman, 2017; Neves et al. 2018). It is therefore important for organisations to adapt to changes that are characterised by technological advancement in the market, and the changing society. Institutional theory provides insights into this process showing how often organisations adapt their strategies, structures and practices to external institutional demands (Wooten and Hoffman, 2017). Such pressures may be in form of regulatory, legal, industry or social expectations and requirements. With this knowledge, organisations are in a better place to align themselves to be stable and successful in their ecosystems.

Most importantly, the Institutional Theory describes the organisational resistance to change as a legitimacy-sustaining reaction. The rationale for why organisations may resist change even when it seems to be in their best interest is the cornerstone of institutional theory (Neves et al., 2018). This resistance is due to organisations' self-organisational imperative to restore legitimacy. In this context, legitimacy is the acceptance by the society of an organisation's actions, practices and its very existence. The reason why organisations need legitimacy is that it enhances the organisation's image, resources, and stakeholder confidence.

Coordinated regulations and policies need to understand how institutions shape behaviour in organisations and society (Meyer et al., 2017). Hence, policies that are formulated without regard to the institutional setting will not work or will be resisted. The second, there is a need to understand that both formal and informal institutions matter in the determination of human behaviour and organisational practices, and thus policymakers must incorporate them.

The Institutional Theory is especially applicable to the talent management of the UAE public sector where labour laws, Emiratisation, and government are influencing workforce decisions. The institutional theory is suitable for the study of talent management in the UAE public sector since it focuses on how the institutional forces influence decision-making by organisations, including

government policies, labour laws, and national workforce regulations. Risi et al. (2023) stated that Institutional Theory emphasizes external forces, including regulations and cultural norms that affect talent management practices. Public sector companies in the UAE are bound by the Emiratisation policies that call for the recruitment and promotion of the Emirati nationals in leadership and strategic positions (Alwari, 2024). These regulations ensure that talent management has some structure that workforce planning not only relies on economic incentives but is also informed by national goals and legal frameworks.

Institutional Theory is therefore relevant for analysing how these regulations affect recruitment, training and retention of talents in public sector organisations in the UAE as these organisations have to adhere to the country's workforce policies. For instance, Emiratisation laws call for set percentages for the employment of Emirati citizens and training for the achievement of set goals (Bocanet and Grassa, 2023). These institutional forces are the reason why the management of talent in the UAE government officials focus on compliance and legitimacy as well as performance.

The role of culture and bureaucracy in informing talent management decisions is also explained using the Institutional Theory.

Institutional Theory also explains the impact of the culture and bureaucracy on talent management choices. Currently, in many aspects of the UAE government institution career advancement is defined by leadership lines, government-supported training programmes, and adherence to the governance standards. This is in contrast to private sector talent management strategies, which might be more aligned with market incentives and demands (Kravariti and Johnston, 2020). From an institutional theory perspective, the development of the workforce in public sector organisations is aimed at achieving the organisational goal of compliance with national policies and the achievement of leadership development, and engagement of employees (Ashok et al., 2021).

The institutional theory can be observed when organisations start implementing best practices in an effort to gain legitimacy and get stakeholders on board (Baah et al., 2021). Companies

commonly use standard sets of practices, rules and ethical codes to gain the stakeholder's trust and confidence.

Nevertheless, institutional theory when applied to talent management is not without limitations. Despite these efficiencies, one can also identify some weaknesses of institutional theory. Critics have further pointed out that often this framework tends to leave out the specifics of how decisions are made within actors and organisations. Even though it places a lot of value on compliance, it sometimes fails to capture the subtleties of how choices are made (Hylving and Bygstad, 2019).

In the context of the UAE, Emiratisation forces are a vivid example of the use of coercive institutional forces in determining talent management strategies. Organisations use Institutional Theory (Meyer and Rowan, 1977) to understand how they must submit to outside influences to validate their credibility and stave off regulatory requirements. Emiratisation policies represent a clear example of institutional forces which influence talent management strategies within the UAE public sector (Sarhan et al., 2017). The state organisation should therefore create succession plans and leadership pipeline in their attempt to target the goals of national workforce localisation.

Public sector organisations in UAE implement leadership advancement programmes that integrate mentorship initiatives and UAE national-specific executive training to help their employees fulfil their objectives (Geels, 2020). The programmes provide Emirati employees with essential skills experience and required qualifications for moving up to senior positions. The organisation maintains regulatory workforce targets through talent pipeline mapping which enables smooth leadership transition without affecting operational efficiency (Wooten and Hoffman, 2017).

Organisations adopt standardised evaluation systems through Institutional Theory as they need to meet external requirements. The evaluation system for assessing UAE national leadership readiness must comply with Emiratisation performance requirements established by the government. Regulatory organisations establish particular key performance indicators (KPIs) which evaluate leadership skills together with decision-making capabilities and strategic management competencies (Neves et al., 2018). The implementation of these KPIs integrates into TM frameworks to achieve Emiratisation policy compliance while keeping the workforce efficient (Hwang and Choi, 2017).

Public organisations in the UAE strengthen leadership potential through periodic leadership evaluations bi-annual surveys and competency-driven performance assessments used to monitor UAE national employee growth (Baah et al., 2021). The evaluation systems verify that UAE nationals achieve the necessary leadership competency requirements before they advance to executive positions (Pulzl and Treib, 2017).

UAE public organisations must provide leadership training programmes to UAE nationals because it is both a strategic requirement and a regulatory obligation for executive readiness. The public sector of UAE launched their leadership programmes along with international training partnerships and leadership workshops that teach their employees essential management skills for executive positions. The initiatives guarantee both the fulfilment of Emiratisation requirements and the preservation of high-quality executive leadership (Lu et al., 2021).

The development of local leaders gets accelerated through mentorship programmes where experienced executives work with Emirati talent through clearly defined career development programmes (Bashar et al., 2020). These programmes demonstrate how institutions link their leadership development programmes to national workforce requirements (Tansley, 2011).

The results of this study demonstrate how compliance regulations affect TM practices particularly in succession planning leadership development and performance evaluation across UAE public organisations. Strategic compliance serves as an organisational approach to fulfil Emiratisation requirements by developing innovative solutions that preserve leadership continuity and operational effectiveness (King et al., 2021). UAE public organisations have developed methods which unite leadership pipelines and performance metrics to their purpose-built training initiatives within statutory compliance boundaries.

Research demonstrates that institutional pressures become systematic long-term leadership development strategies after organisations establish connexions between compliance needs and strategic modifications to their talent management systems. The research data supports Institutional Theory which helps understand UAE public organisations as they integrate local recruitment quotas with efficient talent management practices (Van den Broek et al., 2018). Public organisations implement succession planning as they combine it with performance evaluation and leadership development to meet their workforce requirements. Organisations establish planned

career paths to guide UAE nationals toward leadership roles through systematic promotion systems in their Emiratisation planning.

Public sector organisations in UAE evaluate Emirati employee performance through KPI-based leadership assessments which combine regulatory standards. Evaluation methods implemented in organisations help build staff readiness while achieving Emiratisation targets (Schwarz et al., 2016). Targeted leadership and competency-based mentorship programmes can improve the Emirati leadership capability, and at the same time, policy compliance.

Nevertheless, one of the most significant accusations regarding Institutional Theory in TM is that it gives more preference to compliance rather than innovation. One of the most significant criticisms of the Institutional Theory when applied to TM is that institutions prevent organisations from innovating and developing unique approaches to their talent. In the UAE public sector, organisations have to implement Emiratisation quotas, labour laws, and government policies; these are explained by the Institutional Theory (Sarker and Rahman, 2020). Nonetheless, its implementation may just be literal in that they may be directed towards ensuring that each part follows a regulation to the letter, thus leading to the creation of a box-ticking approach more than the development of good TM approaches. A major limitation, however, is that Institutional Theory presupposes compliance to external demands, rather than explaining how organisations can actively adapt their TM strategies (Aschauer and Quick, 2024; Habbal, Al Falasi and ALNaiser, 2024). This kind of compliance orientation is problematic from the perspective of sustainable talent management as organisations are more inclined towards meeting compliance requirements than building and maintaining high performance work system. Also, Institutional Theory does not capture market-oriented TM strategies, which enshrine competency-based hiring, retooling of the workforce, and the adoption of best practices globally (Qiao, Lv and Zeng, 2020).

This current research builds upon the institutional theory by adding the notion of localisation-practiced institutionality, describing how the national localisation policies have been implemented based on daily talent management practices and not functioning as external pressures to compliance.

2.2.3 Dynamic Capability Theory

Nevertheless, the Dynamic Capability Theory offers a much needed rectification to the inflexible explanations of talent management that are based on investment, as it features organisational flexibility in turbulent environments. The theory of Dynamic Capability which was first introduced by Teece, et al., 1997 is one of the important theories of strategic management. This theory deals with the dynamics of organisations in a dynamic business environment (Teece, et al., 2019). This research discusses the adaptability and resilience given changing environments and the potential for thriving in them. The core concept of Dynamic Capability Theory revolves around the notion of identifying an organisation's capability to sense, seize and transform its internal and external resources and competencies (Teece et al., 1997). This directly contradicts the presumption that organisational resources and capabilities are fixed and adequate to maintain the advantage over time because in the future, where the technology evolves, and markets and global events are dynamic all the time, the existence of stagnant capabilities is soon to be forgotten.

Salvato and Vassolo (2018) employed Dynamic Capabilities Theory explains how changes in talent management relate to organisational performance. According to the Dynamic Capability Theory, which is the focus of this study, organisations should aim at having the capability to continuously adapt, create, and transform (Inigo and Albareda, 2019). As such, the Dynamic Capability Theory has formed a pillar of strategic management since it elucidates how organisations can maintain their performance in conditions of uncertainty.

Therefore, Teece, et al. (1997) theory has become a cornerstone theory to the strategic management field as it offers useful information for the development of strategies that can enable organisations to sustain a competitive strategic position in the modern business environment. There is understanding that organisations must invest in their ability to improve existing assets, and in developing and strengthening the capability for innovation (Ravichandran, 2018). They can take advantage of opportunities that come with such actions and manage to find their way through such a state. This theoretical rationale is especially applicable in the case when organisations are under pressure of regulations and skills obsolescence at the same time, and constant renewal is a necessity.

Leemann and Kanbach (2022) employed the dynamic capabilities theory to build a classification of how it has been applied and can be applied in the organisational context. The basic activities that form the core of Dynamic Capability Theory include sensing, seizing, and transforming. Such processes are fundamental for organisations to effectively operate and adapt to volatile and uncertain business environment. The other refers to the process of seeking out change in market environment and by so doing noting changes in technology, customers, competition and other issues within the environment. An organisation with strong sensing mechanisms shows a better understanding of new opportunities or threats in the market, and thus, is better placed ahead of the trends (Schoemaker et al., 2018). The act of seizing is done when changes are observed. This statement means that the identified opportunities or threats should, and can only be addressed, *prima via* and definitively, at the soonest possible time. The organisations with superior operational skills in opportunity recognition can efficiently capitalise on new market opportunities or can swiftly manage threats in the market environment (Luo and Tung, 2022). The issue of timely decision-making as opposed to delayed or compliance-oriented responses is also emphasized by seizing, which is especially pertinent to the actions of organisations in the public sector under the regulatory pressure.

Taking opportunities means that an organisation is ready to be prepared to act quickly and be able to make decisions in a timely manner rather than wait for opportunities to be forced upon them. Changing an organisation involves a critical process of altering and reconfiguring the organisational resources and capabilities. This process is important for the company because it helps to align the strategic direction of the company with the environment that is always in a state of flux. This means that an organisation needs to show that it is able to change and adapt the existing organisational capabilities, resources and activities to remain relevant and competitive. It assumes that dynamic capabilities enhance innovation, flexibility and strategic adaptation (Boscoianu et al., 2018). On the other hand, those firms that have dynamic, solid capabilities are more likely to survive and grow when facing uncertainty. These capabilities help companies in constantly repositioning them, thus to sustain themselves in dynamic contexts.

Notably, the Dynamic Capability Theory goes beyond the conventional resource-based approach through the focus made on constant renewal. The importance of Dynamic Capability Theory cannot be overemphasized especially within the prevailing business environment that is described

by high volatility and dynamism. This theory is a central model for organisations that seek to become sustainable and successful in rapidly evolving environments (Deng et al., 2020). Mikalef et al. (2021) argue that big data and other emerging technologies are also among the dynamic capabilities of the company. In dynamic industries, which include technology and e-commerce, an organisation has to have the ability to identify new opportunities and threats, seize these opportunities and realign the internal resources and competencies to match the dynamic environment. This approach offers a significant deviation from the typical resource-based approaches that are more or less fixed in their approach, making them vulnerable to quick obsolescence when faced with dynamic challenges (Endres et al., 2018).

In the line of technological capabilities Sunday and Vera, (2018) employing Dynamic Capabilities Framework, underscore the necessity of being proactive for firms to do well in environments characterised by rapid changes. For one to be effective, he or she must be a positive thinker, a creative thinker, and a flexible worker. As noted earlier, this strategy promotes a ‘no blame’ culture with regards to risks undertaken as well as promoting a knowledge management culture that looks at the successes and failures as a learning opportunity towards promoting innovation. The current period is defined by high volatility in the customers’ demands, constant technological advancement, and the risk of sudden changes to the market due to global events. Hence there is need to be able to adapt and innovate.

In addition, it is also evident that sectors with high knowledge intensity gain from the application of dynamic capability theory, Schilke et al. (2018) reviewed the state of the research on the theory. In knowledge intensive industries such as chemical, pharma, telecommunications, information technology, biotechnology, etc. where it is vital to protect ideas, innovation, IP and technology, one needs to identify new trends and have a window to unlock chances for innovation. For those companies operating in these areas it represents an excellent opportunity to become trend-setters in their specific industries.

However, while there have been many benefits in appreciating Dynamic Capability Theory there has also been criticism. Some scholars argue that there should be a rational plan for implementing and assessing the impact of the subject matter in question (Lopez-Cabrales et al., 2017). The authors evaluated the theory application and its relevance to leadership. In addition, the theory has

to provide recommendations on how to decide on the importance of various dynamic capabilities or how to address the issue of resource constraints (Mishra et al., 2018). This constraint is especially applicable to organisations in the public sector that are bound by financial, regulation and structural constraints. Some scholars argued that the concept of dynamic capabilities is quite challenging to be adopted by most organisations due to cultural and structural factors (Haarhaus and Liening, 2020). This constraint is especially applicable to organisations in the public sector that are bound by financial, regulation and structural constraints. Other researchers also indicate that the Dynamic Capability Theory can be challenging to operationalise because of cultural and structural limitations in the organisations (Haarhaus and Liening, 2020). Based on this, organisations who wish to employ dynamic capabilities should clearly identify and deal with these constraints instead of operating under an assumption of unrestricted adaptive capacity.

Organisations apply internal resources to adapt and restructure their capabilities according to Dynamic Capability Theory (Teece et al., 1997) for maintaining market leadership in evolving business environments. Despite, the theory being developed in the private sector, where businesses experienced market oscillations, its applicability has been extended to government organisations in the UAE since workforce change, technological progress and regulatory adjustment continues to occur. The public organisations in the UAE must implement adaptable talent management approaches to fulfil shifting Emiratisation targets and digital transformation demands and workforce patterns (Deng et al., 2020). This makes Dynamic Capability Theory especially useful in explaining how the UAE public sector organisations react to change that is driven by policy and retain leadership capacity.

Through this research Dynamic Capability Theory shows how UAE public sector organisations establish flexible talent management systems to manage their workforce leadership development needs and digital integration requirements. Public institutions maintain stability through their adopted operational adjustments which also enable them to build leadership competencies (Schilke et al., 2018).

Some applications of Dynamic Capability Theory to talent management practices have been discussed as follows. Dynamic Capability Theory says that organisations must possess the ability to detect upcoming strategic challenges to respond to them effectively (Salvato and Vassolo, 2018)

. Public sector organisations in the UAE must identify upcoming leadership deficits through advanced planning which incorporates adaptable workforce policies. Leadership development activities start beforehand because organisations employ AI Workforce forecasting to alert about future leadership deficit predictions (Ravichandran, 2018). These are practices that indicate the sensing and seizing aspects of Dynamic Capability Theory in a talent management scenario in a public sector setting.

The evaluation process needs to adapt to emerging workforce situations through data-based methods which respond to changing employee needs. AI-based talent analytics through real-time data analysis replaces traditional performance assessments since they fail to adapt in modern public institutions (Leemann and Kanbach, 2022). These dynamic evaluation processes exemplify the ways in which dynamic capabilities promote sustained leadership preparedness as opposed to periodic evaluation.

Employees follow adaptive training routes that match the needs of new workforce requirements to help them grow their skills throughout their careers. Public sector leaders gain agility in crisis responses through leadership resilience programmes which TM frameworks include as part of their crisis leadership training (Endres et al., 2018). Local nationals in UAE receive executive-level training through adaptive leadership development programmes which ensure public sector stability when workers transition and policies evolve.

The present research is a contribution to the Dynamic Capability Theory as it shows its implementation in a highly regulated public environment. The results indicate the incorporation of AI-enabled workforce assessment systems with responsive talent management frameworks to establish robust leadership pipelines by the UAE public sector organisations. Contrary to the traditional uses of the theory, this case study demonstrates how the dynamic capabilities can be applied within the boundaries of the regulatory framework and promote Emiratisation goals.

The predictive analytics and succession management models connect AI-based talent management systems to dynamic capabilities (McCauley and Palus, 2021). This study revisits the concept of succession planning as a proactive and ongoing process rather than a response mechanism of replacement (Borowski, 2021).

However, Dynamic Capability Theory also has significant shortcomings as it is used in talent management of the UAE government. Among the most significant criticisms are the fact that it is abstract, making defining and measuring dynamic capabilities in practice a difficult task (Abdullahi et al., 2024). The theory fails to provide a step-by-step framework of implementation, which results in inconsistencies in the application in different sectors (Malakar et al., 2025).

Moreover, the Dynamic Capability Theory over values the impact of institutional and resource constraints over organisational adaptability. The UAE has financial constraints, bureaucracies, and legal constraints limiting fast strategic change in its public sector organisations (Abouabidalla, 2022). Moreover, Emiratisation policies do not make the employment flexible, which restricts the pace and scope of reconfiguring the workforce (Al Harthi, 2023).

Lastly, although Dynamic Capability Theory endorses AI-enabled planning of workforce and developing adaptive leaders, it does not adequately cover ethical and privacy issues that are linked to data-driven talent management. Excessive dependence on algorithmic decision-making may eliminate people who do not match the digital predetermined requirements (Yadav and Rena, 2025). These restrictions show that Dynamic Capability Theory has to be combined with Institutional Theory and Human Capital Theory to become a balanced and context-specific model of talent management in the UAE public sector.

2.2.4 Theoretical Frameworks Relevant to Talent Management

The study employs the Human Capital Theory, Institutional Theory, and Dynamic Capability Theory to build the theoretical framework for examining talent management (TM) in UAE for-profit public energy organisations. It is not intended by this research to advance a new theoretical perspective, but rather to apply the existing frameworks in a new national and sectoral context to understand the interrelatedness of performance, policy and people management. This integrative application has not been implemented in numerous studies that examine the UAE's energy sector, especially among the state-owned enterprises functioning under commercial objectives.

Human Capital Theory sees employees as capital that can generate value for the organisation through their skills, knowledge and abilities (Becker, 1993). This foundation supports the claim that talent management, in terms of recruitment, development, and retention of employees, can

generate significant organisational benefits for an organisation like ADNOC, in which workforce knowledge provides the key to efficient functioning and new ideas.

Institutional Theory augments this by acknowledging the effects of the legal, professional, and cultural contexts on organisations (DiMaggio and Powell, 1983). In the context of the UAE, this theory helps to view the role of Emiratisation, national development plans, and socio-political expectations to affect TM practices in public energy organisations. This goes a long way in explaining why some HR strategies are implemented not for efficiency but for legitimacy in the national governance structures.

Dynamic Capability Theory explains how organisations can mobilise, leverage and modify the resources and capabilities within the firm to deal with the dynamic environment (Teece, Pisano and Shuen, 1997). This is especially important for the organisations in the energy sector in UAE that are in the process of digitalisation and changes in the policies. It helps in understanding how TM systems change to address new challenges, for instance, the incorporation of AI or how to manage TM in a generational and global environment.

It is not the novelty of this framework that provides strength; instead, it is the contextual integration of this framework to provide a solid platform to discuss how talent is being managed in the context of the opportunities and challenges that exist within the UAE's public energy organisations. It also forms the theoretical framework for the empirical analysis and recommendations in the subsequent chapters of this research.

TM has theoretical support for understanding and implementing effective TM practices from several perspectives. Sharma et al. (2022) pointed out that the RBV is a significant theoretical perspective commonly applied together with TM. RBV postulates that the value of an organisation's resources that are strategic and irreplaceable including human capital is what provides it with a competitive edge. In recognising that people are a valuable resource and that the management of this resource can lead to the generation of a sustained competitive advantage, TM is consistent with RBV. Human capital can be employed by organisations to create competitive advantages out of certain talents and competencies to respond to industry changes and outcompete rivals.

Resource-Based View (RBV) has become a very popular concept in the strategic human resource management and talent management literature that has been used to explain how organisations gain sustained competitive advantage when their resources, especially human capital, are managed effectively, are valued, rare, inimitable, and non-substitutable (Barney 1991; Sharma et al. 2022). In this view, the employees are theorised as a strategic asset that brings its skills, knowledge, capabilities to organisational performance and long-term competitiveness. In turn, RBV has cautioned talent management practices, which have focused on selective recruitment and differentiation of high-potential employees and specialised investment in the strategic talent pools.

Nevertheless, the generalisability of RBV to UAE in case of for-profit-driven public sector organisations is necessarily limited by the institutional and regulatory environment in which they are functioning. RBV presupposes a great level of discretion on managerial decisions tied to the aspect of talent, such as the liberty to purchase, utilise, reward and retain human capital according to the competitive priorities (Barney 1991). Conversely, the state-owned and government-related organisations operate in highly controlled labour markets in the UAE that are influenced by Emiratisation policies, government accountability policies and central workforce policies (Forstenlechner and Rutledge 2011; Al-Waqfi and Forstenlechner 2014). In these environments, decision-making on talent management is determined not just on the basis of strategy, but also based on national policies that are driven by compliance.

Also, the fact that RBV focuses on rarity and inimitability is an issue in the context of the public sector whereby the composition of the labour force is, in part, determined by localisation policies instead of competition in the market. Emiratisation means that organisations must focus on recruiting, developing, and promoting Emirati nationals, which at times take priority over any short-term performance delivery, limiting the strategic flexibility presupposed in RBV-based models (Harry 2007; Kravariti and Johnston 2020). Consequently, human capital in UAE state institutions tends to serve as an organisational competitive advantage less frequently, and as a policy-based developmental engine that is in line with the larger socio-economic objectives.

Although RBV is useful in shedding more light on the strategic relevance of skilled and capable employees the RBV alone has little explanatory power in noting the results of talent management in highly institutionalised public-commercial settings. Specifically, RBV fails to adequately explain how the coercive regulation, normative expectations, and political legitimacy affect the

talent management practices in the UAE public sector. These constraints support the argument of the necessity to supplement RBV knowledge by the Institutional Theory, and the Dynamic Capability Theory which in combination can yield a more contextually based explanation of the way in which talent is created, used, and maintained in conditions of regulatory constraint and environmental change.

In view of this, the RBV is recognised in this research as secondary but pertinent theoretical approach. Its discriminatory incorporation enhances the analysis as it acknowledges that human capital has a strategic value without assuming that managerial autonomy is unlimited and does not correspond to the realities of operations of the UAE for-profit public sector organisations.

Nevertheless, Social Exchange Theory (SET) though useful in the explanation of employee-employer reciprocity provides a partial perspective of explaining talent management in UAE for-profit public sector organisations. SET presupposes that perceived organisational support triggers commitment and retention among employees in situations when rewards, career growth, and job security can be observed (Meira and Hancer, 2021). Ideally, this fits with the talent management programmes that seek to promote the engagement of Emirati workers. However, SET does not have a strong ability to interpret the production of talent in a highly institutionalised environment like the UAE public sector where the employment relations are not simply regulated or run on reciprocal exchange but are actively influenced by the state intervention, compliance with the regulations, and nationalisation requirements. Emiratisation has tended to make employment choices less exchange-based than policy-based, which undermines the explanatory force of the fundamental assumption of SET of voluntary reciprocity. Additionally, SET does not emphasize structural limitations including bureaucratic inflexibility, narrow disparities in pay, and limited managerial slackness, which proved to be conspicuous issues in the UAE power industry. Consequently, the SET assists in clarifying the employee perceptions on fairness and support, but, on its own, it fails to explain talent retention issues in hybrid public-commercial organisations, and should be combined with a wider institutional and human capital lens.

Compared to the relational orientation in the Social Exchange Theory, Human Capital Theory offers a more structural explanation of the talent management practice in the UAE public sector. Human Capital Theory emphasises the improvement of an individual's education, training as well as development in a bid to increase their value within an organisation (Hung and Ramsden, 2021;

Becker, 1964). This view is especially relevant in the environment of Emiratisation, where the state policy is specifically focused on the cultivation of Emirati human resources to decrease the number of expatriate workers. Nevertheless, although the Human Capital Theory (HCT) offers a solid economic rationale to support the idea of massive investment in education, training and leadership development, it fails to elucidate the recurrent retention failure among UAE public organisations. Even though HCT presupposes that improved skills and competencies will result in higher productivity and organisational commitment (Becker, 1964; Schultz, 1971), the empirical studies conducted in the UAE prove that Emirati workers often leave positions in the public sector despite the existence of extensive training and development initiatives on a state and organisational level (Al-Waqfi and Forstenlechner, 2014; Aljawali, Alrawabdeh and Alkhazali, 2022).

Research on Emiratisation suggests that several highly skilled Emirati nationals are being attracted to the opportunities in the private sector with faster career advancement, more attractive pay, and greater managerial discretion, thus compromising the assumed retention rationale of HCT (Harry, 2007; Poma, Shawwa & Maini, 2020). This trend indicates that experience in the job does not necessarily mean that one is loyal or committed to an organisation, especially in highly regulated organisational contexts, especially the ones that predominantly belong to the government. This leads to one of the major weaknesses of Human Capital Theory the fact that it implicitly assumes that investment in human capital would automatically translate into retention and long term organisational attachment, a fact that seems to be rather unrealistic in relation to the institutional reality of the UAE public sector. The precise limitations of the human capital theory encouraged the introduction of institutional theory as a complementary lens. Institutional Theory shifts the focus of the investment logic on the individual level, to the regulative, cultural and normative forces that influence organisational behaviour and dictate managerial discretion (Meyer and Rowan, 1977; DiMaggio and Powell, 1983).

On the one hand, Emiratisation represents a coercive institutional practice in the context of the UAE in which there is the legally and politically imposed pressure on organisations to hire, train, and promote Emirati nationals (Forstenlechner & Rutledge, 2011; Al-Waqfi and Forstenlechner, 2014). Although these policies can increase the participation and engagements of the workforce in the country and make it more legitimate, they can also constrain strategic flexibility in deploying and retaining talent, especially when performance-based or market-driven talent optimisation is

secondary to the need to comply (Kravariti and Johnston, 2020; Sarhan et al., 2017). The outcome of talent management in UAE public organisations is therefore found to be more contextually sensitive as explained by the Institutional Theory as being influenced not only by efficiency but also by the need to seek legitimacy, alignment of the policy and socio-political conformity. This conceptual change allows a more subtle perception of why well-invested human capital efforts cannot accomplish anticipated retention results in highly institutionalised settings.

The institutional environment compels UAE public sector organisations to build AI-based workforce analytics and KPI performance systems to identify suitable leaders who fulfil government requisites and exhibit professional excellence. The adoption of Institutional Theory in talent management strategies allows UAE organisations to satisfy legal requirements and establish modern talent practices which help sustain Emirati leadership retention over extended periods.

Organisations pursuing sustainable competitiveness through environmental changes should build sensing and seizing along with transforming capabilities according to the Dynamic Capability Theory (Teece et al., 1997). The private sector theory has gained relevance for UAE public institutions engaging in digital transformation as they implement workforce policies based on Emiratisation. Dynamic Capability Theory helps UAE public sector organisations develop Total Management through three key contributions. Organisations utilise AI forecasting tools to identify future leadership vacancies thus enabling them to establish systematic succession plans that produce a continuous flow of UAE national leaders. Organisations adopt career progression models to enable their staff to move between departments as part of leadership changes that follow organisational development requirements.

Second is, organisations have shifted from conventional performance methods to implementing real-time data analytics together with KPI-driven assessments and AI-based leader evaluation for dynamic staff leader evaluations. AI predictive algorithms allow HR teams to create specialised executive development programmes which currently serve the specific developmental needs of their potential high performers (Oladele, 2024). Third, the public institutions of the UAE use AI-powered instructional programmes and competency-focused educational methods to deliver digital capabilities for modern leadership roles to their Emirati leaders (Masters et al., 2025). Executives learn effective crisis response and technological advancement management through leadership

resilience programmes which sustain public sector organisation adaptability. The United Arab Emirates should unify various talent management theoretical frameworks for their organisational activities.

UAE public organisations benefit from a complete theoretical framework for Talent Management through the combination of RBV and SET with Human Capital Theory Institutional Theory and Dynamic Capability Theory.

Human Capital Theory supports the justification of Emiratisation programmes and leadership development programmes because they maintain workforce sustainability. Public organisations in the UAE must implement their talent plans following government regulations while following international industry standards based on Institutional Theory. UAE public sector organisations can build resilient teams through future-oriented solutions created by the combination of AI technologies with flexible talent management frameworks according to Dynamic Capability Theory. UAE public sector organisations must unite their strategic TM framework from these theoretical models to fulfil workforce requirements and develop excellent leadership.

The UAE public sector must implement talent management through an extensive theoretical approach that merges regulatory mandates along with flexible workforce leadership advancement and employee engagement. The public institutions of the UAE should apply Institutional and Dynamic Capability Theory during regulatory execution while developing sustainable leadership systems. This study will show through its findings section how UAE organisations use AI analytics to assess their workforce and perform KPI assessments on their leaders and deliver competency training to meet Emiratisation goals and industry benchmarks. UAE public institutions will achieve long-term workforce stability and organisational efficiency by implementing human capital, institutional and dynamic capability theories into their TM strategies to attract and develop Emirati leaders for retention.

Although Human Capital Theory, Institutional Theory, and Dynamic Capability Theory provide valuable insights, each has significant limitations that limit their applicability to the situation of the UAE public-sector and hybrid organisational environment. An example is the Human Capital Theory, which presumes that training investment would necessarily translate into productivity and retention without considering the structural factors, including bureaucratic rigidity, low mobility

of careers and cultural expectations that play a significant role in understanding workforce behaviour in the Gulf (Al Suwaidi et al., 2022; McGuire et al., 2023). Although effective in describing Emiratisation and regulatory pressures, the Institutional Theory has been criticised as placing too much emphasis on compliance and homogenisation, which offers minimal explanations on how organisations can innovate or strategically differentiate within the bounds of institutional pressures (Judge et al., 2022; Hartl et al., 2022). Equally, Dynamic Capability Theory has been criticised as abstract and problematic to measure, which is challenging to do in highly regulated public-sector environments with limited managerial autonomy (Kump et al., 2023; Di Stefano et al., 2022). It is also interesting to note that the current body of research on these frameworks seldom considers their use in combination with each other in a state-owned, profit-driven organisation which is a significant gap considering the hybrid nature of the UAE energy-sector. It is also limited in the empirical studies of the interaction between localisation policy, global talent competition, and digital transformation and TM systems among the Gulf public enterprises. These deficiencies in theory and context show that although each framework offers some explanatory utility, none is comprehensive enough to explain the dynamics of TM in UAE for-profit public organisations, which further supports the argument that an integrated and context-sensitive method of analysis is necessary.

2.3 Empirical Review

2.3.1 Overview of Talent Management in the UAE

The development of talent has increasingly become important in the United Arab Emirates (UAE) in the recent past. According to Bafarasat and Oliveira (2021), in order to de-emphasize the dependence on foreign workforce and move towards knowledge economy, the UAE has been keenly working on developing the pool of talented and competent professionals. In the United Arab Emirates, talent development is not limited to the sphere of human resource management as it is closely connected with the goals of the country's development (Lloyd and Aho 2021). Local talent has been very active through constant support from the government through policies and laxity. First of all, one of the main objectives of talent management in the UAE is the Emiratisation programme (Dirani et al., 2018). Emiratisation aims at increasing the participation of the UAE citizens in the employment ladder especially in core areas of banking, finance and government (Bocanet and Grassa 2023). This has made both public and private organisations to invest on talent

development, motivation and training of its Emirati employees. They are all within a larger strategy to promote the growth of local talent and reduce the outsourcing of jobs.

In addition, the UAE has adopted innovative and technology-centred vision which has also led to transformation of talent management policies. The government has invested a lot of money in research and education to ensure that talent from within and outside the country is harnessed for innovation and knowledge based sectors (Schulze 2023). On the whole, the summation of talent management in the United Arab Emirates denotes a shift away from heavy reliance on foreign expertise toward local talent development. This reflects a dedication to economic diversification, long-term sustainability, and the cultivation of a highly-skilled, competitive workforce. The UAE's future vision depends on this change, and this study's analysis of talent management tactics in UAE public sector organisations depends on our ability to comprehend the dynamics of talent management in this particular setting.

In addition to the above, it is important to discuss a few important aspects and their significance in the nation's development. To begin with, as stated by Jones (2020), the Emiratisation act as a cornerstone. Emiratisation, as described earlier, is the UAE's policy of increasing the representation of UAE nationals in the workforce (Sarker and Rahman 2020), and is central to talent management. Public sector organisations are committed to achieving Emiratisation targets, making talent acquisition, development, and retention of Emirati employees a focal point of their strategies. Similarly, attracting global talent from various nations and countries is an additional aspect. While Emiratisation is a priority, the UAE also attracts global talent to fuel its knowledge-based economy (Rottleb and Kleibert 2022). Public sector organisations compete internationally for top professionals, necessitating innovative recruitment methods and attractive employee value propositions. Likewise, in the study's context, it is imperative to discuss the strategic focus on sustainability in the UAE. The four areas of sustainability, renewable energy, and environment protection have clear links to talent management, as suggested by Samour, Baskaya and Tursoy (2022). It becomes difficult for public sector organisations to build a workforce with specializations in fields such as clean energy, conservation and sustainability. Furthermore, the UAE is a diverse and multicultural country as confirmed in Hopkyns and van den Hoven (2022), and this is also true in the labour market. This diversity has to be supported and encouraged in the public sector talent management as intercultural competencies are important in the employment

environment. Talent management in the nation is promoted through some efforts such as training and development programmes Al Imam and Pinto (2023) have noted that learning and development are critical in the UAE talent management environment. The employees in the public sector organisations are trained and retrained to make them fit for the job market in case of any changes that may happen in the job market.

Notably, leadership and succession planning is an additional area to focus on in leadership and succession planning. This study identifies structured leadership development programmes such as the ADNOC's Future Leaders Programme and DEWA succession planning as some of the key talent management strategies in the UAE public sector (Al Mazrouei, Al Marzouqi and Al Mheiri, 2016; Al Jawali, Alarab and Al Suwaidi, 2022). These programmes focus on the recruitment of the national talent to ensure that the organisation has the right people in key positions and to ensure that there is succession planning. Nevertheless, a critical evaluation of the literature shows that there is a lack of empirical evidence on the long term impact of the strategy especially in for-profit public enterprises. There are still doubts whether these measures create long-term internal promotions or serve as a mere token gesture to Emiratisation quotas. Although there is a positive indication of the integration of AI in leadership training and performance tracking (Bentahar et al., 2023), the literature is rather limited in exploring how AI-based frameworks in leadership development meet the Emirati's need for digital skills in the oil and gas industry of UAE. This raises a theoretical concern of the lack of appreciation on how leadership development can enhance nationalisation and digitalisation at the same time.

Talent management encompasses development of leadership and specialist pipeline as described by Desarno et al., (2021). The focus is on high potential employees to avoid leadership void issues and for continuity on knowledge and skills transfer. For sustainability, the measures that are being taken by the state should be in consonance with the vision of the country. In that regard, talent management in the public sector is in tandem with the UAE's national vision as explained by Semaihi, Ahmad and Khalid (2023). Organisations have a desire to assist in the achievement of the nation's developmental objectives by creating a pool of competent and sustainable workforce to drive the transformation of the economy. To sustain and develop stable tasks it is crucial therefore to continue with the public/private partnership. Gallardo-Gallardo, Thunnissen and Scullion (2020) have pointed out that talent management is a collaborative process between the

public and private sectors. This partnership guarantees the sharing of ideas and information and the movement of human resources between the two sectors, thus creating a balanced workforce. In the same way, regarding compliance with regulations, talent management is influenced by government regulations (Aragón-Correa, Marcus and Vogel 2020). Public sector organisations must navigate stringent regulatory frameworks and compliance requirements in their strategies. For balancing budget constraints, public sector organisations often operate with budget constraints, requiring a judicious allocation of resources for talent management initiatives while maintaining fiscal responsibility.

The Emiratisation policy remains relevant to TM today as research has shown that it affects hiring, promotions, and workforce localisation (Bocanet and Grassa, 2023). However, other scholars such as Almahri (2018) have argued that these policies lead to the neglect of meritocracy especially at the higher level of employment. This clash between the nationalisation imperatives and talent quality poses a strategic challenge to the energy sector organisations that while they operate under public mandates, they also need to compete globally.

This is even compounded by the absence of proper career progression for mid-career Emirati employees, as some scholars have observed that while policy objectives may be clear, policy impacts are not always aligned with these goals (Al Awadhi and Muslim, 2023). To the author's knowledge, there is a lack of research on how particular TM strategies, including career mobility or mentorship for a specific group, help to manage expatriate-Emirati expectation gaps in public enterprises. This brings a need to look at the culturally appropriate models of retention.

Although Emiratisation remains an important issue for the development of the workforce, it is equally important to note that there is a need to develop leadership and succession planning in public sector organisations in the UAE. Leadership development interventions are key in the provision of the workforce and organisational sustainability. The results of the research also indicate that the implementation of structured leadership training programmes in the UAE government sector has improved employee retention and career progression (Al Suwaidi, et al., 2020). Further policy area that has been developed by the government is leadership succession to fill the leadership vacuum in public administration (Alnaqbi, 2011).

Thus, Emiratisation policies help to increase the share of the national workforce, but they have issues with leadership succession and workforce stability. Research shows that the Emiratisation initiatives when properly developed and implemented yield lower turnover and higher employee satisfaction (Barhama Al Afifi, 2016). However, there are some criticisms of Emiratisation policies to the extent that they cause problems in the ability to fill senior leadership positions because of the lack of skills possessed by local talent (Almahri, 2018). In order to address these problems, many public sector organisations have developed leadership training programmes specifically for Emirati employees. These programmes aim at succession planning, the training and development as well as the career progression so as to ensure that the national employees are well equipped to take up leadership roles (Almessabi, 2017). The UAE government has also partnered with various institutions to develop executive leadership programmes that enable the Emirati professionals to enhance their career.

The current leadership development programmes by the Abu Dhabi government include the Abu Dhabi Executive Leadership Programme that aims at preparing the Emirati professional to have strategic management and governance skills (Al Suwaidi, et al., 2020). This has been instrumental in the development of preparing national talent to take up executive positions in public organisations. Further good example is the Dubai Government Leadership Development Programme that is aimed at leadership development for succession and long-term training (Hays et al, 2020). It has been useful in the reduction of workforce turnover and improving on leadership succession in the PSBs.

2.3.2 Talent Management Practices in For-Profit Energy Sector Public Organisations

An in-depth analysis of people management strategies in the energy industry indicates a very competitive and specialised market. The national policies, namely, Emiratisation in the UAE, and talent management in the UAE have an impact in the areas of management of the talent within the context of the state. Organisations such as ADNOC and DEWA have to incorporate the degree of highly skilled technical labour with nationalisation policies that are interested in filling up more Emirati in the labour force. As an example, ADNOC has poured a lot of capital in leadership training programmes that are also specific to Emirati workers so that the company does not just solve their Emiratisation quotas but that a strong, future-resilient workforce pipeline is created.

The leadership development programmes play an important role in terms of less use of expatriate workers and support local sustainable worker supply. Besides technical hiring, the challenges of retention within UAE public energy sector are influenced by the competitive pressures existing within the private sector, where wages and perks usually surpass those of the UAE government-operated environment. In order to maintain the number of skilled and highly-qualified Emiratis, public organisations need to introduce comprehensive plans of career advancement, mentorship systems and involvement strategies of the employees, especially in view of the temptation of better-paid positions which exist in the private sector. These strategies lead to the public sector organisations, such as DEWA and ADNOC being able not only to meet Emiratisation requirements but to make sure that their workforce is flexible and prepared to the needs of an ever more digital and competitive energy market. The energy sector, including renewable energy, utilities, and oil and gas extraction, is defined by its importance for the global economy and environment (Hartmann, Inkpen and Ramaswamy 2021). In this industry, talent management practices do not conform to a general possibility and difficulty standard. One of the issues of talent management in the energy business is the need for highly skilled and specialised personnel. Currently, there is a high demand for engineers, geologists, technicians, and project managers with experience in the production, distribution and exploration of energy (Bentahar, Tywoniak and Loilier 2023). Therefore, staffing management in this industry often focuses on attracting and selecting the qualified and experienced technical personnel. Besides, the analysed industry, which is the energy industry, has recently been undergoing a rapid transformation which aims toward the development of renewable energy sources as well as sustainability (Kuzemko et al., 2020). This change requires a flexible, creative and an ecologically sensitive workforce. In the current dynamics of the industry, talent management practices in this sector involve talent development programmes, upskill and retraining. Furthermore, given that risks associated with energy production and distribution, safety, and compliance are crucial in the energy industry. Practices for talent management include strict adherence to industry regulations, rigorous training, and safety protocols. According to Ben Pam (2012), talent management is one of the major aspects of organisational success whether private or public. To be successful, it is mandatory for companies they maintain the right balance between the deployment of talent and their acquisition. This recruitment balance can contribute to the success of companies. In the public sector, talent management is done to improve organisational productivity, therefore public companies develop a range of policies and practices to encourage

their employees and make the maximum out of them. The productivity increment leads companies towards better services and performance outcomes. Public sector companies make use of different talent management practices to retain, motivate, attract and develop skilled people. Companies are aware of the fact that only attracting new talent is not enough, motivating, retaining and developing employees is also critical for the success of the companies. One of the major practices that are used in public organisations to attract talent includes the use of the Internet or e-recruiting. The study also disclosed that public organisations to successfully manage their talent use training and development (TandD) practices so the talent's potential can be improved to make a significant contribution to the organisational success (Wurim, 2012). Performance appraisal, compensation, promotions and career development are some of the major practices that public sector companies use for their talent management. The use of these practices alternatively enables public organisations to improve their talent management. Public companies know that one size is not fit for all, hence, different practices are used to retain different employees and keep them motivated. Since energy companies frequently operate internationally, the sector must also negotiate the global talent rivalry. Strategies for international talent acquisition, mobility, and top talent retention—even in the face of global competition—are all part of effective talent management practices. According to Khang, Jadhav and Birajdar (2023), the energy industry's people management strategies are distinguished by their emphasis on specialised knowledge, flexibility, sustainability, and safety. An efficient people management plan is essential to guaranteeing a consistent and competent staff to satisfy environmental objectives and energy demands as the industry goes through dynamic shifts and difficulties. To understand this it is necessary to define these practices in the context of this study to evaluate how UAE public sector organisations address the specific demands of the talent in the energy sector.

It is made clear about the special challenges and change required in this context, as Helmold and Samara (2019) have pointed out while discussing the case of talent management practices in the public sector organisations. As it is the case with other countries, there are several reasons why public sector organisations in the UAE are dissimilar to their counterparts in the private sector; these include; strict laws; less funding; and different organisational objectives. These organisations often face challenges with attraction and retention of high performers and managing talents within guidelines provided by the government on talent management. Localisation, or the attempt to

increase the percentage of UAE nationals in the public sector, is often considered the main strategic priority by organisations of the United Arab Emirates' public sector (Bocanet and Grassa 2023). This goal influences talent management as it focuses on the identification and development of local talent, to which resources are channelled. Some of the measures that may be taken in the public sector for the employment of Emiratis include; The provision of the mentorship programmes, the provision of the internships, and the recruitment exercises. In addition, to ensure that the human resources can meet the new goals of the country, public sector organisations in the United Arab Emirates often consider staff training and development as a high priority (Al Awadhi and Muslim 2023). This entails funding initiatives to raise workforce competencies, leadership development programmes, and specialised training programmes

The intricacies of government bureaucracy also need to be negotiated by public sector organisations, as this might result in more administrative needs and slower decision-making procedures. Therefore, to achieve efficiency within this particular organisational setting, talent management practices may incorporate initiatives to streamline the hiring, talent development, and performance evaluation procedures. According to Semaihi, Ahmad and Khalid (2023), the use of talent management techniques in UAE public sector organisations necessitates a careful balancing act between workforce development, government policy, and operational effectiveness. Comprehending the adaptation and implementation of these practices is crucial in evaluating the efficacy of talent management strategies within an environment that prioritises national priorities, compliance, and the acquisition and retention of local talent.

Additionally, for an in-depth exploration of talent management practices in for-profit energy sector public organisations, it is imperative to discuss a few aspects. To begin with, for talent acquisition for niche skills in the energy sector, which encompasses oil and gas, utilities, and renewable energy, talent management is characterised by the need to attract professionals with highly specialised skills (Schiavio and Kimmel 2021). These organisations often seek engineers, geologists, technicians, and experts in energy production and distribution. As a result, talent acquisition strategies prioritise the identification and attraction of individuals with the precise technical qualifications required. Similarly, for the safety and compliance training, given the potential risks associated with energy production and distribution, according to Patel et al. (2022), safety and compliance are paramount. Talent management practices often involve rigorous training

programmes, stringent safety protocols, and adherence to industry regulations. Employee safety is a non-negotiable priority, and talent management initiatives reflect this commitment. Continuous learning and development is an additional important aspect. The dynamic nature of the energy sector necessitates continuous learning and development initiatives, as explained by Lesort et al. (2020). Employees must remain up-to-date with evolving technologies and industry best practices. Talent management strategies, therefore, include ongoing training programmes and opportunities for skill enhancement to ensure that the workforce remains competitive and adaptable. As discussed earlier, attracting and retaining specialised and top talent in the energy sector is a competitive endeavour, given the specialised nature of the work (King et al., 2021). To excel, organisations invest in competitive compensation packages, career growth opportunities, and initiatives to retain valuable experts who possess in-demand skills. Public organisations within the for-profit energy sector often operate internationally. Talent management includes strategies for global talent acquisition, mobility, and retention to ensure the availability of skilled professionals across borders. For adaptation to digital transformation, as the energy sector undergoes digital transformation, talent management practices must adapt to attract and retain individuals with digital competencies (Gilch and Sieweke 2021). This may involve the development of digital literacy programmes and initiatives to foster a culture of innovation.

In addition, in the context of leadership development, talent management practices emphasize leadership development programmes (McCauley and Palus 2021). Effective leadership is crucial for guiding organisations in the energy sector through complex regulatory environments, technological advancements, and shifting market dynamics. For sustainable practices, with sustainability a growing priority, talent management in the energy sector is increasingly aligned with environmentally responsible practices. Talent acquisition includes assessing a candidate's commitment to sustainability, and training often involves programmes on clean energy and eco-friendly operations. Also, for knowledge transfer and succession planning, as stated earlier, the ageing workforce in the energy sector has intensified the need for knowledge transfer and succession planning. Talent management strategies, according to Duryan et al. (2020), include initiatives for capturing and transferring institutional knowledge, as well as identifying and developing future leaders to fill key roles. Last but not least, it is essential to discuss the competency-based models. Talent management in the energy sector often employs competency-

based models, where employees are evaluated based on their mastery of specific skills and competencies. This approach, according to Kaliannan et al. (2023), ensures that individuals are aligned with the organisation's needs and objectives, emphasizing the practical application of talent management strategies.

The safety of employees is a basic indispensable value, and talent management activities are evidence of this. Engagement also includes constant learning and growth as a concept. It is for this reason that the energy sector requires constant learning and development, according to Lesort et al. (2020). The employee should ensure that he or she is conversant with the latest technology advancement and practices in the market. Strategic Human Resource initiatives, hence, consist of unresolved skill training programmes and growth possibilities to keep the personnel apace. As mentioned before, the recruitment and retention of specialised and the best talent in the energy sector can be a challenging task due to the specificity of the work (King et al., 2021). To compete, organisations pay their employees highly and offer promotions, incentives, bonuses and other measures to retain talented expert with relevant skills. Many of the public organisations in the for-profit energy sector are characterised by international operations. Talent management also encompasses the processes of attracting, selecting, developing, and maintaining employees on the international level to guarantee the population of international qualified staff. For digital transformation readiness, since energy sector is in the process of digital transformation, talent management strategies have to be aligned to attract and retain the digitally skilled individuals (Gilch and Sieweke 2021). This may imply coming up with digitally literacy programmes and activities in a certain organisation or institution in order to promote innovation.

Moreover, in the talent management practices, the focus is made on leadership development programmes in the context of leadership development (McCauley and Palus 2021). Leadership is a critical element for helping organisations in the energy sector navigate legal structures, technologies, and markets. Concerning sustainability, as sustainability becomes more and more important, talent management in the energy sector is more and more oriented towards sustainable practices. Talent acquisition entails the evaluation of the candidate for his or her sustainability, while training entails the implementation of programmes in clean energy and environmental friendly operations. Furthermore, for knowledge transfer, and succession, as mentioned above, the ageing population within the energy sector has made knowledge transfer and succession a critical

issue. Duryan et al., (2020) define talent management as practices that encompass processes of capturing and sharing organisational knowledge and processes of recognising and nurturing talent for strategic positions. Lastly, it is important to talk about the competency-based models. In the energy sector, competency based models are regularly used in talent management, which means that employees are assessed based on their level of competency. This approach, as pointed out by Kaliannan et al. (2023), ensures that people are fit for purpose and organisational requirement and goal, thus making talent management more practical.

Furthermore, the Resource-Based View (RBV) also posits that resources must be valuable, rare, and hard to imitate to create sustained competitive advantage. Essential human capital in the energy sector is the human element of highly skilled engineers and technicians who are essential in the sectors innovation, operation, and flexibility. These professionals have unique skills necessary for solving multifaceted issues within the industry, such as technology and sustainability issues and rules and regulations within the field. Hence, it is crucial for businesses to invest in the acquisition and maintenance of this talent to enhance their market positioning. By developing specific talent management approaches like superior training and increased retention methods, for-profit energy sector organisations in the UAE can enhance the RBV of human capital, and therefore become highly valuable and sustainable organisations in the long term.

Although talent acquisition and talent retention are two critical aspects of managing people in organisations, succession management is a critical activity that receives limited attention in government-affiliated for-profit organisations. Continuity is important for any business, and that is why it is crucial to ensure that the leadership transition is smooth (Al Awadhi and Muslim, 2023). Research indicates that there is a structured succession planning framework in the energy and infrastructure industries in UAE to minimize leadership gaps and career development of talented employees (Al Mazrouei et al., 2016). The leadership development programmes that have been adopted by some organisations like the Abu Dhabi National Oil Company (ADNOC) and Dubai Electricity and Water Authority (DEWA) train Emirati managers for executive positions so that Emirati employees can be retained while still having the right skills (Al Jawali et al., 2022). These enhance internal promotion and development and offer systematic leadership development programmes to enhance leadership readiness.

Leadership development is one of the strategic focuses in UAE's public enterprises, especially in the energy and infrastructure industry. Various leadership development programmes like ADNOC's Future Leaders Programme and Dubai Future Accelerators aim at developing the strategic decision-making skills, innovation, and compliance of its high-potential employees (Al Mazrouei et al., 2016). These are aimed at filling leadership voids and talent management, to guarantee the best employees are moved to the executive and managerial roles. Also, there are executive education programmes with international institutions by public enterprises with the purpose of developing leadership skills (Al Awadhi and Muslim, 2023). In this way, UAE-based organisations build leadership frameworks and maintain talent continuity through structured promotion initiatives.

Appropriate performance management systems are crucial in talent management and workforce commitment in government-linked for-profit organisations. It can be noted from the literature that performance measurement and appraisal systems influence the behaviour of the workers, have motivational effects on them, and contribute to increased job satisfaction and, therefore, lower turnover rates (Gabriel and Aguinis, 2022; Al Jawali et al., 2022). The competency-based performance assessments used in UAE energy sector organisations enable the alignment of the employee's goals with the organisational goals, hence promoting a performance-oriented culture (Masri and Abubakr, 2019). Promotion schemes, staff training, and development programmes are some of the most common strategies used to promote employee advancement and retention (Al Mheiri et al., 2021). Furthermore, performance monitoring tools that are based on artificial intelligence have been integrated to offer real-time feedback that enhances the professional growth of the workforce as well as ensures flexibility (Gilch and Sieweke, 2021).

2.3.3 Effectiveness of Talent Management Practices

In the current business environment, talent management is a critical success factor for organisations. Getting the right people is the first step towards this, a process that has been revolutionised by technology and the changing nature of work force. The 2020 McKinsey and Company report highlights the need for employer branding as one of the organisational needs in the digital age. The company's culture, values, and promotional policies should be harmonious with the goals of the candidate and the candidate's private and career life. The study of employer

branding is crucial for the acquisition of talents (Dabirian et al., 2019). Krishnan and Scullion (2017) note that hiring is a strategic process and that there is a need to target the sourcing process to identify the right talent for the organisation (Krishnan and Scullion, 2017). It helps to filter through numerous candidates, and use technology, including applicant tracking systems and AI tools to improve the quality of hires within the shortest time possible (Johnson and Gueutal, 2011). Also, technology supports the use of data for past recruitment in order to improve strategies and make efficient decisions in the process of attracting and selecting candidates (Lokesh and Harish, 2023). Therefore, talent management entails the following: recruitment and selection, employer branding, the use of technology, and sourcing strategies as key competitive tools and performance drivers in the current competitive digital marketplace.

Training and development is very important in talent management because it improves organisational workforce, ensures continuous development, and increased performance. It is necessary to learn more in the rapidly changing business world today. Sapovadia (2019) cites the necessity to pursue the professional development programmes such as, training, online learning, and developmental programmes Every organisation that provides its staff with opportunities for training and development helps the workers remain relevant in the market, while also providing the crew with the tools they need to tackle any new problem that may arise. It grows into an asset of skilled workers that can go a long way in the success of the company. Moreover, “mentoring and coaching,” which means that experienced workers help and encourage their colleagues or direct reports, are also the critical processes in the talent management, as Bratton and Watson (2018) pointed out. These procedures offer personalised recommendations, and enable people to achieve their professional goals successfully, and these procedures also enhance the leadership skills of people by promoting the sharing of information at the workplace. As pointed out by Hongal and Kinange (2020), through targeted support, the workers tend to get more committed, motivated and prepared for their tasks. The above has a positive impact on the performance of the organisation. Ongoing learning and training and development and/or coaching/mentoring activities are valuable assets that enable the development of a competent and flexible workforce that improves organisational and personal performance. Talent management acknowledges that the growth of individuals and training is important. Performance management is the critical component of talent management that significantly impacts an organisation's overall effectiveness.

The interconnectedness of these factors is highlighted by research by Pandita and Ray (2018), who emphasize that efficient performance management procedures are directly related to higher levels of employee engagement. Giving employees regular feedback is one of the foundational tenets of performance management. Individuals can better understand their strengths and areas for development with the help of constructive criticism, which promotes a culture of ongoing improvement (Kunz et al., 2017). Employees are better able to match their efforts with organisational goals when they receive feedback that is specific, timely, and actionable (Gabriel and Auginis, 2022). This openness in communication promotes a sense of direction and purpose among employees. While an additional essential element of performance management is clear performance expectations (van Zyal, 2017). Employees must be aware of what is required of them in their positions. Employees have a clear path to follow when these expectations are clearly stated and communicated. This clarity lessens ambiguity and lowers the possibility of misinterpretations, ultimately leading to improved performance. Performance management includes goal alignment as a critical component (Masri et al., 2019). A more unified and concentrated workforce is produced by organisations that match employee goals with overall company objectives (Glaister et al., 2018). Employees are more motivated and feel more a part of the organisation because they can see how their contributions contribute to the bigger picture. Employee engagement is crucial as a mediating factor in the relationship between performance management and overall performance, according to Sopiah et al.'s research (2020). According to Auginis and Burgi-Tian (2021), engaged employees are likelier to put their discretionary effort into their work and go above and beyond to achieve organisational goals. They are passionate about their work, dedicated, and emotionally invested in the organisation's success. In conclusion, sound performance management procedures that include consistent feedback, unambiguous performance standards, and goal alignment are essential for raising employee engagement. Studies have also shown that engaged workers are more likely to contribute in a positive manner to organisational objectives making performance management an important part of talent management.

This problem of succession planning is a critical factor in organisational management and cannot be overemphasized in the lit of long term planning. The relevance of this practice to the establishment of the future leaders in an organisation is well captured by Golubovskaya et al in their 2019 study. Some of the impacts associated with succession planning include: this is because

succession planning helps an organisation plan for the times when key employees will be forced to leave the organisation due to issues bordering on either retirement, promotion or the unexpected factors. Succession management always ensures there is a pool of talent that is waiting to be promoted in the organisation in order to join the leadership cadet. This proactive approach helps to minimize disruptions during changeover and hence protect the organisation's operational continuity. Besides, it provides a sustainable approach in terms of the continuity of institutional expertise and knowledge as pointed out by Agbaeze et al., (2017). The skills and knowledge are often transferred from one organisation to another when experienced employees resign. The organisations can transfer this knowledge and prevent it from being lost by selecting and nurturing backup plans. It not only safeguard the organisation's ideas but also cultivates future generation leaders to further advance the organisation's achievements.

Some additional, important topic covered by succession planning is business continuity (Okwakpam, 2019). It acts as a safety net, ensuring crucial positions are never left unfilled for an extended period. Through the smooth transition of leadership roles made possible by succession planning, the organisation can carry on with business as usual while maintaining productivity and service standards. The success of an organisation over the long term depends on succession planning. Future leaders are identified and developed, transitional disruptions are kept to a minimum, institutional knowledge is preserved, and business continuity is supported. Businesses prioritizing succession planning are better able to deal with leadership transitions and ensure their sustainability in the ever-changing business environment.

A key component of talent management is employee retention, particularly in the context of the millennial workforce. Practical strategies for keeping top talent, particularly among the millennial generation, are discussed by Meng and Berger (2018). Career development opportunities are one important tactic mentioned in the research; Millennials are known for their ambition and desire for ongoing growth. High-performing employees are likelier to stay with companies that support their professional growth and offer clear career paths (Urme, 2023). Initiatives for career development may include mentorship programmes, training possibilities, and the chance to work on complex projects. Initiatives to promote work-life balance are also crucial for retaining top talent. According to Aziz-ur-Rehman and Siddiqui (2019), Millennials place a high priority on maintaining a healthy work-life balance, and they are more likely to choose an organisation that understands and supports

this need. Employers can increase employee satisfaction and lessen the possibility that they will look for employment elsewhere by implementing flexible work schedules, promoting remote work options, and encouraging time off (Babapour Chafi et al., 2021). While career advancement and work-life balance are significant factors, competitive compensation packages are some different essential component in keeping top talent (Kumar, 2022). Companies are better able to keep their high-performing employees when they provide competitive salaries and benefits (Geuther, 2022). Additionally, it is crucial to create a workplace culture that values and involves employees. According to Marinakou and Giousmpasoglou (2019), recognition programmes, employee involvement in decision-making processes, and fostering a sense of belonging within the organisation can significantly impact employee satisfaction and retention. Providing career development opportunities, encouraging work-life balance, providing competitive compensation packages, and creating an engaging workplace culture are all part of talent management strategies aimed at retaining high-performing employees, particularly millennials. Companies that put these strategies first are likelier to keep their best employees and guarantee long-term success.

Diversity and inclusion is now fashionable for talent management initiatives to include in their strategic process, and the implication for organisational performance and success is massive. Van Knippenberg et al. notes interesting perspectives concerning the utility of diversity promotion for growth and success. One of the most important concepts touched upon in this research is the belief that diverse teams means that there are different backgrounds, cultures, genders, and experiences on the team. The same is true with the employees, who are from different cultural backgrounds; they bring different perspectives and ideas into the table and helps stimulate the creative thinking of the team and helps in the solving of problems. Salloum et al. (2019) noted that it is usually easier for diverse teams to make proper decisions because different opinions can minimize uncritical emulation of one another's decisions and facilitate critical appraisal of the alternatives available. These are a few ways that having multiple ways of viewing the situation decreases the chance that an organisation will miss something important or develop a biased view, which leads to better decision-making. First, diversity may be determining, as people who work in a team may use their creativity and come up with a large number of creative ideas and decisions (p. 22). Different thinking approaches can bring in ideas that could not have been developed in groups of similar people. The authors Sherbin and Rashid (2017) pointed out that organisations that

appreciate diversity often attract and employ the best brains from diverse backgrounds, thus making them more creative. Workplace diversity and diversity management need to be driven to improve creativity and organisational performance. There is a wide variety of perspectives, enhanced problem-solving, and better decision-making, which contributes to the innovative atmosphere and prepares organisations for the contemporary environment in the modern world.

This means that talent management practices have to be assessed in order to determine their effectiveness in strategic HR management. A lot of organisations incorporate elaborate structures and measures to evaluate the effectiveness of such practices. To this end, Helmold and Samara (2019) present a research proposal that provides a systematic approach to measure the outcome of talent management. Talent management measures the employee turnover rates to measure the effectiveness of its practices. Chung and D'Annunzio-Green (2018) indicated high turnover level may be symptomatic to issues with talent management; for example, low hiring, poor development, or lack of engagement efforts. From turnover rates, organisations can locate where they need to make changes and how they can use targeted methods in order to retain top performers more effectively. Productivity ratios are still another significant factor. The purpose of the talent management procedures should be to increase the productivity of the employees. This could be due to better training and development, development programmes, recognition schemes and other advancement (Masri and Abubakr, 2019). It is possible for organisations to measure the direct effect of talent management interventions by evaluating productivity variations. One of the most important metrics of talent management measurement is the satisfaction of employees. Low retention rates are prevalent in organisations with content and engaged employees (Pandita and Ray, 2018). It is possible to adjust the talent management strategies because of the regular surveys and feedback that show the satisfaction level of the employees. As for the measures of effectiveness of the talent management practices, such monetary measures as ROI can be critical, Dadd and Hinton (2022). ROI analysis can be used by organisations to evaluate their investment in talent management in an effort to check whether there is a positive impact on employee and organisational performance (De Boeck, 2018). Thus, the significance of the frameworks and the important metrics should be used to assess the effectiveness of talent management. As shown below, employee satisfaction, productivity, employee turnover rates, and financial returns such as ROI all form a coherent picture of the impact of talent management practices. Measuring and

analysing them can help organisations enhance their talent management processes and ensure a constant delivery of positive results in the organisation.

Structured performance evaluation is particularly important as one of the elements of talent management. In recent years, performance appraisal models have been implemented in public sector organisations in the UAE to support leadership development and professional growth. Competency-based performance assessment systems, adopted by organisations such as the Dubai Electricity and Water Authority (DEWA) and Abu Dhabi National Oil Company (ADNOC), align closely with leadership succession management. These systems provide a systematic approach to evaluating employees' abilities and relate career advancement opportunities to their performance (Al Aina and Atan, 2020). Furthermore, structured performance appraisals enable organisations to identify leadership deficiencies and develop targeted training programmes to prepare future leaders (Al Awadhi and Muslim, 2023).

Employee turnover is a critical challenge for government-affiliated enterprises in the UAE, which strive to reduce turnover rates and increase employee satisfaction. Leadership retention strategies, career advancement initiatives, and mentorship programmes are highly valued as factors that contribute to workforce retention (Lesort et al., 2020). Succession management, when combined with career management, facilitates leadership continuity and boosts employee satisfaction in government-owned and affiliated organisations (Masri and Abubakr, 2019). For instance, ADNOC's Executive Career Acceleration Programme offers employees a clear career trajectory to groom high-potential individuals for leadership roles (Al Mheiri et al., 2021). Additionally, structural retention strategies, such as leadership training subsidies and performance-related promotions, have been adopted to mitigate turnover rates in the UAE's public sector (Aburumman et al., 2020).

The integration of IT, especially artificial intelligence (AI), has introduced transformative changes to talent management practices in the UAE's public sector. AI-driven performance tracking tools enable organisations to monitor employee performance in real-time and identify patterns that indicate leadership potential (Bentahar et al., 2023). Public entities like the Abu Dhabi Digital Authority have adopted AI-enhanced performance management systems to improve decision-making processes in workforce management strategies (Schulze, 2023). AI frameworks have also

supported leadership development initiatives by analysing performance indicators to identify skill gaps and competencies that need reinforcement (Gallardo-Gallardo et al., 2020).

In addition to AI, e-learning solutions and virtual training platforms have significantly contributed to continuous professional development in UAE public sector organisations. Adaptive learning technologies are particularly useful for leadership development, allowing the reinforcement of specific leadership competencies based on employees' performance metrics. These technologies help organisations equip employees with the skills needed to take on managerial and leadership roles, aligning talent development with organisational goals (Hartmann, Inkpen, and Ramaswamy, 2021).

2.3.4 Factors Influencing Talent Management in Public Sector Organisations

Talent management in public sector organisations is complex and complex and it depends on several factors. Wu, Ramesh and Howlett (2018) posit that one of the most important factors is the political and bureaucratic environment that these organisations operate in. Talent management procedures are not immune to political pressures and leadership changes that are persistent in the public sector. It is challenging to have long-term talent development programmes because goals and policies are always shifting, which can cause unstable talent management. Thunnissen (2016) proved that talent management is the key determinant of organisational performance, and therefore public sector organisations in the private sector are equally valuable.

Public sector organisations operate in a political and bureaucratic setting that is different from that of organisations in the private sector. This specific environment poses challenges that are immediately applicable to the strategies of managing human capital. While private businesses are relatively immune to such changes, the public sector has to adapt to new political circumstances, and leadership changes occur quite frequently (Haynes, 2015). These dynamics introduce certain level of unpredictable that requires certain level of flexibility in managing talents. It is also possible that the management of talent in the public sector may be greatly influenced by the continuing influence of political authority. The priorities and objectives of a new government may be quite different from those of an old government. Therefore, strategies of talent management that used to align with the goals of the exiting administration may not be relevant. Consequently, the public sector's HR experts are operating in a rather demanding context that requires them to be prepared

to change the strategies they use in response to the emerging political shifts (Kowalski and Loretto, 2017). In addition, problems that TM teams encounter may be compounded by rigid bureaucratic processes that are characteristic of the public sector. These formal barriers may slow down the process of decision-making and action to identify and develop talent. The time it takes to respond to shifting talent demands may be hindered by complex processes of selection, promotion and training. This affects the ability to attract new talent into an organisation and the ability to retrain and develop the existing talent within an organisation which is critical in the current fast evolving employment landscape. But it is important to realise that the political and bureaucratic environment offers opportunities for public sector talent management as well as challenges. Megheirkouni and Mejheirkouni (2020) noted that different talent projects can use the assistance of the political authorities. Governments may consider one competency as more important than others and this provides a shot in the arm for competency based talent development programmes. It may help to decide, to gain necessary financing, and to develop talents corresponding to certain governmental goals while staying loyal to political priorities. Also, the public sector organisations should make a conscious effort towards the management of talent acquisition and development through reducing the formalities. The current process can be analysed to uncover problems and areas of poor performance and recommend changes for HR departments. Attempts to better manage public sector talent could be made more dynamic and adaptive by reducing the steps taken in the recruitment process, decreasing the paperwork and enhancing the clarity.

The distribution of power between the central government and the several emirates in this highly unorthodox political system provides a relatively stable climate for this process. For example, De Jong et al., (2019) noted that the political leadership of the UAE has remained rather long term, which may give a sense of stability in the governmental organisations. A clear example the influence of this political and administrative environment on talent management is the Abu Dhabi Education Council (ADEC). ADEC plays a major role in determining the development of talent in the Abu Dhabi Emirate and the educational policies that exist. Since education is one of the key priorities of the UAE, ADEC concentrates on the long-term strategy to ensure the education sector in the emirate complies with the country's general goals and priorities (Blaik Hourani and Litz, 2019). Moreover, education is accorded the highest priority in the UAE Vision 2021 which is a national agenda to transform the UAE into a knowledge based economy and a nation adequately

staffed by a crop of talented human capital. To achieve all these objectives talent management in the education sector is crucial. For example, as discussed by Al Rawashdeh et al. (2021) the UAE has achieved remarkable progress in increasing school enrolment to achieve the 100% enrolment rates of male and female in elementary and secondary schools. In the research by, it has been observed that the higher education industry in the UAE has expanded remarkably and there are many colleges and institutes offering different programmes For instance, a large organisation providing both higher education and vocational training is the Higher Colleges of Technology (HCT) (Samy and Savic, 2019). Because of this the UAE has been very keen on engaging in international relation in higher education by inviting international universities and research institutions to set up campuses in the UAE to offer twinning and joint programmes with Emirati higher learning institutions. This has in one way or the other contributed to development of a diversified environment in learning institutes. Nevertheless, the UAE has accorded education in science, technology, engineering, and mathematics (STEM) education a special emphasis (Wang, Hajjar and Cole, 2020). This focus is illustrated by activity such as the Dubai's Mohammed bin Rashid Al Maktoum Foundation's "UAE National Science, Technology and Innovation Festival". Consequently, within the framework of talent management, all institutions, starting from the Abu Dhabi Department of Education and Knowledge (ADEK) and Higher Colleges of Technology (HCT), and ending with the educational authorities in all over the UAE, have the vital role in the talent building, personnel quality guarantee, as well as in the synchronisation of educational outcomes with the general concept of UAE development. These organisations often cooperate with international partners with an aim to boost the quality of training and education in UAE. Furthermore, financial constraints are some additional important consideration when it comes to the way that public sector organisations will approach talent management methods (Kravariti and Johnston, 2020). These limitations are an everlasting problem that is caused by the factors such as the government budgetary policies, fiscal policies and the current state of the economy. This study aims to establish how and to what extent budget constraints influence the talent management strategies of public sector organisations in terms of recruitment, retention, and development of its employees. According to Pollitt (2016), the authors' arguments pointed out that budget constraints in the public sector have one of the most immediate and apparent impacts on remuneration. The issue of public sector pay and remunerations sometimes prove unremunerative compared to the private sector. Improved recompense structures in the public sectors job offer more worthwhile

economically than the guaranteed wage in the private sectors. Highly trained personnel might be voted off from working for the public sector by this wage differential and especially in the fields where the private sector offers more attractive remunerative privileges. Consequently, it is a challenge for public sector organisations to retain the employees they already have and attract the best talents from the private sector. Consequently, there might be constraints in the spending on staff training and development programmes together with remunerations (Kerzner, 2017). The ability to have a competent and adaptable workforce is a function of workforce development, but such programmes may be constrained by poor funding due to stretched budgets. This restriction can hinder the growth of skills in the organisation and slow down the company in competing with the fast growing business environment and technological advancement. However, budget constraints also push the development of new talent management practices in the public sector (Van den Broek, Boselie and Paauwe, 2018). While trying to engage and maintain the employees, the public organisations often overemphasize the non-pecuniary benefits. These types of employment incentives are often non-cash incentives and maybe features such as; job security, perceived responsibility, and an opportunity to give back. Kim (2018) further noted that employer in the public sector make efforts to create workplace environment that attracts those people who are interested in making positive difference in the society. From the critical perspective in this context, there is emphasis on the possible ways of optimising the use of available resources and exploring other ways of motivation and appreciation. Public sector organisations have a challenge of seeking talent in a way that does not involve offering monetary incentives as other organisations do (Mergel, 2018). It might involve developing unique and attractive career mobility opportunities, opportunities for skills enhancement, and multi departmental experience, and building strong organisational culture that enhances worker satisfaction and motivation.

Notably, the incorporation of technology in TM has emerged as a strategic technology for organisations that aim at improving decision-making, planning for workforce, and managing human resources. When it comes to the energy sector of the UAE, the issues of competitiveness, innovation, and localisation goals, digital transformation of TM is considered as a necessity and a challenge. Although the adoption of digital HR platforms and data-driven workforce planning has started to take place in organisations like ADNOC and DEWA, there is still a lack of research that proves the effectiveness of such practices in profit-oriented public sector enterprises.

AI-based workforce analytics has the potential to redefine the TM in the UAE public energy sector. These features include the hiring model, the skill gap, and the performance dashboard that can predict employees with great potential, potential shortages in human capital, and the need for organisational learning (Agnihotri et al., 2024). These tools can help localisation efforts by identifying the future talent needs against the available talent in the UAE to ensure that organisations can recruit and develop the right Emirati talent. Nevertheless, little research has examined these technologies in terms of their adoption, application, or acceptance in state-owned enterprises that are subject to public regulation and policy.

There are many practical barriers that still prevent the full realisation of the possibilities of digital TM in such environments. Lack of integration between departments, systems, and real-time integration, and lengthy approval processes for decision-making slow down the use of analytics in strategic workforce management (Wassell and Bouchard, 2020). However, privacy issues, monitoring of employees, and legal compliance may also be a limiting factor in the adoption especially where the public sector code of conduct and employment policies are clearly stated. These facts differ from the more dynamic technological environments of private firms, which indicates that public energy organisations are less prepared technologically than their private counterparts. Similarly, Montero Guerra and Danvila-Del Valle (2024) highlight that aside from adopting technology, digital transformation depends on how effectively employees and leadership are able to adjust to changing models, leaders and work cultures. This indicates that in UAE public organisations, particularly those in high-skill areas such as energy, talent plans should always develop along with any changes to their structures and technology.

The implementation of AI-enabled TM systems in the profit-oriented public organisations in the UAE has not been widely researched despite the efforts under the UAE Digital Government Strategy 2025 that aims at integrating advanced technologies in the government operations. There is a lack of research that examines the specific context of state-owned enterprises that are involved in commercial operations, despite the fact that most research is dedicated to either private multinational corporations or general public organisations.

This research aims at filling such empirical gap by assessing the level of AI and workforce analytics deployment in TM strategies in the UAE energy sector. It also examines the perceived

efficiency of the said tools in delivering TM objectives like retention, leadership development, and workforce flexibility within a public sector organisation bound by performance expectations and national workforce policies. Thus, the research adds to the existing knowledge regarding the potential and constraints of technology-driven TM in this important area of the UAE economy.

The economy of the UAE has always depended on the receipts from the sale of oil. Oil exports have been the main reason for the growth of the economy and providing cash to the government. Chatziantoniou et al. (2021) observed that on the other hand, the global oil market is volatile and that the price of oil remains a volatile factor regarding issues such as; demand fluctuations, geopolitics, and supply. The country has many financial problems when oil prices drop since the UAE is highly dependent on oil revenues. Moreover, given a strong correlation between government revenues and oil earnings, fluctuations in the price of oil also have a highly important impact on the public sector. Certain factors such as a cut on oil prices which is usually observed in situations where oil is over produced or during global economic downturns have drastic effects on the government revenues. This limitation reduces the ability of the public sector to avail funds for a variety of activities and endeavours. The fiscal year 2023 budget of the Dubai government is a good example of how financial constraints appear in the public organisations of the UAE (Mogielnicki and Mogielnicki, 2021). , Dubai is one among the emirates of the UAE that has a diversified economy beyond the reverence of oil production. However, this economy includes several sectors among them being the real estate, banking sectors, and the tourism sector. However, it is not protected from fluctuations in oil prices. In addition, the Dubai government has had an approach in preparing its budget for the FY 2023/2024 in readiness for other economic shocks that may be occasioned by fluctuating oil prices. The budget approach focuses on the resource utilisation and costs. This approach implies carrying out the evaluation of total government expenditures including putting emphasis on the prioritization of the important functions and services, and at the same time exercising severe control over the costs. MUSAWY (2023) however revealed that the government of Dubai has a budget of 2023 yet still allocates funds with aim of maintaining balance in the economy, creating opportunities for growth in non-oil sectors, and ensuring efficient delivery of services. This moderate fiscal policy is part of a broader strategy of developing a more balanced economy in the emirate of trying to reduce dependence on revenues from the sale of oil while preparing for periods of unstable prices for the product.

The civil service regulations and policies have a very strong impact on the talent management practices within the organisations of the public sector. The authors Aburumman et al. (2020) note that these rules and guidelines are designed to moderate many aspects of HR management including recruitment, evaluation, and promotion. While their primary role is to ensure that justice and equity in the talent management sector of the public sector is upheld, they sometimes can be viewed as rigid as they limit the required flexibility in order to modify talent management approaches to meet the needs of certain employees and organisational requirements. Since the public interest is being served through public sector organisations, these organisations are bound by strict rules and regulations with regards to talent management. All these rules have been set to discourage favouritism Discrimination and all other forms of prejudice hence encouraging openness and fairness to all workers.

The problem with this though, is that following rules strictly may hinder flexibility and proactivity in an environment which is constantly changing (Karneli, 2023). Recruitment of new employees is one of the most important aspects where Civil Service Regulations and Policies are effective. Ritz, Brewer and Neumann (2016) also identified that public sector organisations often in their recruiting process are required to conform to a formal and legal procedure which entails advertising of jobs, competitions and examinations and other stringent requirements for hiring. The organisation may inadvertently limit its ability to attract and select candidates with specific skills or rather unique profile that would prove useful to the organisation, although this approach ensures that only the best candidates are selected. An area where similar rules can be used are the performance evaluations. Performance appraisal tools that are often rigid, formal and complex are often prescribed for use in PSOs (Potipiroon, 2022).

While these systems are intended to provide fair assessments of the employees' performances, such systems sometimes do not capture all of the positive aspects of a worker or her or his potential. It may also be more challenging for the company to identify high performers and manage the poor performers. In addition, Tummers et al. (2015) pointed out that severe restriction and regulation often occur in the public sector concerning the employees' promotion. This means that there may sometimes be a very rigid career ladder that may not be very appropriate for each individual and may not especially fit individual career development plans or even changes in organisation needs. If the rules do not permit talent mobility, staff members may never be able to progress in their job

or transfer within the organisation. It is also important that the public sector talent management process is open and fair.

It is also important that organisations review these rules and where necessary change them. These conclusions mean that the approach adopted in this research is to examine and scrutinise the existing regulations to determine the best ways to enhance them without harming justice. As stated by Van Dooren, Bouckaert and Halligan (2015) it is stated that the improvement of public organisations is one of the most common strategies is the process of evaluation. Public sector organisations should reviewed them regularly in order to understand whether civil service regulations and policies are up to date and conforming to modern talent management practices. HR specialists, staff members and outside experts should be the ones to contribute to this evaluation. While talent management is concerned can be enhanced through legislation revision, it is a not a trivial exercise whereby time and resources may be spent. Moreover, it can confront resistance from highly set bureaucratic organisations that are not easy to transform.

While freedom within rules looks attractive, there concerns arise about manipulation or wrong judgments. The author DeHart-Davis (2017) proved that there is a possibility of unfair treatment and favouritism when the exceptions or discretionary decisions are allowed. In order to achieve fair and equity objectives of the practices of talent management, it is required to balance a level of flexibility with a strict compliance with the regulations. It is therefore advisable that talent management strategies are aligned to specific requirements of the people and the overall organisational needs (Thunnissen, 2016). But rules are often developed to be general and uniform while the application of rules may be challenging. This means that there is a need to avoid conflict with the law when designing a learning solution that has been customized to meet unique learner needs to ensure that the company or organisation's goals are met (Wilton, 2019).

To some extent, the investment in training and development for HR staff is beneficial; however, it is crucial to do the assessment to establish whether these costs meet the needs and whether professionals of the HR department have sufficient competencies to effectively manage the legal frameworks' complexities. Besides, it is also necessary to identify the factors, including organisational resistances, lack of resources that can hinder the proper delivery of training programmes within the entities of the public sector.

UAE public organisations always ensure that their talent management strategies are in line with the country's development vision. The UAE has proposed various economic development sets of goals and directions that are related to diversification and sustainability. The public organisations have a significant responsibility of ensuring that the employees in their organisation have the right skills and experience to help deliver on these goals. For an example, Al Shamsi (2018a) mentioned that Emirates Nuclear Energy Corporation (ENEC): Among the UAE public organisations, ENEC is a good example of how the organisation has incorporated the provision of the nation's talent development policies in the context of sustainable and clean energy. ENEC is entirely in charge of the establishment of nuclear energy projects in the UAE and the Barakah Nuclear Energy Plant. This project is strategic for the UAE in the context of its diversification of energy sources and the decrease of its dependence on oil and gas in view of the Vision for 2021 and Energy Strategy for 2050 (Al-Sarihi, 2018). On the other hand, Barakah Nuclear Energy Plant owned by ENEC is one of the most important steps to achieving the UAE's goal in the use of clean energy. Its four nuclear power reactors will generate an estimated 5.6GW and will therefore be instrumental in the UAE's drive to embrace clean energy (Sgouridis et al., 2016). Such information as the status of the reactor, energy generation, or emission cuts, as per the ENEC Contractor et al. (2020) data from the Barakah Nuclear Energy Plant. This shows how talent management within ENEC is important to the delivery of the nuclear plant, thus the broader national goal of efficient and clean energy production. Furthermore, that consistent relationships exist with educational institutions suggests that ENEC has strategic goals to provide recruitment and training for developing and maintaining a competent workforce necessary to operate and maintain nuclear reactors and related industry safely, and efficiently. The above strategies aim at meeting the UAE's long-term energy security and sustainable energy consumption. The public sector stakeholders are important in the society due to the special objectives and objectives of the organisations which often include provision of services to the public, responsiveness to the needs of the society and being answerable to the society. The strategic decisions and management actions of their organisations are based on their missions, which also define how they function and develop strategies. Given that it is essential that an organisation's staff aligns to its core values and objectives, talent management in the public sector is directly connected to these missions and objectives (Van Dooren, Bouckaert and Halligan, 2015). Not only is it very impressive but it is also essential to integrate the talent management strategies to the vision and mission of the organisation to avoid losing direction. Employees that

are loyal to the organisational vision will always work as a team to achieve set goals and objectives. Such coordination makes the organisation more effective in delivering public services and makes employees feel more valuable. Schwarz et al. (2016) opined that being more positive to work, these people ought to be prioritised for hiring and training by public sector organisations. At the same time, there are some disadvantages associated with the people management strategy where a tight focus is put on mission alignment. Perhaps, one of the disadvantages of its policy is that it forbids the recruitment of candidates with different skill levels. Multifaceted social issues often call for diverse expertise, which many public sector groups are deficient in (De Vries, Bekkers and Tummers, 2016). While it is important for an organisation to have a strong commitment to purpose alignment that is not too rigid, it can accidentally leave out people with a lot of valuable insights and talents that can help an organisation be more creative and resilient. Hence, it is important to find the right balance between talent diversity and talent objectives. On the same note, diversity may be regarded as strength for an organisation because it engenders competitiveness and adaptability since the participants in the organisation's affairs consider issues from different angles. In contrast, diversity can be viewed as an organisational resource (Rubery, Keizer and Grimshaw, 2016). It is because, with diversity, one can easily hire people with different skills set and experiences and bring in new ideas or vision to the workplace. Compliance with organisational goal helps all employees to have focus and be directed in the right manner.

UAE is well known for its diversity and heterogeneity of employees; it has both the autochthonous Emirates population and a massive number of foreign employees (Thirlwall et al., 2021). This variety is as a result of the nation's economic growth and the fact that it is among the leading global commercial and tourist hub. In such a diversified context, talent management raises certain challenges and opportunities. However, talent management is still a problem in public businesses. Miller, Kyriazi and Paris (2017) established that the management of a diverse workforce in the UAE is a major challenge due to the need to understand cultural differences and differences. Lack of understanding of these issues may lead to employees' discontent and problems with cooperation within the organisation. Cultural awareness has to be promoted as a key aspect of the talent management plan in a diverse workplace where people of different cultures are likely to come into contact with one another (Vohra et al., 2015). To this end, the achievement of this objective depends on the creation of an organisational culture that values and embraces the diversity in the

workforce. Lack of such changes may lead to misunderstanding and insensitivity in the organisation, impacting on the team, and therefore the performance of the organisation. Mawed and Al-Hajj (2017) found that the following is one of the main challenges that talent management in the UAE have to overcome: Language diversity. Employees here from other countries use different languages at the workplace and have different communication styles. A successful workforce means that employees are able to communicate with each other and this might not be possible when they are not using the same language. Apart from that, excluding this aspect could lead to misunderstandings that may cause mistakes, decreased efficiency and employee conflicts. One more complex task for personnel management is to juggle between the needs of expats and the First Nation, namely the Emirati people. For instance, while expatriate employees' motivational outlooks may feature high-levels of agency, local Emirati employees may have dissimilar career goals, motivation and cultural orientation (AlMazrouei et al., 2016). Talent management strategies should be able to address this because achieving and sustaining order within the workplace entails nurturing working relationships that differ from those in the private sector. Failure to establish the goal of each group might cause dissatisfaction or attrition, hence become unhelpful factors on the progress and stability of organisations. Talent management in the UAE is further challenged by its legal structure, the details of which are explained by Neri and Wilkins (2019). Organisations have to effectively navigate these legalities because the country's labour laws prefer the hiring of Emirati in certain sectors. However, these standards should not be violated by talent acquisition and management practices in order to achieve a diverse workforce. Which if not avoided can cause legal consequence, penalties, and poor reputation for the company in the market. Therefore, in the UAE, people management requires a proper understanding of the local legislation and regulation of employment relationships and active following of these rules. However, Raheem (2016) affirmed that talent management in DMW is a challenge and at the same time a opportunity for public organisations in the UAE. On one hand it helps to fill the talent pool with a diverse mix of skills and experiences, on the other hand it requires special treatment. But, Suarta et al. (2017) noted that in the modern world, globalization has led to the rise of competition for employees locally and internationally hence the need to focus on the needs and objectives of both local and international employees. Firms that achieve competitive advantage in this area usually experience relatively ease in attracting and retaining the right people. A strict evaluation also shows that there is often room for enhancement in this regard, nevertheless. Maintaining

concern with cultural difference and communication is an essential practice in human capital management. Organisation must understand that their employees may come from different cultural backgrounds. Despite the fact that more organisations are paying attention to cross cultural communication and cultural sensitivity training, some are not up to standard. Neglect of this feature may lead to misunderstandings, conflicts and decreased efficiency (Khan, Hussainy and Iqbal, 2017). If the majority of a company's rules and practices are created for expats, the local employees might feel like they are not valued enough. On the other hand, if the foreign-born workers do not receive enough support, they will definitely feel more isolated, or may not be able to integrate into the community. It is challenging to find the right middle between satisfying the needs of both groups of people. On the other side, diversity or inclusion laws might be recognised as positive since culture encourages diversity. Decision makers are slowly waking up to the fact that diverse teams bring in more innovation and problem solving abilities. However, it is important to foster the true culture of diversity which means moving beyond targets and moving beyond the letter of the law.

The environment of talent management in the public sector is not a doubt experiencing changes due to technology and digital transformation. It is becoming apparent that in the current world that is characterised by high dynamics, digital tools and systems are useful within public organisations as they are adopted. This is what is driving this digital change; the need to enhance efficiency, to open government and enhance citizen services. However, this change has also brought about increased demand of workers with innovative technology skills. It means that talent management practices in the public sector need to be adapted in the right way. The public sector's largest challenge in the age of digital transformation is to identify and attract employees with the right digital skills to address this pressing need. Likewise, Shahriar (2025) found that companies are using agile methods to prepare and plan for future senior posts. According to his qualitative study, bringing in experienced people, teaching them about digital skills and introducing learning activities led by employees is important. All three models focus on making TM flexible and achieving national goals, an issue that the UAE's energy sector also deals with. There is increasing competition for the best technology talent as technology becomes more integrated into the government.

Although many sources acknowledge the implementation of AI and Human Resources Information System (HRIS) technologies (Schulze, 2023; Alomari, 2019), the analysis is mostly exploratory and does not provide much evaluation of their effectiveness or integration issues. For instance, performance tracking by AI is said to offer live data; however, there is controversy as to whether these tools improve employee engagement or merely monitor them.

One of them is that there is a limited amount of research on the effectiveness of digital upskilling, particularly, the training of Emirati citizens in energy sector public organisations for data, AI, and automation careers. This research seeks to fill this gap by examining the role of TM policies in readjusting the national workforce to fit the digital environment in high-skill, technology-intensive energy organisations.

The current labour market dynamics indicate that public organisations have to rethink their approaches to attracting and retaining employees (Benuyenah, 2023). They need to appear as attractive employers to the smart human capital. Some of them could be providing equal wages suitable working hours, and promotion opportunities for digital workers who could be enjoying a better option. Talent management must address the necessity for increasing digital competencies among current employees across the public sector. This digital skills gap that public organisations are facing in their workforce should warrant them to undertake extensive training and development programmes. Such programmes should foster learning as well as provide the workers with the technical competencies necessary to perform their jobs. As pointed out by Kane et al. (2015), employees should use new technology and follow the latest business trends as a matter of practice. Public sector personnel management needs to consider how the present positions may be disrupted by technology as well as developing digital competencies. If over time, and as the technology advances, the roles and tasks engendered by automation and AI can be surpassed by machines. Public organisations require identifying positions that are most at risk of becoming obsolete and preparing plans for personnel to be relocated or retrained. According to de Vere, Dim and Sheahan (2022), the organisation may minimise the disruption impact on workforce while at the same time maintaining its position in the face of technological advancement through the use of preventive measures. These difficulties should be managed by public sector people management in cooperation with IT and digital transformation departments. In order to ensure that development and recruiting of digital talent aligns with the organisations technology strategy, there must be

cross-functional cooperation. Apart from helping to ensure that talent management strategies align with the organisation's strategic plan, this partnership could help to determine the exact skills and competences needed for digital transformation initiatives.

These principles are highly useful in the positioning of the UAE, which has set significant goals for achieving a leading status in several fields, such as sustainability, health, and technologies, throughout the next ten years, in talent management strategies of the nation's public sector. At the same time, it is necessary to mention that the governmental institutions of the UAE also pay special attention to the mentioned goal; for instance, the Abu Dhabi Health Services Company (SEHA) and the Dubai Electricity and Water Authority (DEWA) are the best examples. In the context of Ganji (2015), SEHA's vision is to provide the citizens of the Emirate with the best health care services through the provision of a network of health care facilities all over Abu Dhabi. Endeavor to improve the community health and welfare as their desire to perform public service. The strategies of personnel management of SEHA are also consistent with this approach because the company seeks not only technical and medical skills in its employees but also genuine desire to assist the population. They point out the importance of medical personnel to relate to their goal in order to ensure the delivery of quality treatment. DEWA is also responsible for providing reliable and sustainable utility services in Dubai (Noori, et al., 2021). In order to maintain the growth of the city and the increasing demands of electricity and water services DEWA has invested significantly both in the structure and in technology. Their human management techniques are focused on recruiting competent individuals who understand the organisation's vision of providing sustainable and environmentally friendly utility services besides being technically sound. DEWA has a policy of seeking employment for candidates who are environmentally and socially conscious. Of course, it is worth to note that the commitment to the principles of transparency, social responsibility, and public service ought to be discussed with regard to the challenges that these organisations face when it comes to the integration of talent management with such values. The challenge might be to attract and retain such talents within an organisation especially in a competitive global employment market as pointed out by Rabbi and his colleagues (2015). Furthermore, the UAE's desire to grow quickly and embrace advanced technology could require sustaining a conservative culture whilst at the same time, the need for highly technical skills. The

way in which these pressures can be addressed without undermining the core values of public organisations should be critically discussed.

Public sector organisations are known to be governed by bureaucracies that affect leadership development and succession management. Centralised authority, bureaucratic and formal structures, and decision-making processes that take a long time to complete may slow down the process of identifying and nurturing talented employees (Aburumman et al., 2020). According to studies in the UAE, bureaucratic procedures slow down changes in leadership, impacting personnel adaptability and decision-making effectiveness (Bentahar et al., 2023). Therefore, government organisations are striving to establish leadership development processes that accelerate high-potential employees through leadership training programmes

To overcome bureaucratic challenges, most UAE public enterprises have developed leadership development programmes aimed at skill development and training. For instance, the Sheikh Mohammed bin Rashid Leadership Development Programme seeks to train government employees to be strategic and operational leaders for higher positions (Al Jawali et al., 2022). These efforts demonstrate a trend towards developing internal talent pools, although bureaucracy still persists.

Leadership training programmes are essential for developing a strong and capable public service workforce. Other work-based approaches confirm that structured leadership programmes improve workforce readiness and succession planning outcomes (Al Mheiri, Jabeen, and Abdallah, 2021). In the UAE, leadership academies supported by the government emphasize competency-based approaches to ensure employees have the leadership skills necessary for future roles (Al Awadhi and Muslim, 2023).

One of these initiatives is the Abu Dhabi School of Government (ADSG), which has been actively offering specialised leadership development for UAE government employees. ADSG programmes include case-based learning, mentorship programmes, and leadership exercises to equip mid-career professionals with the necessary skills for executive positions (Schulze, 2023). Furthermore, the Dubai Government Excellence Programme aims to enhance leadership development and knowledge management to boost institutional performance (Lesort et al., 2020).

Globally, various structured succession planning models have helped maintain workforce stability and address leadership gaps. For instance, Singapore and Canada have adopted centralised systems of succession planning that align leadership training with national human capital management strategies (Gabriel and Aguinis, 2022). These models emphasize early identification of talent and systematic career management programmes

In the UAE, succession planning strategies are being integrated with national workforce policies to ensure leadership continuity. The Federal Authority for Government Human Resources (FAHR) has adopted competency assessments, executive coaching, and professional development as part of its long-term succession planning models (Gilch and Sieweke, 2021). These structured frameworks enhance knowledge sharing and ensure that Emirati professionals are prepared for higher government positions.

2.3.5 Sustainability Factors of Talent management With a Focus on Human Capital

Organisations are allocating increasing financial resources towards performance management; yet, the extent to which this investment will provide improved outcomes for the whole system remains uncertain. The presence of a transparent performance management system increases the likelihood that employees' behaviours will align with the values and aims of the organisation. In the contemporary company landscape characterised by intensifying competition, the implementation of performance management practices has transitioned from being an optional choice to becoming an imperative necessity (Nzuve and Njeru, 2013). In the contemporary landscape, enterprises are confronted with the imperative task of manoeuvring through a realm characterised by pervasive uncertainty. In order to effectively address this challenge, businesses are required to enhance overall operational efficiency, promptly respond to changes in both internal and external contexts, enhance the quality of their products and services while simultaneously reducing costs, and fully use their intellectual resources. Furthermore, the emphasis on process orientation and cross-functional techniques is driven by the escalating complexity of the system. The incorporation of a wide range of persons' knowledge, skills, experience, and opinions is vital for achieving success. To ensure the successful implementation of performance management in the public sector, it is crucial to understand the intricate relationship between strategy, personnel, organisational structure, and performance evaluation and analysis.

The effective management of a firm's talent pool is a very valued asset, regardless of whether the organisation operates in the public or private sector. The measurement of employee productivity and corporate performance can be achieved through the strategic employment of an adequate amount and quality of people (Ganaie and Haque, 2017) The majority of individuals in the general population, nonprofit organisations within the sector exhibit underperformance as a result of inefficiency and the presence of redundant activities and an expanding labour force. The main objective of this study is to conduct a comprehensive analysis of the outcomes obtained.

The Influence of Talent Management on Productivity in the Nigerian Public Sector. The act of engaging in theoretical analysis and speculation. In order to achieve this objective, hypotheses are formulated and subsequently examined through the analysis of data obtained through the process of data collection survey instrument (Wurim, 2012). The investigation was carried out by a survey evaluation. In our study, a sample of 349 managers from various hierarchical levels (upper, middle, and lower) was drawn from five distinct public sector organisations. The study focuses on the employment results inside Nigeria's public sector, acknowledging the limited existence of such organisations. The concept of productivity refers to the efficiency and effectiveness with which resources are utilised to produce goods In the report, the authors propose that all individuals engaged in talent management possessing a comprehensive understanding of scientific methodologies for effectively managing organisational talent; and wholeheartedly embracing Activism is directed towards the alteration of unfair policies and regulations that directly affect the talent. The management techniques implemented inside their individual firms.

This study examines the factors contributing to the success of talent management programmes in the public sector, focusing on two "fast track" graduate development programmes in the UK and Australia (Clarke and Scurry, 2020). The research uses the psychological contract theory to examine the influence of participant expectations on their experiences and perceptions of talent management training. The findings show that employee expectations are influenced by internal factors like talent management strategy and execution, as well as external ones like employer brand and the impact of family and friends. The study emphasizes the role of line managers in establishing and maintaining the "graduate psychological contract." The main argument is that organisations should establish realistic expectations for their graduate fast-track initiatives through

increased transparency on provisions and limitations. Additionally, organisations should consider the viewpoints of line managers during the implementation of talent management strategies.

Public sector banks have greater competition in terms of compensation, benefits, and recruitment practices in comparison to their private sector counterparts. It is imperative for government-owned financial institutions to prioritise employee merit and implement incentive programmes in order to effectively attract and retain highly skilled individuals. It is imperative to provide employees with job changes and promotions commensurate with their performance as a means of recognition and incentive. Employees will experience advantages from a more favourable working environment, resulting in increased productivity and enhanced prospects for career progression. According to Bist and Shrivastava (2013), talent management strategies have the potential to facilitate the process of integrating new employees into an organisation, enhance the development of employees' skills and competencies, and contribute to the retention of both existing and former employees. In contemporary commercial settings, human resource managers have significant challenges in the recruitment, selection, development, and retention of highly skilled and talented employees inside their respective organisations.

It is advantageous to possess an understanding of the employee's proficiencies and limitations in relation to their capabilities, expertise, background, cognitive abilities, discernment, disposition, personal qualities, aspirations, and potential for growth (Parthasarathy and Zimmerman, 2012). The utilisation of management time is currently prevalent in the field of talent management, presenting managers with significant obstacles in properly implementing it within their own enterprises. Strategic talent management is a pervasive element in all business operations, since it enables the anticipation of future leadership capabilities and the identification of the disparity between the existing workforce and the one required for future success. According to Collings et al. (2011), it facilitates the achievement of corporate success in the current highly competitive landscape and enables organisations to adapt to future challenges. The study conducted by Bethke-Langenegger et al. (2011) examines the evaluation of talent management strategies and their impact on HR outcomes, including job satisfaction, motivation, commitment, and trust in leaders. The perspectives of HR executives and supervisors are considered in terms of perceived effectiveness and the challenges observed within their respective organisations.

Latukha and Selivanovskikh (2016) present a comparative analysis of talent management practices within information technology (IT) firms in Russia, India, and China. The authors engage in a comprehensive examination of the factors that shape personnel management practices inside IT firms, with particular attention given to the context of growing markets. This study is a pioneering effort in conducting an international analysis of talent management practices within the IT industry in emerging economies. It aims to investigate the existing body of literature pertaining to the most critical issues surrounding talent management in Russia, India, and China. The authors argue that the variations in talent management practices can be attributed to the increasing market and industry-specific contexts, albeit being influenced by diverse institutional and cultural factors.

In the present day, organisations encounter a multifaceted and ever-changing global landscape characterised by intense competition and significant volatility. Consequently, the significance of human capital at all organisational levels has become increasingly vital in order to enhance competitiveness both on a global and local level. In order to sustain their competitive advantage, enterprises should prioritise their human capital, referring to the individuals within the organisation who possess highly important skills and talents and are best equipped to uphold the company's position at the forefront (Aldayel, Debrah and Mulyata 2020). Although there is a growing recognition of the necessity for proficient labour, many enterprises continue to face challenges stemming from insufficient managerial and professional competencies. Numerous enterprises encounter challenges in effectively executing their global objectives as a result of insufficient human resources. Numerous scholarly publications emphasize the importance of human capital as the initial stage in attaining and sustaining a global competitive advantage, resulting in the birth of talent management (TM). The publication of the McKinsey report represented a significant turning point in the perspective of contemporary enterprises towards their workforce, signifying the initial stage in addressing the challenges related to human capital (Agarwal et al., 2022). The impact of talent management issues extends beyond the commercial sector, as the public sector is also experiencing its consequences. According to the results obtained from the comprehensive analysis of existing literature, the level of scholarly attention dedicated to the subject of talent management can be hierarchically classified as follows: North America and Europe occupy the highest position, followed by Asia, Africa, and the Middle East. The little scholarly focus on talent management in the Middle East is evident in the aforementioned literature.

Employee retention refers to the organisational capacity to retain highly skilled and valuable employees within its workforce. Established companies possess the knowledge and expertise to appropriately compensate their very dedicated workforce (Anh Vu et al., 2022). Organisations allocate substantial financial resources towards the processes of recruitment and training; nonetheless, a considerable number of crucial personnel continue to depart from their positions on an annual basis. The publication includes a survey with inquiries regarding job happiness, which was administered to a sample of 220 employees. The sample consisted of employees from various businesses located in Delhi/NCR. Based on the findings of the research, a significant majority of employees hold the perception that their employer's efforts to retain them are insufficient, leading them to engage in preparations for departing from their existing roles. Employees have the potential to detrimentally impact a firm in various manners. This study examines the several elements that can impact an employee's inclination to resign from their present role, with several strategies that organisations can take to retain their top-performing employees.

The adoption of AI-driven workforce analytics has significantly influenced talent management in the UAE's public sector. AI in HR analytics empowers organisations to develop predictive models to forecast workforce issues, which can enhance employee retention (Aburumman et al., 2020). For example, the Abu Dhabi Digital Authority and Dubai Government Human Resources Department have implemented AI-based performance management systems to measure employee engagement, training, and leadership performance (Al Awadhi and Muslim, 2023). These systems provide real-time feedback, improve performance appraisals, and enable HR specialists to implement effective employee retention strategies.

Moreover, AI-driven talent acquisition technologies enhance recruitment by matching candidate profiles and skills with job requirements, reducing biases and improving diversity (Agarwal et al., 2022). Additionally, digital workforce platforms facilitate career progression planning tailored to real-time employee performance, boosting satisfaction and retention (Semaihi et al., 2023).

Most of the literature reviewed in this chapter (for example, Gabriel and Aguinis, 2022; Masri and Abubakr, 2019) endorse competency-based models and performance consonance with strategic goals. However, there is a lack of research evidence on whether such models operate effectively

within the bureaucratic context of the public sector energy organisations where there are tendencies of bureaucracy that may hinder the effective implementation of the models.

Despite the promotion of performance appraisal systems as a means of leadership pipeline (Al Aina and Atan, 2020), there is little research on the employee's perception of the system and its fairness in multicultural teams. This research gaps seek to find out if performance management systems ensure fair talent recognition in diverse workplaces.

Management succession planning plays a critical role in fostering organisational commitment and improving retention within government-affiliated organisations. Structured succession programmes, such as those implemented by ADNOC and DEWA, include executive leadership courses for high-potential employees to prepare for senior roles (Al Awadhi and Muslim, 2023). These initiatives enhance workforce motivation by providing clear career pathways, reducing turnover, and increasing commitment to public sector careers.

Studies have shown a positive correlation between leadership development programmes in government organisations and employee satisfaction and retention. Employees who see opportunities for advancement and a clear promotion trajectory tend to show higher organisational commitment (Al Aina and Atan, 2020). Furthermore, structured HR analytics frameworks enable public sector organisations to monitor career progression, identify skill gaps, and introduce targeted training programmes to enhance leadership competencies (Aguinis and Burgi-Tian, 2021).

For instance, the Abu Dhabi Department of Government Support leverages workforce data to optimise talent mobility and align employees with roles matching their preferences (Al Jawali et al., 2022). Additionally, AI-based learning management systems in these organisations provide tailored learning programmes to build competencies required for leadership roles (Agarwal et al., 2023). Such structured HR analytics approaches decrease turnover and improve employee satisfaction by fostering meaningful career development opportunities.

2.3.6 Link between Talent Management and Human Capital Development

Human capital development and talent management are two concepts that are intertwined and have a major influence on contemporary organisational processes. These tactics are premised on the

appreciation of the worth that people have in an organisation and the exploitation of that worth to benefit the organisation (Atrizka et al., 2020). In this discussion, the relationship between talent management and human capital development is explored based on academic research and scholarly articles used in this study.

Talent management can be defined as the aim of identifying, sourcing, developing and retaining employees with special skills and attributes (Tafti et al., 2020). It is a specific and deliberate step by step action plan. It is especially focused on those workers who are capable of producing a major impact on the company's performance (Dixit and Arrawatia, 2018). This makes talent management differ from the traditional HRM since the latter is more comprehensive in most cases. Talent management has been a subject of interest in many academic writings and scholars have highlighted the significance of talent management to organisations. According to Fenech et al., (2019), talent management aims at achieving competitive advantage through human capital. To achieve this advantage, the authors emphasize that organisations should identify high potential talents and invest in their development.

However, human capital development goes a step further than that. It is related to the overall development and enhancement of human resources of an organisation, which is every employee (Anwar and Abdullah, 2021). Its purpose is to cultivate a human capital that is appropriate for the strategic direction of the firm as well as being competent (Flores et al., 2020). This concept is different from just staff development and training, which are intended to support learning and development as continuous processes within the company. Scholarly articles have provided a good understanding of the ideas and processes of human capital formation. It allows for a proper balancing of human as well as physical capital in a manner that has been supported by Schultz (1968). A. According to Smith (2024) human capital is highly important for the improvement of a person's mental capacity and the enhancement of the utility of the field of the given individual in terms of social utility (Sodirjonovo, 2020).

It is important to understand that the formation of human capital and talent management are correlated. Talent management can be regarded as a subcategory of human capital development since it targets the extraordinary people with great potential for innovation and leadership (van Zyl et al., 2017). Organisations put their money where their mouth is, which is the basis of proper

human capital development, by identifying such talents. Tomcikova et al., (2021) has pointed out that talent management is a key determinant of knowledge and motivation of the workforce, which is an important element of human capital. Talent management is a process that is ongoing in nature and is closely aligned to the concepts of human capital growth and which focus on the concept of the learning process being a lifelong process (Secundo et al., 2017). As pointed out by Stopochkin et al., (2022) it is not a one off activity, and looks at how organisations should consider talent management as a continuous, ongoing process.

Altogether, human capital development and talent management are two notions that are used interchangeably. Talent management is one of the critical aspects of human capital development since it targets high potential employees. Research supports the idea that firms can improve the general human capital of the firms by good talent management, creating a competent workforce that is aligned to the strategic direction of the firm. All these ideas are basic in today's competitive business environment and are ever evolving to suit the dynamics of the business entities and their employees.

2.3.6.1 Talent Management Challenges in Public Organisations

Talent management in public organisations, including government agencies and institutions, is quite different from the talent management in private organisations. Although the principles of talent management are relatively stable, the peculiarities faced by the public sector should be taken into account. As a result, one of the major issues in public organisations is the problem of bureaucratization (Isa & Ibrahim, 2014). Such agencies are usually characterised by complex structures and decision-making models, which interfere with the efficient execution of talent management initiatives. The UAE public sector has bureaucratic limitations that normally lead to prolonged recruitment process and delayed decision-making cycles. This can be seen especially prevalent in the context of organisations such as DEWA or ADNOC where the transfer of high-potential employees to higher positions takes more time due to the bureaucratic hierarchies in place. In order to meet these challenges, DEWA and other public bodies can simplify their hiring process through the use of AI-based recruitment services which can successfully identify prospects and align them to organisational requirements. Also, a potential to overcome the restriction associated with a limited budget can be realised through cooperating with the private sector

companies to provide resources and participative leadership training. The blending of resources and knowledge helps public organisations enhance the process of talent acquisition and retention and workforce development, on the whole. Some of the disadvantages of bureaucratic nature include; bureaucratic nature hampers the recruitment and promotion of talented individuals in the organisation may hamper their growth (Mau, 2019). Furthermore, this complexity may hamper the success of talent management interventions because they reduce creativity and productivity.

Further common problem that public organisations encounter is lack of funds or rather working with a limited budget. The most frequently reported elements of talent development programmes are training and education; however, their execution can be limited due to insufficient financing (Audenaert et al., 2019). Due to these limitations, public institutions may be hard over-pressurized to provide requisite resources which may force the gifted individuals to search better opportunities in the private sector where talent development expenditure is normally higher. Political factors are also stated to have a strong influence on talent management in the public sector by Gollardo-Gollardo and his team in 2020. Talent management activities and development could be affected and where there is change of political climate. The strategic planning of talent management may also become challenging in the long-run due to the dynamics that are tied to change in leadership since it is practiced by new leadership with new directions. In addition, public organisations need to find the right balance between political and merit pay (Hanif et al., 2020). This means that at times political influence may defeat merit, meaning organisational inefficiency and low productivity among employees. This approach may lead to a decline in productivity and performance of the organisation.

Thus, there are specific challenges for talent management in public organisations including the conflict of interest between political appointments and merit, the problem of bureaucracy, financial constraints, and political pressures. To be able to search for, develop, and maintain competent individuals and guarantee the accomplishment of their tasks and the public's benefit, these organisations must overcome these obstacles. Understanding these issues and recognising them in the context of public organisations talent management can help them to compete for the best employees in highly competitive labour market.

2.3.7 HR Professionals' Perspectives on Talent Management

Talent management and attraction within organisations require the involvement of human resource professionals in the development of the approaches and practices involved. These professionals include experiences and knowledge in the area of recruitment and selection, and attraction of the right candidates into the organisation. The section also provides insights into various views of HR professionals practicing talent acquisition and management, human learning and development in organisations in the public sector for profit. The subsequent sections are added to provide further discussion and to explore some related aspects in more detail.

2.3.7.1 Implementation Challenges

Based on the literature, HR professionals identify several pressures and constraints regarding the development and implementation of talent management strategies in profit-seeking public sector organisations in the UAE. Al Aina and Atan (2020) used both primary research which included survey with professionals that are working in organisations of UAE. The evidence presented here is consistent with issues experienced in talent management strategies and organisational goals and objectives. This suggests that there is a need to establish ways of managing the bureaucratic structure that is already inherent with the UAE organisations and at the same time attracting and maintaining talent. Similarly, Jawali, et al. (2022) conducted an in-depth investigation of perceptions and interactions of HR professionals within an organisational context and implications for talent management practices. The HR experts highlighted the existence of multiple approaches related to different industries like banking, oil and gas and telecommunication sectors (Jawali, et al., 2022). The findings indicated that most talent management practices within UAE public organisations lack adequate strategies and unclear policies (Jawali, et al., 2022). The study also highlights the need for employee engagement, motivation and encouragement whereby leadership plays an integral role in addressing these concerns (Jawali, et al., 2022).

Public sector organisations are more inclined towards employing structural processes, formal policies and strict organisational code of conduct that limits the chances of flexibility and adaptability. This characteristic of bureaucratic organisations, and other non-agile organisational structures, is responsible for ineffective talent management practices. For instance, Abbott (2015) highlighted that organisations, in this modern era, claim to be democratic and employ flexible

HRM processes for talent management. However, the authors argue that totalitarianism is rooted within the embedded talent management, employee development and training processes limiting the probability of flexibility and employee autonomy (Abbott, 2015). This indicates that HR professionals, even if willing to incorporate flexible approaches to attract talent, face organisational barriers that limit the development and implementation of effective talent management approaches.

There is a need to balance between complying with regulatory frameworks within UAE organisations while ensuring the implementation of talent strategies. One of the solutions, identified from the literature review, is provided by Dirani (2018) who stressed the significance of meeting regulatory flexibility. In other words, regulatory models are among the flexible and innovation-supporting frameworks that can be adopted by UAE organisations to ensure effective, innovative and flexible talent management approaches. The regulatory framework is suggested to include different aspects such as policies, current government activities, and challenges faced by leaders and practitioners (Dirani, 2018). Upon critical evaluation, it is argued that while this solution seems beneficial, its implementation might require a risk assessment and evaluation to ensure alignment within existing organisational systems and functions. Further research is required to gather information about balancing between established organisational norms within the UAE and aligning with prevailing regulatory procedures. On the contrary, Vance (2006) advocated for the promising outcomes of collaborative engagement among HR professionals, stakeholders, regulatory entities and policymakers. This may involve scheduling and coordinating the meetings between the key players influencing regulatory decisions enabling innovation and custom but also adhering to. This integrated and collaborative solution can come up with policies that are in between compliance and innovation. Some previous works (Parthasarathy and Pingle, 2014; Rajarajeswari and Meenakshi, 2018) have explained that collaborative methods and strategies of staffing and human capital management are possible and efficient in the boundaries of legal requirements. After considering this potential solution in detail, one needs to understand that this solution is flexible and offers certain level of support not only due to collaborative learning. However, the solution is not without limitations, for example, the aspects concerning organisational structures must be studied in advance when implementing agile frameworks (Rajarajeswari and Meenakshi, 2018). Further problem is to meet stakeholders' preferences and

demands in the context of collective decision-making when the conflict of interests is likely to occur. Apart from this, an additional limitation is related to the lack of alignment between existing regulatory frameworks and potential agile methodologies requiring context-specific approaches to match with UAE's public sector landscape. Altogether, it is argued that the solution regarding collaborative approaches and agile frameworks is not suitable in practical scenarios as much as it sounds potentially strong in theory.

2.3.7.2 Performance Evaluation Criteria and Metrics

The experts in the field advocate the need for effective mechanisms and criteria to ensure that talent management is effective and trustworthy within the public sector. This stresses the need for validated and quantifiable metrics that effectively portray and assess challenges and as well as opportunities. HR professionals unveil a preference towards metrics such as costs of talent attraction including advertisements or marketing costs and turnover rates (Singh and Sharma, 2015). Insights from HR professionals indicate that the assessment of talent management strategies, using qualitative aspects like employee satisfaction, job engagement and employee well-being are challenging (Al Amiri and Shawali, 2021). This is to say that both quantitative and qualitative methods are important as they reveal different sets of aspects related to employee talent management, behaviour and perceptions. There is a need to ensure balanced strategies that effectively measure and assess qualitative and quantitative aspects to ensure the best practices of talent management (Singh and Sharma, 2015).

Qualitative aspects often involve assessing the experience of the participants related to involvement with jobs and work environment, their satisfaction levels with their job and work routine. These experiences are not effectively measured using quantitative means that target measurable data. Quantitative aspects may include turnover rates, the time it takes to fill a position in the organisation, the costs of hiring, and overall costs related to post-hiring performance assessment including productivity, project execution rate, and other key performance indicators (Jawali, et al., 2022). While these quantitative metrics capture the overall aspects and represent the assessment related to talent management outcomes, they do not provide a complete assessment of factors that influence talent engagement, satisfaction requirements, and other aspects related to potential candidate's emotional and psychological aspects (Jawali, et al., 2022). Within the context

of the UAE public sector, the companies often face issues in effectively assessing qualitative metrics like satisfaction which act as barriers to effective talent management. One more challenge is related to the complexity rooted within the cause-and-effect relationship between talent management practices and organisational outcomes. The talent hiring costs and turnover rates cover tangible data but assessing the link to specific practices of retaining talent management is complex and multi-layered (Thunnissen and Buttiens, 2017).

The collection of data, both qualitative and quantitative, with relevance to metrics necessitates robust methodologies and approaches. There could be several challenges that may arise in collecting data that is rich and multipurpose having characteristics of both qualitative and quantitative capturing diverse aspects. When it comes to UAE, the workplace is diverse and abundant with individuals belonging to different cultures and ethnicities. In such scenarios, data collection and integrating methods are difficult and complex. Several solutions exist to address the problems related to performance metrics. One of the solutions is to identify the need for qualitative and quantitative metrics related to talent management outcomes. Such strategies and frameworks are beneficial in reducing the challenges associated with concrete and immaterial constructs such as via surveys, peer feedback and other performance evaluation techniques in line with organisational goals. An additional solution is to incorporate reliable advanced technologies that can provide innovative solutions to the problems associated with talent management assessment and outcomes. For instance, Human Resource Information Systems (HRIS) can be incorporated to address various HR-related aspects including metrics assessment to judge talent management outcomes (Alomari, 2019). HRIS has several benefits including a centralised system that joins various aspects and data related to HR such as training data, career plans data and productivity-related data. Within the context of the UAE's public sector, this technology offers endless benefits to address and provide effective talent management solutions (Alomari, 2019). By integrating all HR data in one place, talent management can be effectively done using specific metrics that are detailed above. An in-depth investigation of talent management strategies and their influences on organisational and employee outcomes is suitable (Al Amiri and Shawali, 2021). HR professionals can also incorporate insights produced by HRIS to track and assess the progress of different training programmes and employee development practices (Alomari, 2019). This reliance on advanced technology is beneficial for the UAE public sector to implement talent development and

retention strategies. Similar technology is AI-driven semantic analysis. Insights from HR professionals reveal that AI has opened doors for inventions and innovations in the field of HR and talent management. The use of AI in talent recruitment and selection is not hidden and provides useful implications for HR managers to facilitate the decision-making process regarding selection and hiring (Dirani, 2018; Alomari, 2019).

Altogether, it is revealed that HR managers and professionals relevant to the study area present valuable opinions and perspectives related to numerous and multifaceted challenges. The most important one remains to be the implementation issues related to talent management and assessing its outcomes. This also includes selecting and incorporating effective evaluation metrics and understanding the necessity of collaborative efforts in talent management. These above insights directly from the experts and officials are useful in providing a rich representation of challenges and opportunities related to talent management initiatives and practices.

The empirical review suggests that while the TM in the UAE's public energy sector has evolved, most of the literature is still lagging behind in terms of critical analysis and synthesis and is dominated by policy discourses. Several gaps can still be identified, including the correlation between Emiratisation policies and digital readiness strategies, the efficiency of AI in the HR management systems in the bureaucratic environment, the long-term impact of leadership development programmes for internal mobility, and the extent to which the competency framework can be tailored for the specific institutional and cultural context of the public sector organisations. This study aims to fill these gaps by providing original, context-specific insights on how UAE-based for-profit public energy organisations put into practice, measure, and evolve TM strategies in a cultural heterogeneity, technology advancement, and state-driven human capital environment.

2.4 Talent Management Strategies

Talent management (TM) strategies are deliberate processes and procedures organisations use to attract, build, capture, and retain talent (Amushila and Bussin 2021). All these strategies are important in achieving the organisational objectives and sustaining competitive advantage in the ever dynamic business environment. It is important to comprehend the shift of TM strategies from the traditional to the modern approaches concerning the for-profit energy sector public

organisations in the UAE. As stated by Al Jawali et al. (2022), traditional TM tactics were mainly focused on the staff acquisition and staffing plans. Often these strategies work in silos; the HR departments are usually responsible for specific activities such as recruitment, training, and appraisal. Traditional TM also had a tendency of being tactical where it responded to talent needs as they arose and not as they would be needed in the future. Modern TM strategies, on the other hand, always approach talent management comprehensively and more anticipatorily. Amushila and Bussin (2021) stated that in modern TM approaches, talent management and its retention are always prioritised. It is for this reason that they know the importance of making employees acquire new knowledge and be part of the innovation process by embracing continuous learning. These strategies are quite distinct because they focus on linking talent practices at different stages of the employee's lifecycle to organisational objectives. Contemporary approaches to talent management focus on the organisational culture that considers talent management as an organisational responsibility rather than an HR domain (Nzonzo and du Plessis 2020).

New TM strategies also rely of technology and big data to assist with recruitment processes. Automated personnel management tools may provide organisations with real-time information about their workforce, reduce paperwork and enhance the applicants' experience. TM can be measured by using quantitative methods so that organisations can estimate talent requirements, high performers, and the outcomes of TM programmes They have done so due to the evolution of the workforce and the discovery that talent is a strategic resource that needs deliberate and proactive management (Datta et al., 2023). The evolution of these organisations to meet the needs of the workforce and the economic environment of the twenty-first century will be examined through this evolution in for-profit energy sector public organisations in the United Arab Emirates. Also, as was already stated, previous TM strategies were largely based on the recruitment approach, while the HR functions were often siloed (Kaur and Kaur 2022). While these may work, they may not be relevant for the modern workplace needs of the population. Talent management strategies of the contemporary world respect talent as a continuous process rather than a fixed entity. Contemporary TM approaches such as the RBV and SET are in tandem with managing the shift to systemic, strategic, and proactive TM solutions (Hermansyah et al., 2022). What must be understood is that these methods are only effective when used in accordance with the various specifications, goals, and even idiosyncrasies of each company.

2.5 Talent Management in Public Sector Organisations

The problems which are faced by the public sector organisations are not the same as the problems faced by the businesses operating in the private sector. In the words of Gallardo-Gallardo, Thunnissen and Scullion (2020), it is important to understand the specific characteristics of TM in the public sector. The need to balance the meritocracy as espoused by Agarwal, Agrawal and Dixit (2023) is one of the biggest challenges facing the public sector TM. There is a national drive towards the management and employment of UAE citizens in organisations and companies known as 'Emiratisation'. As organisations engage in this strategy, it is important that talent is acquired, trained and managed on merit and capability. To strike this balance, TM activities must be aligned to the national objectives and the process well managed. Budget constraints, as stated by Baporikar (2021), are often seen as the major challenge to the public sector. Public organisations, particularly those in energy, may be less resourced than their counterparts in the private sector. Some of the challenges that organisations face include; budgeting for competitive pay packages, training, and talent development. Public sector TM must consider how creative solutions can be applied to the TM initiatives in order to make the most of the available funds.

Regulation and bureaucratic challenges are also faced by public sector organisations, which may have an impact on TM (Turner, Prasojo and Sumarwono 2022). When selecting, elevating, or paying personnel, these organisations frequently have to follow strict rules, protocols, and deadlines. These limitations can limit the adaptability of TM practices and force HR managers to overcome administrative obstacles in their quest to draw in and keep top personnel. Additionally, a variety of stakeholders, including people, governmental entities, and oversight bodies, are held accountable by public sector organisations (Kayode-Ajala 2023). To keep the public's trust, TM practices must be transparent and equitable.

TM in the United Arab Emirates' public sector is influenced by both the national and organisational policies and the dynamic socio-economic environment (Al Awadhi and Muslim, 2023). Over recent years, the UAE has embarked on a process of human capital development through the UAE Vision 2030 and Emiratisation, which aims at developing competent UAE manpower especially in strategic sectors such as energy (Al Harthi, 2023). It is important to note

that these frameworks are not only long-term economic diversification strategies but also structural determinants of the nature of TM in the public sector organisations.

One of the peculiarities of the UAE public sector organisations, including those of the energy sector, like ADNOC and DEWA, is their dual social purpose. While on one hand, it is similar to private firms that operate with the motive of earning profits and on the other hand, it is more like non-profit organisations that work for the benefit of society, these state-owned enterprises have a dual responsibility of being commercially viable and being able to adhere to the policies formulated by the state (Bashar, Kumar and Ali, 2020). This results in a rather specific context of TM operations where the strategies have to be compatible with performance improvements and compliance with the regulatory and socio-political requirements. For example, the issue of implementing Emiratisation quotas into the workforce means that some changes are required in the recruitment, succession planning, and training that may not fit well with the meritocracy or efficiency-oriented practices of private organisations (Habbal, Al Falasi and ALNaiser, 2024).

The bureaucratic structures of public institutions including hierarchical decision-making, slow pace of innovation and procurement policies and procedures can prove to be a hindrance to the flexibility that is necessary for contemporary TM practices like digitisation and dynamic leadership supply chain (Saleh and Atan, 2021). These constraints are considerably different from the rather lean organisational structures characteristic of private companies where adaptability and market sensitivity are the key factors in talent management. This is compounded with the public energy sector where there is need to gain legitimacy among the government stakeholders and international partners that affects TM at strategic and operational level.

Other legal requirements, for instance, Emiratisation, affect TM at the systemic level (Al Shamsi, 2018b). These mandates are aimed at enhancing the nationalisation of the workforce and the reduction of expatriate labour, but they also give rise to strategic tensions between compliance and skills. This is because public energy organisations experience a challenge in meeting the technical human capital Emirati requirement to meet the operation challenges in the sector. According to Saleh and Atan (2021), this has resulted in the policy-driven approach leading to the early promotion of individuals who are not ready for the higher position or the use of the mere tokenism to conform to localisation—strategies that are not healthy for organisational capability.

In this regard, TM in UAE public energy enterprises is a function that is both strategically limited but highly essential for the organisation's mission (Semaihi, Ahmad and Khalid, 2023). It is expected that it will not only help to enhance the performance of the institution but also contribute to the achievement of other national goals. It is, therefore, important to determine how these organisations manage and balance such conflicting interests in order to evaluate their TM practices. This research adds to this understanding by exploring how the human capital in the UAE's profit-oriented public entities in the energy sector is being governed under the conditions of policy, profit and public interest.

2.6 The Role of Human Resources in Talent Management

Within organisations, notably those in the for-profit energy sector of the United Arab Emirates (UAE), human resources (HR) is crucial to talent management (TM). According to Kravariti and Johnston (2020), the HR division is crucial to the conception, execution, and management of TM strategies, acting as a link between corporate objectives and the training and development of a motivated staff. Since HR professionals regularly collaborate with organisational leadership to define current and future talent needs based on strategic objectives (Falletta and Combs 2021), their involvement in TM starts with workforce planning. To make ensuring that the organisation has the proper personnel in place to achieve its goals, entails analysing workforce demographics, skill shortages, and succession planning. Translating these needs into practical recruitment and talent acquisition strategies is the responsibility of HR professionals.

Aside from that, HR is in charge of managing programmes for leadership development, performance management, and other talent development activities (Atmaja, Zaroni and Yusuf 2023). HR specialists are essential in identifying high-potential individuals and giving them chances for professional development. Additionally, they promote internal knowledge sharing and ongoing learning to keep people flexible and adaptive in a setting that is changing quickly. The role of HR in TM is to ensure that employees are motivated and remain with the organisation and HR specialists are responsible for creating a positive attitude toward work. This encompasses formulating attractive pay and fringe benefits structure, staff – family support policies and addressing staff complaints (Bhatt and Sharma 2019). Talent analytics is also under the responsibility of HR to measure the success of TM projects, identify challenges of the TM projects

and to make evidence based decisions on the effectiveness of TM strategies. Moreover, as will be seen later, due to the nature of TM and considerations related to it, the role of HR in TM becomes more important. The main challenge of achieving Emiratisation goals while keeping the focus on the talent management approach is that HR professionals have to deal with numerous policies and regulations, as described by Plater et al. (2022). Also, HR is involved in the dissemination of TM practices that help to achieve organisational and national objectives for the sustainable development of these public sector organisations.

2.7 Conceptual Framework

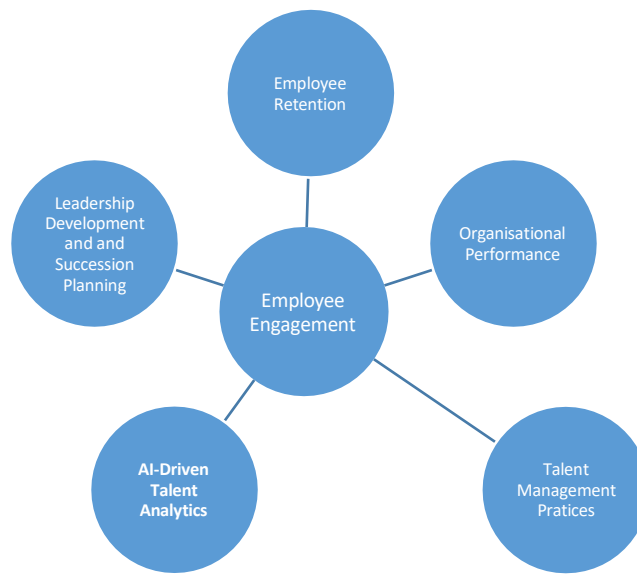


Figure 2.1 Conceptual Framework, Source: (Literature Review)

The theoretical foundation for this study comprises of systematic planning components such as succession planning and leadership development as part of the talent management system in the organisations of UAE's public sector. Leadership development cannot therefore be overemphasized as it has got a direct bearing on the ability of employee's retention, organisational effectiveness and sustainability. Surprisingly, it has also been observed that talent management requires formulated leadership development as well as succession management undertakings. The

literature review shows that companies having strong leadership development corridors and career management programmes have higher rates of employee turnover and organisational stability (Al Awadhi and Muslim, 2023). The preparation of future leaders has been of utmost importance for the UAE public sector, especially the government related organisations (Al Aina and Atan, 2020).

This model underscores the need for a framework for leadership development as one of the critical elements in the employee turnover and performance improvement. Developing leadership skills in high potential employees promotes continuity of leadership and organisational stability (Al Jawali et al., 2022). Also, the aspect of career advancement plans also helps to decrease the level of turnover because the employees have a clear path to follow in terms of their career progression within the company (Aburumman et al., 2020). To close the theoretical gaps, the improved conceptual framework is integrated into the current literature on structured human resource planning, leadership, and performance management systems. The literature review and empirical evidence show that CBEs, coupled with the AI-powered HR analytics, boost the overall engagement and long-term employment stay of the staff members (Aguinis et al., 2021). Therefore, changes to this framework include structured workforce planning, leadership development through artificial intelligence, and data-driven talent retention as the main principles of the contemporary talent management (Agarwal et al., 2023).

The framework comprises of several components that play important roles in the management of talent in UAE's public sector (Figure 2.1). First of all, talent acquisition and workforce planning help to attract and select the right candidates for the company's long-term workforce management. Leadership development and succession planning consist in having clearly defined administrative career tracks, management training and promotion to higher ranks. Also, performance management and staff retention require competency-based performance appraisals and other structured human resource metrics. The combination of talent analytics and AI in career planning helps to improve the career development and retention programmes. Moreover, the government policies and workforce stability especially the Emiratisation policies and the HR structured plans are critical in providing continuity in leadership and employees. Thus, the incorporation of these components in the conceptual framework provides a systematic way of improving talent management practices that is beneficial for both the organisations and the employees in the UAE's public sector

2.8 Literature Gap

Despite the increase in the interest of talent management in the existing literature, there are limited studies done on talent management in the context of the UAE's public sector for-profit organisations, hence the current study will fill a research gap. Prior research mainly concentrates on private organisations or government agencies with service delivery objectives, thus excluding the unique managerial and strategic issues that may arise in profit-seeking PSOs. This gap raises awareness of a research problem that aims at studying the talent management practices within such entities. The present research helps fill this gap by offering a focused discussion of the practices and approaches being used in these organisations, particularly in relation to the promotion of employee turnover, performance, and other objectives, including Emiratisation.

Despite the interest in defining the talent management approaches, literature has been described as fragmented, making it hard to apply it selectively in organisations. Al Aina and Atan (2020) and Al Jawali and others (2022) have reviewed talent management practices in UAE public organisations in general but no differentiation has been made between profit-oriented and service oriented organisations. This oversight does not take into consideration the fact that FPPOs function under different rules and regulation as profit making entities while being accountable to the public and being subjected to public regulations. These organisations are further challenged by limited funding, stringent rules and regulations, and the challenge of attracting brainy consciousness from the private firms. Because this study is limited to the for-profit public sector only, it provides the necessary depth to investigate these dynamics and, in doing so, it fills a gap in the current literature.

Furthermore, much of the literature focuses on talent management primarily from the private sector lens, while excluding the context of public sector organisations. First, Abbott (2015) and Singh and Sharma (2015) describe the difficulties of employing fluid and adaptable TM policies in highly formalised environments. However, these studies fail to expand on how profit-orientated public sector organisations can implement such strategies within their system. This research goes a long way in filling this gap by examining how these organisations can manage bureaucracy while sourcing and keeping human capital.

The second identified gaps in the literature include the absence of empirical studies focusing on differences between different types of organisations in the public sector. Prior research has

compared results collected from public organisations to those obtained from profit-motivated institutions without distinguishing them. For example, Jabeen et al. (2020) mention high turnover in those public organisations yet fail to explore reasons related to for-profit organisations. Likewise, Al Mheiri et al. (2021) also highlight the link between talent management practices and turnover, but, again, they do not offer a detailed assessment of how these problems affect organisations of varying types. This study resolves this issue by targeting only for-profit public organisations thus providing information regarding to this organisation type and their issues and prospects in talent management.

While talent management in the Middle East is still a burgeoning field, especially in the context of the UAE, there is clearly more scholarship on this issue in North America and Europe. Although few studies have been conducted on TM practices in the UAE for instance Alomari, (2019) and Dirani, (2018), they rarely addressed the PSAs with profit motives. This geographical and organisational gap highlights the importance of context-specific research that is sensitive to the UAE's socio-economic, regulatory and cultural landscape. In this study, the context targeted was the UAE's for-profit public sector, which further increases the study's relevance and usefulness of the findings.

This work is unique in its focus on the for-profit public sector as a subject of talent management research despite little attention being paid to this sector in previous studies. Developing a theoretical framework based on the Resource-Based View (RBV), Human Capital Theory, and Institutional Theory helps the study to establish a strong link between talent management practices and organisational performance as well as employees' retention. They not only advance the theoretical knowledge on talent management within public sectors but also offer valuable suggestions for organisational improvement.

Furthermore, the study makes a theoretical contribution for understanding national priorities like Emiratisation to investigate how for-profit public sector organisations can better manage human capital strategies for socio-economic objectives. This alignment is especially relevant in the UAE because the government focuses on nurturing talent to minimize the use of expatriate workers. Thus, the study fills an important gap in both the academic literature and the field of management practice where national policy intersects with organisational strategy.

2.9 Summary of the Chapter

Based on the literature review, there are some findings and gaps that have informed the purpose and conduct of this study. First, it has been identified that there is a lack of research studies dedicated to TM in the context of the profit-oriented public sector organisations in the UAE, especially the organisations operating in the energy sector. Second, despite the fact that leadership development and Emiratisation initiatives have been widely discussed, it is still unknown to what extent they enhance retention and internal mobility. Third, the use of AI-based workforce analytics is progressively increasing in public organisations; however, little research assesses their suitability in bureaucratic and policy-limited contexts such as UAE state-owned enterprises. Fourth, there is a lack of distinction in the literature between nonprofit government institutions and commercially oriented public enterprises, which complicates the identification of organisational and operational differences that define TM strategy.

The contribution of this research is based on the fact that it applies three theoretical frameworks, i.e. Human Capital Theory, Institutional Theory, and Dynamic Capability Theory that have not been applied simultaneously in explaining the operations of TM in an institutional context that is characterised by profitability, localisation mandate, and public governance. This tri-theoretical approach has not been used concurrently in the UAE's for-profit public sector, which is a valuable contribution to the literature and practice.

These insights are directly applied in Chapter 3 (Methodology) as they guide the research design and analysis of the study. These gaps, particularly regarding AI application, leadership pipeline results, and policy-driven limitations, define the thematic foci for data collection and rationalise the choice of qualitative and quantitative methods to understand how TM is regarded, executed, and assessed in UAE public energy organisations. In this way, the given approach is based on both theoretical and empirical requirements and corresponds to the objectives of the research.

To summarise this literature review chapter, several useful insights have become apparent to facilitate the research execution and outcomes. The research related to talent management within the context of public sector organisations in the UAE was reviewed. Talent management practices are explained within the chapter in terms of their background, the selected context, the purpose of the study and the outcomes that are expected from the research. The theoretical review of the study

reveals several theories that are closely connected to explain different aspects of talent management and its importance in shaping organisational processes. Theories like the competency-based model and employee value proposition established a competitive view of the employees as assets of the company. These theories suggest a competitive approach to employee development and training. Other theories like human capital theory, dynamic capabilities theory and institutional theory served to unveil the structural inconsistencies. In other words, as opposed to focusing on employees solely, these theories necessitate looking closely at organisational issues and processes for effective talent management. Altogether, these theories provided a substantial basis for understanding different processes and factors that shape talent management strategies and initiatives.

Moving towards the review of empirical and primary studies, the section is elongated to include diverse perspectives and views regarding talent management practices. Although the goal was to include studies published in the UAE context, the literature review has incorporated diverse perspectives and studies from across the world based on relevance to the topic more than just geographical elements. The empirical investigation unveils several ideas, factors and empirical elements relevant to the context of UAE public sector organisations seeking profits not just service provision. Several practices related to talent management have been assessed to identify specific factors that shape the effectiveness of these strategies and approaches. An overview of talent management in the UAE context revealed that the country has placed specific emphasis on developing and enhancing talent management practices across all sectors including the energy sector. A shift has been examined from incorporating strategies to reduce the overreliance on foreign workers. This is exemplified by the approaches and initiatives taken to increase local workers and invest in local talent to leverage sustainable methods. Among these initiatives is the Emiratisation Act and policy that foster and develop Emirati youth and nationals to increase their participation in the professional domain. Moreover, examining talent management practices related to profit-seeking companies, it was revealed that talented individuals are required at all types of organisations. For this reason, talent management practices are necessary and focused in all organisations to facilitate the recruitment, selection and hiring of talent. The UAE organisations are reviewed in detail and the resulting picture reveals several opportunities and challenges related to the domain of talent management within public sector profit-seeking organisations. Among the

primary aspects of talent management is the retention of employees, the scope of talent management moves beyond just acquiring and hiring talent. The real challenge begins when the talent has been hired within the organisation, this employee retention rates are found to be a significant concern within the research on talent management. Several studies have been found that stress the importance of incorporating measures related to talent management to ensure that hired talent remains committed to the organisation and serves to benefit the organisation. However, fewer researchers have extensively delved into talent management strategies that focus on talent management post-hiring. The chapter also includes a review of factors that shape and influence talent management within the public sector, it was found that bureaucracy and changing political dimensions are among the concerns. UAE organisations are found to be following bureaucracy, following structured processes and relying heavily on strict mechanisms of performance evaluation. This limits the chances of incorporating a flexible and agile framework that has theoretically proven to be useful for effective talent management that attracts long-term outcomes. As opposed to the private sector, the work environment in public sector organisations, within UAE and generally, is inclined towards strict procedures.

In light of the insights gathered from both the theoretical and empirical side of the literature studied it is argued that the extant research lacks a specific focus on public sector organisations when it comes to talent management. This is particularly true for organisations that seek profits instead of solely focusing on public services. The present study has stressed exploring the talent management practices within these public sector organisations specifically within the UAE, the work environment is different as compared to other organisations. The existing literature is found to be prevalently and dominantly focused on private sector research, the strategies to attract and retain talent management. As opposed to this, public sector organisations that have goals, beyond just providing public services, lack focus on employing effective talent management strategies. This has led to the problem of high turnover rates within this area, the theory and empirical side of the literature reveal useful insights to understand this problem in detail and propose solutions.

Overall, this literature review contains a discussion on talent management ideas, theories, empirical suggestions and implications relevant to the context of the UAE public sector. The information achieved highlights the current state of literature and separates the ongoing research from the already conducted investigations. The goal of understanding and necessitating the

emerging need to explore and examine talent management strategies is established. The chapter serves as the basis to provide an overview of what has been found and what still needs to be examined related to talent management in the UAE. The complexities involved with the existing primary studies including qualitative and quantitative methods have been highlighted to facilitate the completion of the next chapter. The next chapter is the methodology that details the available research methodologies to answer the identified research gaps and questions. An examination of these combined with insights from the literature review provides a path to conclude the main research findings, achieve the set research objectives and open doors for future endeavours.

CHAPTER 3: METHODOLOGY

3.1. Introduction

This methodology chapter is based on the three research questions of the study: The extent of TM adoption, TM effectiveness, and TM implementation in UAE for-profit public energy organisations. The research questions that are relevant to this study require a method that will allow the gathering of detailed and contextualised data from industry professionals practicing in environments that involve profitability, localisation requirements and bureaucratic systems. Interpretivism as the philosophical orientation of the study will permit an insight into the diverse, contextual social dynamics and views of talents management (TM) practices present in the UAE-based organisations in the public sector, especially within the energy sector. This strategy will be valuable especially because it will capture the influence of government regulation on TM mainly through Emiratisation and hybrid character of these organisations. Therefore, using interpretivism as the paradigm and inductive reasoning as the research approach, this study seeks to develop practice-relevant knowledge based on the accounts of the stakeholders rather than hypothesise and test. The use of qualitative research is appropriate to explain the socio-cultural factors and institutional factors that influence TM practices in a sector that addresses national labour policies and business concerns.

The section of the research documents how data regarding the research questions was solicited, analysed as well as interpreted. For the purpose of this study regarding the talent management strategies in public sector organisations in the UAE context, it is imperative to use a research methodology that addresses the factors that are relevant in the UAE public sector environment. This research employs a qualitative research method and an exploratory research method that aims at gathering data and then using the data to build theories. That is why this approach is valuable in the assessment of complex and contextually dependent processes such as talent management in the UAE where dynamics of the human resource depend upon organisational and cultural factors influencing the management of talent.

The methodology is also divided into several sections which are the research philosophy, the sampling procedure, sample size, data collection methods and ethical considerations. The study employs an interpretivist research paradigm to understand the participants' experiences and

attitudes. In an attempt to identify the participants who are likely to provide relevant information on talent management in public sector organisations, a purposive sampling method will be used. Purposeful sampling is a type of sampling that increases the likelihood of the study to get the input of significant stakeholders who have direct experience or are impacted by talent management practices.

3.2. Research Philosophy

Research philosophy has a significant influence on the research approach, the reality of the study and how knowledge is gained. This is because it is the theoretical framework that provides direction on the decisions made on the methodology and methods which will be useful in the achievement of the research objectives. To critically evaluate and compare the talent management strategies in public sector organisations in the UAE, the basic research paradigms positivism, interpretivism and realism are identified to determine the best approach suitable for the present study.

Positivism takes the view that there is an absolute truth out there waiting to be discovered, while on the other hand, interpretivism takes the view that there is no single truth that can be out there but rather different truths that are relative to the people's perception (Creswell and Poth, 2016). Realism is between these two, because reality is out there but the researcher sees it through the lens of social relations and meanings (Sayer, 1999). On the other hand, Interpretivism takes the Constructivism broader view, where knowledge is a social construction developed through the interaction between the researcher and the participants, and thus relative to the context and subjective (Lincoln and Guba, 1985). Positivism which has its ontological assumptions is based on the premise that reality is out there, concrete and tangible. It holds that there is a world out there to be studied and that the research facts can be observed and measured. Positivism states that knowledge is gained through observation and measurement and therefore, it is accurate and valid and can be applied in any situation (Collins, 2018). This objectivist epistemology is in tune with scientific research where certain propositions are put forward and conclusions are made based on data that have been gathered and can be repeated by other scholars (Robson, 2002).

Unlike positivism, Interpretivism stems from the relativist ontology which implies that reality is virtual and therefore constructed. This paradigm presupposes that reality is relative and hence different people may be said to generate different realities (Cohen et al., 2002). As for epistemology, interpretivism employs a constructivist perspective which means that knowledge is contextual and constructed through the interaction between the researcher and the subjects. Knowledge in this view is hence more so relativistic and ever-changing given the social, cultural individual and other varying factors (Denzin and Lincoln, 2011). Interpretivism employs quantitative data collection tools such as interviews, focus group discussions and ethnography, which makes the researcher understand the participants' view of an event. This paradigm is particularly relevant to the current research on talent management in the public sector in the UAE since the researcher can capture the social and cultural antecedents of the employee and the organisation, as well as the social relations that influence talent management practices. Interpretivism solves this problem by focusing on the views of the actors involved in or affected by talent management and producing data that are contextualised at the local level of these strategies. This approach suits the objectives of the current study since it makes it possible to study talent management practices in detail, bearing in mind things like cultural differences and economy (Smith, 2024).

The three paradigms are different in their ontological and epistemological positions and, consequently, in their methodological approaches. Positivism is based on the ontological assumption of positivism and the epistemological assumption of objectivism, reality is considered to be external and can be observed. While positivism has an objectivist ontology and a positivist epistemology, interpretivism has a relativist ontology and a constructivist epistemology. Realism is moderate since it affirms the existence of reality but also affirms that perception plays a role in the comprehension of that reality (Creswell and Poth, 2016).

For the purpose of this research, the interpretivist paradigm is the most appropriate approach to use since it seeks to capture the experiences and viewpoints of actors in the talent management process in the culturally and policy-constrained context of the UAE's public energy sector (William, 2024). Interpretivism is in tune with the study's aim of producing context-sensitive, useful knowledge that cannot be obtained by numerical generalisations (Acharya, 2024). Interpretivism allows the investigation of how TM strategies are influenced by cultural values,

legal requirements like Emiratisation and managerial initiatives in organisations that operate with both profit and public interest. Although positivism and realism are helpful under certain circumstances, the ontological assumption of relativism and epistemological assumption of constructivism under interpretivism are more appropriate for the purpose of this research, which is to provide comprehensive, qualitative understanding of human aspects of organisational behaviour in for-profit organisations in the UAE (Nickerson, 2022).

To enhance clarity, the three paradigms are briefly compared below:

Paradigm	Ontology	Epistemology	Methodology	Relevance to Study
Positivism	Objective reality	Knowledge is observable	Quantitative (e.g., surveys)	Less suitable – limited ability to capture cultural nuance
Realism	Objective but filtered	Knowledge via interpretation	Mixed methods	Moderately relevant but less focused on meaning-making
Interpretivism	Multiple constructed realities	Knowledge is co-created	Qualitative (e.g., interviews)	Most suitable – captures context, culture, and perceptions

By choosing interpretivism, the current study situates itself to examine the constructionist view of talent management practitioners in the environment influenced by government policies, economic objectives and cross-cultural teams. This decision is not only relevant to the nature of the research questions but also offers a suitable and adaptive structure for the multifaceted requirements of organisational research in the dynamic context of the UAE’s energy sector.

3.3. Research Approach

For this research, interpretivist paradigm is chosen because it focuses on the aspects like the context, changes, and human centric perspectives that are characteristic of inductive research. This method is more applicable when conducting exploratory research in talent management (TM) because the interviews may provide detailed information in regard to the study that assumes a

context-sensitive data. It aims at creating ground-up theories, which rely on the practical experiences of subjects, especially in the specific context of the UAE public sector. The inductive research is applicable to TM strategies based on the lens of lived experiences of the participants thus making them to understand better the socio-cultural issues influencing talent management practices in hybrid-public-private organisations in the UAE. This approach will not only assist in capturing the intricacies of the public sector in UAE, but will also guarantee that the research is context-driven so that a better elaboration of the actual situations of employees and stakeholders of the public sector organisations will be conducted. In that way, theories are produced using individual observations and information, and thus, such a method is especially helpful when needing to conduct a sensitive examination of the deep phenomena of talent management in the UAE, where the complexity of the sector demands a context-specific examination (Smith, 2024).

In the case of the UAE's unique social and economic landscape, there are such factors as a fast pace of development, a multi-ethnic population, and the process of globalization and nationalisation. All these factors combine to produce a public sector that is always pushing the boundaries of conventional thinking on talent management. As a research strategy, an inductive approach can capture the dynamic and situational nature of talent management and provide an understanding of the finding that a more structured and predictive deductive approach is not likely to capture or explain (Tracy, 2024). In this manner, researchers can come up with theoretical frameworks and knowledge that are directly related and useful in the context of the UAE and especially the public sector hence will help in the understanding of talent management in the UAE.

Due to the cultural differences, policies, structures and goals of the public sector as well as the goals of the individuals, talent management has a complex nature. While deductive research seeks to validate theories, inductive research enables theories to be developed from the data analysis through a better appreciation of contextual factors in talent management. This approach allows the researchers to capture the dynamics of the UAE's public sector which talent management strategies have to change in response to changing economic, political, and social contexts (Gioia et al., 2013). This is especially important in the UAE because the UAE has its unique talent management strategies which are informed by national policies like Emiratisation that aim at the improvement of the employment of locals.

In addition, contextually is a very important aspect of the inductive research approach. Best practice talent management techniques which would work in one organisation or cultural setting may not necessarily work in another. The UAE's public sector with its distinct organisations and employees, both Emirati and expatriates, presents unique management challenges that cannot be comprehensively appreciated without regard to cultural, organisational and policy factors. Hence, the application of an inductive approach to the context enables the development of research results that are not only theoretically relevant but also valuable for the context of the UAE (Eriksson and Kovalainen, 2015).

In addition, second, the inductive research approach is based on the perception, behaviour, and experience of the participants in talent management. This approach allows the researchers to study the business side of talent management and the nature of human factors concerning engagement, retention and subsequently the performance of the employees. Interviews, focus group discussions and ethnographic observations are useful in establishing the real-life experience of talent management, which helps in identifying the employees' wants and needs concerning the UAE's public sector (Silverman, 2021). This focus on the human element is consistent with the UAE strategy of entering the governance and stakeholders' interaction so that not only the results of the research are theoretically sound but also useful for the needs of the organisations of the public sector and their employees.

The other benefit of inductive research is that it comes up with participative knowledge because the stakeholders are involved in the research process to produce knowledge that is useful to them. Thus, this model of working supports the participatory potential of the UAE, which is expressed in the principles of partnership. This ensures that the findings of the research are not only in line with the existing theories but also have implications for practice in public sector organisations and their employees. By utilising the inductive approach, the participants are engaged in the creation of knowledge that is paramount to the adoption and continuation of talent management strategies (Bell et al., 2022).

In practice, an inductive research approach allows for methodological creativity because the researcher does not have to stick to a specific method and theory to research as the data is collected. This flexibility is important in research conducted in environments that are constantly changing

like the UAE's public sector which has talent management practices that are evolving to suit the external environment. Deductive approaches, on the other hand, are developed from a priori assumptions, while inductive research can be adjusted to the context of talent management in the UAE's public sector and, therefore, create theories that are appropriate for the context (Cunliffe, 2011).

Thus, the application of the inductive approach is particularly valuable in identifying talent management approaches in UAE public sector organisations and provides a people-centred and contextually grounded view of the phenomenon. Flexibility, contextuality, and stakeholder participation are some of the key characteristics of inductive research that underpin the practical applicability of the research outcomes and their usefulness to other stakeholders. This approach not only brings more academic value to the research but also fits well with the UAE's agenda of development and democratization, and thus aids in the formulation of proper and sustainable talent management strategies.

The reason for choosing the inductive approach in this study is to develop new propositions that can be useful for practitioners rather than to validate existing theories. Since the UAE's public sector is diverse, multicultural, and influenced by policies, inductive reasoning can be used to investigate how talent management is influenced by organisational culture, the Emiratisation policy, and the diversification of the economy in enterprises involved in the commercial activity of the energy industry. This is especially useful in capturing the complex nature of the interaction between social and institutional aspects in the TM practices.

Accordingly, the study does not aim at generating theory that can be applied universally but provides rich context that may be useful in policy changes, HR interventions and managerial decisions in similar public sector organisations. The participatory and emergent approach of inductive research also ensure that the knowledge that is produced is relevant to the environment and is an accurate representation of the experiences of stakeholders and the UAE environment.

3.4. Sampling technique

In this study, purposive sampling was chosen so as to include only those participants who have first-hand experience and strategic management responsibility over TM practices in UAE for-

profit public sector organisations. The semi-structured interview is in conjunction with the interpretivist methodology because these interviews allow the researcher to learn more about the subjective experiences of the HR professionals working in the public sector in the UAE. Such an approach enables one to learn how the TM practices are affected by complicated social, political, and institutional forces, and returns context-sensitive information rather than generalizable data. It is appropriate for the study because it is a qualitative and explorative research study, which means that the most relevant participants are those who can give detailed and context-specific information based on their roles in HR leadership, talent acquisition, and executive management.

The study explicitly states the non-participation of participants, such as non-participation and withdrawal, in order to increase the level of methodological transparency, which reinforced the credibility and ethical rigour of the sampling process. All 41 senior HR professionals were first contacted in the participant organisations. Among them, 30 consented to participate, 7 refused, and 4 did not answer despite three follow-up calls. The mentioned causes of refusal were workload pressures ($n = 4$), organisational policy limitations on providing interviews ($n = 2$), and the awkwardness of discussing internal HR practices ($n = 1$). Such non-participatory patterns are aligned with the access issues observed in qualitative HRM studies, especially in the state-owned or hybrid organisations, where confidentiality issues are high (King and Horrocks, 2023). The 30 participants finally used are thus an indication of the success of saturation and the greatest possible access that the participating organisations provided.

A total of 30 participants were purposively selected from key positions: 9 Directors of HR, 3 Deputy Directors, 2 Assistant Directors, 9 Managers of HR, and 7 Deputy Managers. These were chosen with focus being made on organisations with a profit-making nature and with social responsibilities such as ADNOC and the like. The screening criterion for the selection of participants was that the participants must have at least five years of experience in either strategic or operational human resource positions in the public sector organisations of UAE, who are involved in implementing national talent management policies such as Emiratisation.

In order to reduce selection bias, participants were selected according to a clear set of criteria based on the role, experience, and affiliation of the participants. This made it possible to achieve a diverse sample that captured the formulation, planning, and implementation of TM strategies. While in random sampling, the researcher might end up with participants who do not have adequate

knowledge about the phenomenon, purposive sampling allows the researcher to select participants who are likely to provide the best insight into the phenomenon of interest.

Furthermore, this approach was chosen based on cost and practicality, especially since the public organisations are scattered throughout the UAE. This was supplemented by the use of online interviews that eliminated issues of access and enhanced flexibility of participation. Notably, purposive sampling is suitable for the study because it will create an emic view of TM that is applicable to the policy environment and culture of the country.

Purposive sampling also known as subjective, selective or judgmental sampling is a non-probability sampling technique in which the researcher himself or herself chooses the sample based on certain characteristics that the researcher has defined concerning the purpose of the study (Vehovar, Toepoel and Steinmetz, 2016). The purposive sampling used in this context of a research study is the result of several reasons based on definite research requirements. For the problem of research, the complexity of the subject necessitates discerning in terms of talent management solutions appropriate for the unique environment of public institutions in the UAE. Purposive sampling is useful in research where certain knowledge is necessary because the researcher can select participants according to their job title, position and interest in the given topic. For instance, in this study, the population of interest are selected from areas like human resource management, talent acquisition and senior executive positions within the public domain. These individuals are most probably going to have practical experience in talent management policies hence their contribution will be vital (Rahman, 2023). As a result, the purposeful sampling provides the researchers with access to participants whose knowledge contains the ideas and experience relevant to talent management practices such as professional sectors. In this regard, the research study seeks to provide insight into the various talent management practices that are used in different public sectors within the UAE by identifying such personnel.

To do this, the research should focus on key personnel through interviews with human resources managers, talent acquisition experts, and senior-level executives as these individuals, bring these key insights that capture the diversity and complexity of creating talent management strategies in the public sector.

In addition, the use of purposive sampling has been informed which links with the qualitative nature of this study. The qualitative research in question looks for the overarching themes and patterns within the human being, instead of trying to project the results to other populations (Lamm and Lamm, 2019). Purposive sampling also fulfils the criteria of qualitative research as the study seeks to explore and describe rather than predict and explain, and thus the data is often detailed and comprehensive rather than statistically representative (Lamm & Lamm, 2019). With this in mind, the focused sampling technique will bring into focus participants who offer diversified constructive views on talent management policies that will subsequently improve the depth and significance of data collected from the interviews. Additional fact in favour of purposive sampling is that this sampling is seen in both its efficiency and cost-effectiveness (Rahman, 2023). The incidental nature of purposive sampling can be suited to researchers who can specifically identify the participants and recruit them by criteria for the said case study. This not only makes the recruitment process more efficient but also allows one to dedicate fewer resources to the "casting net" to catch a large and heterogeneous network of research participants (Buelens et al., 2018). Moreover, the online interview helps in the practicality of purposive sampling in many ways, such as overcoming the barriers of location and it assists by enabling communication with those participants who work at different public sector organisations across the UAE.

Although this sampling kind has many benefits that may be worth mentioning it is necessary to mainly concentrate on its disadvantages as well. Nonetheless, there is a major drawback with purposive sampling. However, there is a possibility of selection bias because the researcher selects participants based on his/her judgment (Pace, 2021). This issue needs to be addressed, whereby the researcher's judgment may directly or indirectly put bias to the exclusion of the participants, leaving a distorted image of the perspectives (Pace, 2021). To deal with the risk that can occur during the process of selection of suitable participants, the research team will develop criteria where the selected individuals would be carefully and transparently chosen, based on their degrees of expertise and a diversity of their views that will allow them to provide holistic perspectives on talent management strategies. Therefore, this study has been deliberately designed to use purposive sampling to be able to create a more realistic picture of the participants being highly educated and knowledgeable within the given organisations. This type of sampling not only adheres to the quantitative nature of the research but also allows for the expenses and time dedication

(Lehdonvirta et al., 2021). Furthermore, the researcher has ensured that the participants recruited are spread across different offices within the public sector to capture different views on talent management within different organisations. This diversification increases the validity of the study and also enables the presentation of a more comprehensive picture of talent management in the UAE public sector. The second weakness of purposive sampling is that it is not very representative of the population. Although this approach can be used to generate rich qualitative data, the results of this study cannot be generalised to the general population. However, maximising diversity by selecting participants from different departments and different positions within the public sector. This attempt to provide a wider range of views might serve to enhance the generalizability of the findings even though the study may not aim at achieving a true population estimate (Palinkas et al., 2015). The findings from this purposive sample can be generalised and applied to the UAE's public sector organisations and may be useful for other Organisations situated in the UAE or similar cultures and contexts.

In qualitative research, the first aim is usually to identify general themes and patterns which can help to understand a certain subject (Creswell and Poth, 2016). Thus, a purposive sample allows the researcher to focus on particular dimensions of talent management, namely the issues related to the attraction and retention of talent in the UAE within the context of the UAE's socio-economic and cultural environment. Through focusing on participants who have had direct experience in these areas the research can generate findings that are both meaningful and useful in practice.

Purposive sampling is also extremely cost-effective, particularly in qualitative research studies which require interviews or focus group discussions. For that reason, the researcher can look for individuals with specific characteristics and guarantee that the collected data is relevant and valuable without spending a lot of time and energy on managing big and heterogeneous samples (Buelens et al., 2018). Moreover, by combining particularistic sampling with online interviews, the study is expected to provide practical findings that are essential for developing effective strategies for staff management systems of public institutions in the context of the UAE.

Thus, purposive sampling is appropriate in this study because it is in line with the study's qualitative, and exploratory nature. This approach helps the researcher to be able to get information from people who are directly engaged or have an interest in the talent management strategies in

UAE public sector organisations. The use of purposive sampling in the selection of participants in this research enables the generation of rich and contextually appropriate data on talent management practices for the contribution to the existing literature.

3.5. Sample Size

Sample size is one of the most important factors that should be taken into consideration when designing a qualitative research with the intention of getting as much information as possible with the least frequency of generalising. This research seeks to understand talent management practices in the UAE public sector organisations particularly energy sector. Considering the above-discussed context, the selected sample size has been determined with reference to depth, diversity, and feasibility.

Justification: Diversity and Relevance

The sample comprises a broad range of professionals in various fields including human resource management such as HR directors, deputy managers, and assistant directors. These people work from public energy sector departments only, which are important to the study of strategic talent management. The selection is intended to provide a broad spectrum of the practices, perceptions and organisational issues related to talent management in the diverse parts of the UAE's public sector. The inclusion of both strategic and tactical positions in the research sample guarantees that both strategic and tactical insights will be obtained.

Data saturation was applied as the principle used to determine the number of interviews, which was observed throughout the fieldwork period. The level of saturation was deemed to have been achieved when no new themes, patterns or insights were being added as a result of the further interviews, and when further respondents were repeating most of the points that previous respondents had already made. This was done in the 27th interview but three more interviews were done to ascertain thematic stability and to assure that different organisational units were represented. Further data collection was not considered necessary at this stage (30 interviews), which is aligned with recommendations that the saturation is usually reached after 20-30 interviews in case of a relatively homogenous group of participants (Saunders and Townsend, 2023; Hennink and Kaiser, 2022).

The purposive approach ensures that respondents have first-hand experience in handling human capital issues and making decisions on them. It is important to obtain specific information from the practitioners who have a direct responsibility for recruitment, development, and retention. It ensures that the information being developed is based on real world practice which is very helpful in explaining the relationship between Emiratisation, workforce localisation, and digital transformation and talent policies.

According to the research design of this study, the study is more focused on depth than width in terms of representation. According to McNeish and Stapleton (2016), the size of a sample in qualitative research does not have to be large but more important is the quality of the data collected. The participation of middle and top managers also ensures that the research incorporates both the strategic and the tactical perspectives.

Theoretical Saturation: Achieving Depth over Breadth

The two most important factors in deciding on the sample size in qualitative research are the theoretical saturation. This refers to the point where data collected does not reveal new information or ideas that are of concern to the research questions (Guest et al., 2006). Due to the focus of this study, which is talent management in for-profit public entities in the UAE, it can be reasonably expected that saturation will be reached with the selected sample, provided that the participants' roles and sectors are diverse.

Lin (2018) has pointed out that thematic saturation becomes more applicable when the study is seeking to understand multifaceted organisational behaviours and processes within a given context. The process of qualitative research is cyclical in nature, which enables the researcher to review the themes as the research progresses. In this study, the interviews will be semi-structured, and interviews will only cease once there are no further new patterns of experience to identify thus ensuring that all the themes of the participants are captured.

It is important to attain saturation with a reasonable sample size not only for the validity of the analysis but also to minimize the repetitiveness. The current sample design is consistent with the proposed goal of getting fine-grained insights into organisational processes in a certain cultural and economic context while avoiding oversampling or overburdening with questions.

Practical Considerations: Feasibility and Efficiency

One more factor that is of concern in determining the sample size is the availability of resources and the practicality of the study. The dispersion of the public sector organisations in the UAE and the time constraints of executives in the senior HR positions called for practicality. Online interviews can also be very effective in data collection, especially when the study involves selecting a number of participants who can provide a lot of information (Lakens, 2022).

The time consuming process of conducting interviews, transcribing the data, and coding the data also requires a careful consideration of the number of participants to be included in the study. The use of this scale is that it provides the researcher with an opportunity to get to know each interviewee better and ask him/her additional questions if necessary. This is important for talent management because talent management is a phenomenon that is located in cultural, institutional, and political contexts (Body, 2016).

Moreover, purposive sampling in this study is guided by certain criteria that assist in the selection of participants who are in a position to implement or supervise talent management practices. In the study, Rahman (2023) pointed out that the rationale for the selection of purposive sampling that focuses on people with certain competencies or experiences enhances the validity of the qualitative results particularly in practice-oriented research. This is also in concordance with Lamm and Lamm (2019) who noted that, qualitative research should emphasize on relevance and understanding rather than sampling generalizability.

Although it is important to note that the results of this study may not be generalised across all public sector organisations in the UAE, the purpose is to provide theoretical generalisation. In other words, the patterns and themes described here are expected to be relevant to other entities engaged in similar socio-political and economic environments, especially those organisations that are facing the challenges of generating profits while operating within the constraints of national policies.

A Context-Driven, Depth-Oriented Sampling Strategy

The sample size that has been used in this study is appropriate in terms of depth, variability of the participants and feasibility. This is in line with the epistemological and ontological assumptions

of the interpretivist paradigm and the inductive research approach since it deals with context and meanings. The aim, therefore, is not to generate findings that could be generalised but to give a detailed account of how talent management is being done in the culturally diverse and policy restricted environment of the UAE's public sector.

The study uses purposive sampling and focuses on theoretical sampling which makes the process of data collection systematic but not selective in terms of the participants' experiences. Not only does it increase the reliability of the research findings, but it also increases the relevance of the research findings to guide the formulation of talent development policies and frameworks in similar organisational contexts (Marshall et al., 2013). To sum up, the chosen sample size is optimal for a highly qualitative, context-sensitive and applied study in the area of talent management.

3.6. Data collection

Various data collection methods can be integrated into research conduction, however, for the research at hand, online interviews were chosen as the major data collection method. Several factors contribute to achieving the research's objectives and practical aspects using this mechanism. The first reason for this selection was that there was a lack of feasibility in reaching out to the participants offline (de Villiers et al., 2022). Researchers cannot get hold of the participants in person because they are scattered across a wide area. Public sector organisations specifically energy companies in the UAE have a wide variety and their branches may cover different regions of the country. Similarly, implementing the same old way of face-to-face interviewing brought in many logistical issues and could be a tedious task as it would take a lot of time to reach out to the participants who are located in different places. Hence, through online interviews, there was no need for the interviewing team to visit candidates with the capability of gathering information without making compromises in the representation of various organisations and sectors (Saarijärvi and Bratt, 2021). Additionally, online interviews reflect the comfort and applicability of both researchers and interviewees. This feature was designed to allow participants to take part in such interviews through their environment and save on travel time or having to displace their work schedule, so they can continue working even during the interview process. Such convenience factor generally becomes key when the intended cohort were managers in public

sector organisations whose busy schedules mean that, under it, their participation becomes highly uncertain and response rate increases. In addition, the online interviews allowed a more flexible schedule, and the researchers could adjust the appointments for the participants depending on their availability, which was considered a distinct advantage to the fixed-time face-to-face interviews (Opara, Spangsdorf and Ryan, 2023).

Finally, because the researcher used online interviews and the research method applied was qualitative, the purpose of such interviews fitted well with the thematic part of the research method (Lo Iacono, Symonds and Brown, 2016). The research of qualitative type strives to uncover complex phenomena with thoroughness, and the sensitivity applied to the data collected allows to capture their subjective nature as seen through the participants' eyes (Mirick and Wladkowski, 2019). Through online interviewing, any participant could express their thoughts and ideas freely and openly, which enhances interaction and allows the researcher to identify multiple perspectives that will pave the way for further in-depth analysis of talent management approaches in public sector organisations. The interactive aspect of virtual interviews allowed researchers to put questions in the follow-up and get responses amplified, thus adding depth and completeness to qualitative data (O'Connor and Madge, 2017).

Besides, conducting interviews online was a practical option that may result in the reduction of expenses and an increase in the efficiency of the personnel and the process itself (Irani, 2019). Disposable of the expenses tied to transportation, hotel, and the place hire, online interviews were a relatively small investment. An important aspect of this cost-saving advantage is the fact that it is particularly beneficial for the conducting of research projects with limited budgets, therefore the money was spent on other study activities, such as collecting data and its analysis. Additionally, online interviews offer scalability features that were enabled by the use of online communication tools such as digital devices, software tools, and the internet. This allowed researchers to reach both geographically diverse and large pools of participants within an allocated period thereby contributing to extensive and comprehensive data collected as part of studying a topic. It was just as important to know about the downside of conducting an interview online. The first problem was the absence of non-verbal cues as such that might affect how people react to the questions of others. One of the disadvantages of face-to-face interviews was the lack of anonymity which might hinder the quality of the data (Weller, 2017). Researchers, therefore, utilise methods like posturing and

active listening to foster an environment conducive to open communication. Moreover, technical problems like internet connection problems and audio/video quality problems might emerge during the online interviews, which, by and large, may cause the interviews going not efficiently (Engward et al., 2022). Researchers who may encounter this setback can carry out some pilot interviews to ensure that the online platform is operational and solving any technical problems early enough. Thus, it was highlighted that the use of online interviews as the main data-gathering tool in the course of the current research project served as a strategy as it was quite convenient, flexible and appropriate from the point of view of qualitative research principles. Granting them the opportunity to share their experiences from different perspectives, the researcher can overcome geographical barriers, and offer convenient participation and rich qualitative data, which help in revealing complexities of talent management strategies within public sector organisations. Referring to the existing restrictions of online surveys, people involved in this type of research can benefit from the know-how of this approach to a deeper and more comprehensive understanding of the topics under discussion.

The interviews for this study were semi-structured, which was useful for standardising the procedure while also enabling the researcher to follow leads in the interviews. The interviews were conducted with 10 questions for each participant, which were open-ended and aimed at identifying the current state of talent management adoption, its effectiveness, and the main issues faced by organisations in the UAE for-profit public sector. To ensure the reliability and depth of the data collection process pilot interviews were conducted before the actual interview sessions to check the technicalities and to plan the strategies to be employed in the interview.

In order to ensure the credibility of the data, all the interviews were conducted with the participants' permission and were recorded, and later transcribed in detail to ensure that all the narratives were captured as they were. When there were technical difficulties or uncertainty in the responses, additional questions were asked to the participants. Some of the strategies employed at the beginning of each session include the use of icebreakers to encourage the participants to be receptive and willing to express themselves.

Besides, the researcher employed follow-up questions, including self-generated questions and questions of clarification, to get further details and exhaust the answers. To reduce the bias of lack

of non-verbal communication in online interviews, the vocal intonations and silences were considered and the researcher ensured to maintain eye contact as much as possible. These were done before the actual study in order to determine the technical aspect of the interview and the kind of questions to ask which helped in enhancing the quality and quantity of data collected.

3.7. Data Analysis

In this research, thematic analysis as described by Braun and Clarke (2006) was adopted as the main approach for the analysis of the collected qualitative data. This was especially useful in identifying patterns of meaning within the large textual interview data, which was particularly useful in a study of the adoption, success, and strategic application of talent management (TM) in the for-profit public sector organisations in UAE. Thematic analysis was appropriate for the study as coding and the process of identifying themes were not based on any theory. In the first stage, open coding was used to identify detailed information from the participant's accounts, while axial coding was used to establish more general categories.

NVivo software was used to help with coding since it facilitated a systematic way of categorising, naming and searching for segments of data. Tools like node creation, coding stripes, and visual mapping were helpful in identifying recurring themes, comparing and contrasting different stakeholders' views, and revising the hierarchy of themes. In particular, NVivo helped to generate the thematic maps and to visualise the connections between the answers of the HR directors, deputy managers, and executives of several public entities.

In order to ensure the validity and reliability of the study, the following measures were taken: To ensure validity of the data collected, member checking was done whereby some of the participants were asked to go through the summaries of the interviews conducted on them. To make the study easily understandable and to make sure that all the findings are traceable, documentation of all the coding decisions and the development of the themes were done. Peer debriefing was also conducted whereby the researcher discussed the analysis of the data and the coded results with other academics and supervisors to ensure that the conclusions made were accurate and consistent.

This study adopted an inductive thematic analysis with the help of NVivo and aimed at identifying the ways in which TM strategies were understood and perceived by the key stakeholders in the UAE's culturally diverse and policy-constrained public energy sector.

The thematic analysis method is particularly suitable for analysing the interview material; the objective is to reveal the participants' attitudes toward talent management practices in public organisations. It also provides the freedom of achieving a consensus, a factor that makes the use of thematic analysis particularly useful in establishing the various experiences across the participants. Furthermore, thematic analysis is not as confined as some theories would be which provides it with more flexibility when dealing with research questions. This was important for this study because it sought to uncover various angles of talent management, namely, adoption, effectiveness and proposed solutions.

Thematic analysis is a methodological technique applied to the analysis of qualitative information flowing from different sources employing specific sorting and comparison of textual data for identification of the typical topics, usually patterns, and codes (Castleberry and Nolen, 2018). It is in that case that thematic analysis offers a systematic yet flexible framework that allows unravelling the different views and opinions about the strategic management philosophies that the respondents have presented during interviews. For example, the researcher will detect scholarly themes or issues sometimes hidden from a clear eye by using thematic analysis. The thematic coding and analysis of the transcended interviews will aid researchers in spotting similarities, contradictions, and emerging guidelines, to be agreed upon, regarding the adopted talent management strategies across different levels of the public sector and its various sectors. This systematic way of doing things makes the data analysis process more and more reliable and rigorous, therefore, what researchers finally get is based on evidence and not just anecdotal information (Elliott-Mainwaring, 2021). Additionally, through thematic analysis, researchers can maintain a level of objectivity and fairness by presenting their observations in the qualitative data analysis. Researchers can follow different techniques through predefined coding schemes as well as through the use of analytical frameworks and systematically organise the interview data without having to select what they would like to find (Cassol et al., 2018).

NVivo software boasts several features that will facilitate the study. The first thing to mention is that its user-friendly interface and also the intuitiveness of the features made it available to research assistants regardless of their level of expertise in qualitative data analysis. In contrast to these traditional approaches, more flexible software tools offer researchers the ability to easily navigate through the software's functions in order to obtain informative results from the interview data. Furthermore, NVivo's conformity with numeral data formats, text, audio, and video facilitates the researchers to use one platform for all formats of different types of qualitative data they intend to collect during their research.

In addition, NVivo offers a comprehensive toolkit for deep and iterative purposes involving interview data through features such as advanced coding and search functions (Bonello and Meehan, 2019). Through approach, researchers can come up with hierarchy seeking multiple coding systems, different types of coding frameworks and thematic analyses of the complexities and the nuances of public sector organisations in the UAE context. The NVivo adaptability helps researchers change their style of analysis based on the progression of the research questions and current discoveries. It enriches the data analysis to produce the desired outcomes.

Thematic analysis with the use of NVivo has its advantages. Yet, in the same line, one should not ignore the probable weaknesses of this type of analysis. Textual data materials might become problematic for the application due to the inability to capture non-verbal cues and contextual complexities i.e. interview transcripts (Nowell et al., 2017). In the next place, the connectivity of the data analysis is dependent on the type and profundity of the data collected during the interviews. These limitations will ensure the application of strategies such as member checking and triangulation with the aim of enhancing the validity and reliability of the data analysis process (Sabharwal and Miah, 2021).

To summarize, the thematic analysis based on the NVivo software is the preferable option for the research study to discern the core themes and areas of interest by providing representative data. This technique of analysis would greatly contribute to the credibility and reliability of the research findings. Since NVivo enables to employ both thorough and iterative exploration of the complexity of talent development strategies in public sector agencies the subject of the research can be

unveiled from a deeper standpoint. Subsequently, such perception of the problem is highly instrumental in the development of insight into the problem.

3.8. Reflexivity

Qualitative research presupposes reflexivity because it involves constant critical awareness of the influence of the professional background and social identity of the researcher and their positionality on the research process (McCormack and Stacey, 2022). The profile of the researcher as a Talent Management (TM) practitioner in the UAE, albeit in a different industry, was bound to have some bearing on the choices made concerning access, data collection and interpretation. The transparency and reliability of the methodological approach is enhanced through a reflexive account of these influences.

The professional experience of the researcher in TM in the UAE offered a lot of contextual, technical information to the study. This involved also being conversant with HR processes, localisation of workforce policies, career development systems and organisational structures prevalent in both the private and public-sector organisations in the region. This insider knowledge often improves the quality of qualitative interviews by allowing more refined probing and more in-depth interpretation of terminology and experiences of the interviewees (King and Horrocks, 2023). It is also more prone to producing more trust, particularly in the elite interview, where the participants have the perception that the researcher is able to grasp the intricacies of the internal HR predicament (Harvey, 2022). In this research, the respondents seemed at ease talking about sensitive matters like lapses in succession planning, pressures of Emiratisation and bureaucratic limitations since they saw the researcher as somebody who had a practical experience with such dynamics.

However, such professional proximity presents possible challenges. A researcher who has acquired an HR experience can be unintentionally inclined to interpret data in terms of standard TM frameworks or normative assumptions that are held within the circles of practice. There is a threat of strengthening existing professional narratives among insider-practitioners, scholars have pointed out, unless it is planned by practicing reflexively (Da Silva, 2023). The researcher reduced this through systematic reflexive methods, such as drafting analytical memo, recording instances where personal assumptions might have influenced interview questions and re-reading un-coded

transcripts to be certain that emergent themes were a voice of the participants and not a preconceived notion of the researcher.

Field interactions were also influenced by social identity of the researcher. Since I was interviewing older professionals as an HR executive, power imbalance was inevitable since most of the HR executives interviewed held senior positions. The dynamics in age may affect the openness of the participants, and in some cases, the responses become more restrained or formal (Brown, 2022). Gender also played a critical role. Being a male researcher and interviewing HR professionals in the UAE, gender relationships sometimes affected the patterns of interaction during the interview especially when questions were raised about the workplace practice and organisational culture. On the other hand, a particular group of male participants used the explanatory or paternalistic communication style, which aligns with the patterns of interaction that are gendered in qualitative studies of HR (O'Connor, 2022). These forces were prevented by keeping the questioning neutral, showing respect to the expertise of the participants and making the interactions of the interview remain balanced.

One more factor that affected the research was the professional networks of the UAE HR community. Not all the participants were close colleagues, but some of them were linked by broader HR forums and industry professional associations. These indirect links tend to help access in elite interviewing but can also elevate the chances of socially desirable answers (Liu, 2023). In order to reduce this threat, the issue of confidentiality was stressed several times, and questions were phrased in a way that would promote rather than promotional answers.

The fact that the researcher had been living and working in the UAE long enough helped in creating cultural and contextual familiarity that helped in the process of interpretation of responses to nationalisation policies, organisational culture and workplace norms. Although this kind of contextual knowledge enhances the interpretive richness, it can also diminish critical distance. Reflexive scholars are also worried that when we know too much of a system, it may become normalised and must be subject to critical analysis (McCormack and Stacey, 2022). To address this, the researcher actively tried to find divergent cases in the process of coding, juxtaposed the emerging themes to international literature and incorporated opposing participants perspectives so as not to support the popular HR accounts in the UAE.

In a word, positionality of the researcher affected various phases of the research process- access to analysis. The study was able to ensure methodological rigour by explicitly recognising these influences and using mitigation measures, including the use of memo-writing, triangulation and cautious interview management, which increased the credibility of the study results.

3.9. Ethical Considerations

Informed Consent

The participants in this study were sent an information sheet that explains the objectives, the nature, and the procedures of the research. Informed consent was sought before the participants engage in any activity through a consent form. Issues of ethical considerations such as free will of the participants, cultural sensitivity, and data safety were put in emphasis so that the study was subjected to ethical integrity. It was explained that participation is voluntary in this study and that the participants could withdraw at any time without any consequences. Besides, they were briefed that the interviews would be audio-taped only with their consent. Participants were also informed that the study is concerned with TM practices in for-profit public sector organisations including ADNOC, Etisalat, and Emirates NBD and that they would be invaluable in establishing TM in the UAE's public sector environment.

Anonymity and Confidentiality

Due to the sensitivity of talent management strategies in organisations, the issue of anonymity was observed. All names, positions, and organisations were replaced with participant codes (e.g., T1, T2). Interview data was stored in encrypted files and was only accessible to the researcher and the supervisors. The data and information collected in this study was not used to reveal the identity of the participants in any form, in any publication or presentation of the findings of this research. All data handling procedures implemented adhered to GDPR and UAE data protection laws.

Voluntary Participation and Power Dynamics

To avoid any issues of coercion, especially considering that some participants were in senior positions such as in the HR department, voluntary participation was stressed in all communications. Participants were informed that their decision to participate (or not) in the study would not have any impact on their employment or position in their workplace. Interview questions

were not leading, so participants were able to express themselves without much influence from the interviewer.

Cultural Sensitivity

Since the UAE is a multicultural country with unique cultural practices and etiquette, the researcher ensured to be polite in the language used, dressing code, and behaviour during the conduct of the study. The interview questions were asked in a polite manner and the researcher did not assume any bias based on the organisational structure, gender or nationality.

Researcher Integrity and Ethics Approval

This research adhered to the principles of the researcher's integrity and ethical consideration. The study participants were made aware of the planned use of the data collected and the sharing of results. Participants' consent to participate in the study was also sought and the study was approved by the ethical committee of the affiliated academic institution before the data collection was conducted. The researcher declared any conflicts of interest and conduct the research to the best of the professional standards.

Data Protection and Storage

All the collected data such as the interview recordings, the transcriptions, and the coded datasets were saved in encrypted, password protected, devices. These documents, for instance, consent forms were stored in the University's Cloud storage. At the end of the project, data were backed up according to the research data management policy of the University.

3.10. Summary

This chapter described the methodological approach used in the study of talent management strategies in UAE for-profit public sector. The study uses interpretivism as its epistemology and inductivism as its methodology and is a qualitative research that is exploratory in nature which uses online semi-structured interviews. To ensure the study is relevant and data-rich, 30 participants from various Human Resource departments of different public energy organisations including ADNOC, Etisalat, and Emirates NBD were purposively recruited.

This methodology is well aligned with the research questions: it facilitates the exploration of current TM adoption (RQ1), its perceived effectiveness in achieving retention, performance, and leadership outcomes (RQ2), and the generation of practical recommendations for improved TM implementation (RQ3). Measures like informed consent, participant's privacy and cultural sensitivity were observed.

The chosen approach assisted in making the results more realistic and applicable to the stakeholders and also considered the cultural and policies of the UAE. The findings of this study are based on interviews conducted with 30 stakeholders from the UAE public energy organisations.

CHAPTER 4: DATA ANALYSIS

4.1. Chapter Introduction

The chapter covers the research objectives and the study findings on talent management practices in the UAE among public sector organisations. In this study, the exploratory research design was used hence the study used thematic analysis of the interviews with the sampled participants who were working in different organisations. The thematic analysis indicated areas of talent management adoption in the identified public sector organisations; the success of such practices and overall recommendations of improvement of talent management.

4.2. Thematic Analysis

In conducting the thematic analysis, the approach articulated by Clarke and Braun (2017) was followed whereby they undertook a six-step process of the thematic analysis. As shown in Figure 4.1, the main steps include data familiarisation, searching codes, developing initial themes, reviewing themes, naming final themes and reporting the findings.



Figure 4.1: Thematic Analysis Framework, Source: (Clarke and Braun, 2017)

The thematic framework is useful for conducting the analysis using a clearly defined process. However, an interactive as opposed to a linear approach was used to analyse qualitative data. This method was very helpful in that it provided a systematic approach, which began right from familiarisation of the data to developing themes and the writing of the report. The steps are outlined below and how they were applied in this research is explained as follows.

Step I: Familiarisation with the Data

The first one included going through the interviews several times to get acquainted with the data. The final thematic table is presented later in this chapter, alongside a detailed discussion of each theme. Upon further familiarisation, the participant's demographics were revealed. A diverse range of participants was involved in the study, including human resource directors, assistant directors, and deputy directors from public organisations. The demographic analysis showed that participants varied in age, gender, and experience, with years of experience ranging from 5 to 30 years. This diversity provided a broad perspective on talent management practices, with both male and female participants contributing insights on leadership development, performance management, and employee retention strategies. Interestingly, despite the range of organisations and experiences, there were common challenges identified, such as difficulties in aligning talent management practices with strategic goals and the need for more flexible development programmes

Table 4.1 shows the analysis of participants' demographics revealed that more experienced participants, particularly those with over 15 years in HR, were more likely to discuss strategic alignment and the importance of succession planning, while those with fewer years of experience emphasised operational issues, such as performance management and employee engagement. This suggests that the level of experience influences how HR leaders approach talent management in the public sector.

Table 4.1: Participants' Demographics, Source: (Author's Contribution)

Participant Code	Age	Gender	Experience in Years	Designation.
T1	45	Female	8	Director HR
T2	47	Male	13	Director HR
T3	43	Male	12	Director HR
T4	39	Male	8	Deputy Manager HR
T5	36	Male	5	Deputy Manager HR
T6	42	Male	7	Deputy Manager HR
T7	35	Male	5	Deputy Manager HR
T8	40	Male	5	Deputy Manager HR
T9	44	Male	9	Deputy Manager HR
T10	44	Female	6	Manager HR
T11	49	Male	9	Manager HR
T12	40	Female	10	Director HR
T13	30	Male	6	Manager HR
T14	33	Male	9	Deputy Manager HR
T15	31	Male	5	Deputy Manager HR
T16	45	Female	20	Manager HR
T17	50	Male	30	Deputy Director HR
T18	30	Male	10	Deputy Director HR
T19	40	Female	22	Director HR
T20	32	Male	8	Manager HR
T21	45	Male	13	Manager HR
T22	40	Male	9	Manager HR
T23	55	Male	19	Manager HR
T24	50	Male	20	Manager HR
T25	45	Female	11	Director HR
T26	52	Male	17	Assistant Director HR
T27	48	Male	14	Assistant Director
T28	42	Male	15	Deputy Director
T29	39	Female	15	Deputy Director
T30	47	Male	16	Deputy Director

Step II: Developing Codes

After the process of familiarisation was over, the next process was to code the data systematically. To put it more systematically, categorisations are abridged labels that capture aspects of the data pertinent to the research questions. The coding was done manually first, and this allowed the researcher to get a deeper insight into the work done and also capture the minor details related to do with the participant responses. Additionally, NVivo was used to support the thematic analysis method in the coding and categorisation of themes to be more organised and comprehensive. This was made possible by using NVivo, as it provided an interface that allowed the creation of nodes that related to each of the codes retrieved from the participant interviews. For example, the first cycle of coding comprised themes that depended on factors such as ‘Leadership Development’, ‘Performance Management’, ‘Strategic Workforce Planning’, and ‘Alignment with Business Strategy’. In NVivo, these codes were grouped into nodes to enable switching between the excerpts and get a better view of how different participants’ responses fall under similar nodes.

The researcher spotted additional emerging themes using NVivo, especially when conducting the query and textual search on the different texts. For instance, ‘talent management challenges’ gave additional sub-codes such as ‘talent management across departments’, ‘talent management in responding to market trends’, and ‘talent management through technology’. They also effectively brought out the generic problems that organisations encountered during operations; they also embraced specific operational problems. There were several benefits related to using NVivo that such as NVivo enabled visual mapping to show these sub-themes and their relations to the main themes, to give a better understanding of how one challenge was related to another.

When analysing the participants’ replies, NVivo was used to code the replies and compare the replies according to different attributes like experience level and gender of the respondents. For instance, some of the senior participants with many years of service, Participant T24, Director of Human Resources, NMDC, highlighted “*Strategic Leadership Development,*” while other participants, such as Participant T28, opted for “*Flexibility in Employee Development Programmes.*” It enabled the analysis of the reviews at a more detailed level, on the way the employees of different hierarchy levels estimate the effectiveness and the issues of the talent management practices. More importantly, NVivo facilitated the analysis within the coding system, which was well arranged in the form of NVivo codes, which provided insights to develop themes based on recurring codes.

Step III: Preparing the Search for the Themes

The process of ‘searching for Themes’ in the thematic analysis is significant, wherein the important phenomenon starts to look like organised data that can directly solve the research questions. In our study, the phase was conducted inductively, where themes were given by the data and not by what the theory said. Although this method is advantageous and appropriate for qualitative research, including our study of talent management practices in the UAE’s public sector, this approach has certain disadvantages as well.

Braun and Clarke (2006) opined that there is always a search for themes in the sense of finding a sweep of meaning that goes beyond individual experiences in search of something about the data that relates to the research question. However, this process is evolving and not sequential as the linear model suggests. As highlighted by Kiger and Varpio (2020), while looking for a theme, the consideration of the amount of detail in analysis and from the examined data entails the simultaneous concentration on the details while reflecting on the big picture at the same time; this minimises the risk of the exaggeration effect, which means failing to notice the forest and see a few trees differently.

This was made easier by the use of the NVivo software in coding the data, where the software offers a structured manner in coding data and searching for patterns that have been repeatedly mentioned in the data transcripts. A word cloud developed using the NVivo tool is presented in Figure 4.2 below.



Figure 4.2: Word Cloud of Transcripts, Source: (Author’s contribution using NVivo Software)

However, what NVivo offered was a tool for structuring, storing, and searching for the data, which is not possible to do manually, but it did not provide the necessary critique needed to generate the themes. Table 4.2 is included below, which provides a detailed quantitative breakdown of the most frequently used terms in the qualitative dataset. The terms are categorised in this table as high, medium, or low frequency depending on their frequency in participant transcripts. For example, "Leadership" and "Succession Planning" were high-frequency terms, contributing approximately 25% of the total dataset.

These findings highlight their critical importance in public sector talent management practices. This stands in sharp contrast to terms like "Development", "Engagement", and "Diversity", which appear surprisingly lacking in the use of talent management strategies. The frequency levels classification corresponds with the visual representation of Figure 4.2 to explain the differences between words with similar sizes in the Word Cloud.

Table 4.2: Word Cloud Frequency, Source: (Author contribution using NVivo)

Word/Phrase	Frequency	Percentage (%)	Frequency Category
Leadership	27	13.5%	High
Succession Planning	23	11.5%	High
Employee Satisfaction	19	9.5%	High
Retention Rates	15	7.5%	Medium
Internal Promotion	14	7.0%	Medium
Performance Evaluation	12	6.0%	Medium
Development	10	5.0%	Low
Engagement	9	4.5%	Low
Advancement	6	3.0%	Low
Diversity	5	2.5%	Low

The identified themes also directly link to the conceptual framework of the present study through the importance of the key components of TM in public sector organisations. The practical dimensions of TM are addressed by themes such as Succession Planning, Performance Management, and Leadership Development, and these also validate and extend the theoretical underpinnings put forward in the framework. For example, succession planning and leadership development, which the conceptual framework includes as a key focus point, are also highly tense. The analysis also identified key gaps in areas including adaptive solutions to technological and cultural challenges, and provides fresh insights into existing understanding. The study connects theoretical constructs and practical understanding by connecting these findings to the gap in the research and showing how thematic analysis is a strong methodology to accomplish. This connexion highlights the applicability of TM strategies to the organisational objectives in the context of the UAE public sector.

The thematic analysis engages the researcher in the active process of assigning meaning to codes and to portions of data (Clarke and Braun, 2017). The NVivo codes along with the knowledge gained during the manual coding were, therefore, employed to verify and transform the patterns into possible themes: e.g. the codes related to leadership pipeline, succession plan, and talent management were combined into the theme of Succession Planning and Leadership Development. Similarly, employee engagement, talent retention, and KPIs codes constituted the themes called *"Talent Management Outcomes and Effectiveness."*

Nowell et al. (2017) also focus on the importance of researcher reflexivity in this step. These themes are the results of the analyses made by the researcher, i.e., potential bias should be remembered. This reflexivity played a significant role in the current study by ensuring that the themes described the subtlety of the thinking of the participants regarding talent management, as opposed to stereotyping it in a manner that fitted into a pre-existing set of unidimensional assumptions. The inductive approach to the search of the themes in this study was carried out in accordance with the recommendations made by Nowell et al. (2017) because of which the identification of the themes was based solely on the analysis of the collected data. An inductive research approach was particularly useful in this sense because it helped to bring out fresh perspectives on the general experiences and trends of UAE public sector organisations, including the congruent association with leadership development with organisational strategic vision. The researcher allowed the subjects to emerge naturally through the data to prevent the distortion of the results by predetermined subjects on the material, which made the analysis more insightful and a realistic reflection of the talent management practices as perceived by the participants.

Step IV: Reviewing Themes

At this step, the themes that had been identified when coding the data were critiqued to ascertain whether or not they were an accurate representation of the data that had been coded. Since it is the end of the year, some themes were modified, merged, or eliminated. For illustration, the theme, Strategic Alignment of Talent Management, was broadened from the theme topic to capture the ways that talent management practices could be aligned with organisational strategies for the long term, according to the participants' prompts concerning the alignment of practices with business objectives.

Step V: Naming of the Themes

To move forward and make each identified theme identifiable and brief, all the themes were then described and named accordingly. It also helped define the boundaries of each of the themes to make sure that none of them overlapped with the other. The process of naming themes is one of the most critical processes in thematic analysis since it involves moving from the initial organisation of the collected data into comprehensible categories. Following identifying potential themes entails narrowing down on these potential themes to make sure that they capture the

required patterns present in the data. Thus, the challenge does not only lie in the naming of the themes but how well the names chosen depict the content of the codes as well as the relation between the two. In this study, the researcher paid attention to this step to make sure that the final themes correspond to the research questions and the overall goals and objectives of the study.

Braun and Clarke (2006) also emphasise that the names of the themes should be both informative and conducting, they should reflect what was found in the study while at the same time being brief. This dual function helps to make the themes as clear as possible while at the same time staying as specific as needed. Terry et al. (2017) explain that naming themes is not just about attaching a name, but is about creating a story from the data that relates the themes to the research questions. For example, in our study neighbourhoods, such as ‘Adaptability in Talent Strategies’ and ‘Leadership Pipeline Development’ were generated via inductive coding but required further abstraction to capture the context of the UAE’s public sector. The theme names eventually had to reflect not only the actions observed using the data but also motives and the implications of results that these motives produced, like the situational aspect of workforce planning in the quickly transforming scope of activity of a government.

Using NVivo made it easy to represent how some codes were grouped, making the process of fine-tuning themes easier. Nevertheless, even in this process, some decision-making remained with the analyst, who had to use imagination and think beyond the framework of the software to name these clusters. Agreeing with Braun and Clarke (2019), NVivo and other tools can help with the thematic analysis, but such tools should not be a replacement for the researcher’s interpretative work. In this phase, it was crucial to cope with the need to use technology for the classification of data as well as the need for human intervention in providing meaning to it. Finally, reflexivity was the core element in naming themes of this study. As highlighted by Nowell et al. (2017), it is imperative that the researcher engages in reflexivity and asks a critical question during the process of labelling themes, such as asking a critical question about our assumptive worldviews. an additional way in which the researcher optimised inter alia coding was to deliberately identify how the names the researcher opted for of the themes related to the research questions; this allowed for the themes to cover not just the characteristics of the data but also the theoretical and contextual framework of talent management within the public sector. The final themes are named and mentioned in Table 4.3 below.

Step VI: Producing the Report

Finally, the themes were incorporated into the findings and the analysis section. As in previous studies, participants' voices were incorporated to support each theme in elucidating the UAE public organisations' talent management practices and perceptions of their usefulness. In this section, all the formulated themes are discussed in detail in terms of what was revealed with relevance to the research questions. The main findings are stated in the sub-sections.

4.3. Theme 1: Succession Planning and Leadership Building

Leadership development and succession planning turned out to be the two major categories that highlighted the need to develop future leaders and maintain transition within the public organisations in the UAE. This theme, hinged on the need for order in effectively establishing leadership succession, captures the organisation's commitment towards stability in change-sensitive settings while effectively capturing the intended as well as emergent strategies in the process. The focus on systematic succession planning identified by respondents also shows the impact of Emiratisation because state organisations are expected to develop the UAE nationals and prepare them to hold the leadership positions in accordance with the requirements of the national policy. Based on this, succession planning turns out to be not only an organisational requirement but also a tool of fulfilling the expectations of localisation in strategic roles.

A thematic table is included for Theme 1, Table 4.3, which shows how the codes were developed using direct quotations from the Transcripts.

Table 4.3: Theme 1 Succession Planning and Leadership Building Analysis Table,

Source: (Author's Contributions)

Quotations from the Transcript	Codes	Initial Themes	Final Theme
<i>"Our succession planning has ensured smooth leadership transitions, reducing operational disruption and maintaining strategic continuity (T16)."</i>	Succession planning, Leadership transitions	Succession planning	Succession Planning and Leadership Building
<i>Succession planning is order to ensure that we are positioned to develop leaders for the future. (T30)."</i>	Succession planning for future leaders		
<i>"Our strengths lie within our succession planning and competency-based hiring, both proving to be the most successful at developmental strategies and selection</i>	Developmental strategies,		

<p><i>practices executed as part of a strategy for readiness for employees in preparation for the taking over of key roles and for setting service roles that attract a pipeline of talent to key positions (T21)."</i></p> <p><i>"The primary aim is to keep high standards of care by nurturing our workforce into leaders who will enhance our core principles as well as operational excellence (T4)."</i></p>	<p>Taking over future leadership roles</p> <p>Talent pipeline for the future</p> <p>Shaping the workforce into future leaders</p>		
<p><i>"We have also established robust succession planning to prepare for future leadership needs. (T27)."</i></p> <p><i>"We aim to build up competencies for leadership and teamwork to successfully manage intricate shipbuilding initiatives (T9)."</i></p> <p><i>"We face challenges in maintaining succession planning in a highly competitive job market. We have tackled this through improved employer branding and career development offerings (T5)."</i></p>	<p>Future leadership needs</p> <p>Leadership competencies</p> <p>Succession planning in a competitive environment,</p> <p>Employer branding</p> <p>Career development</p>	<p>Leadership Development Programmes</p>	

Most of the respondents concurred that leadership transition is unavoidable and, as in organisations, there are a number of strategies that can be used to plan succession in leadership transitions. For instance,

"Our succession planning has ensured smooth leadership transitions, reducing operational disruption and maintaining strategic continuity (T16)."

In this respect, succession planning is considered not only as a long-term opportunity but also as the means to avoid potential gaps and disruptions in the daily work. That is a strong signal for a paradigm that facilitates the need for strategic consistency in the long-term functioning of public organisations. In the case of UAE state-owned businesses, such changes also have national-level implications since they affect how quickly Emirati workers are ready to be put in management roles, which is one of the primary demands of Emiratisation plans.

In the same manner, Participant 30 repeats himself too by stating how succession planning is required to create leadership positions that will be occupied in the future as illustrated by the quote:

Succession planning to ensure that we are positioned to develop leaders for the future. (T30).”

This visionary practice is actually consistent with national interests in developing a sustainable Emirati leadership pipeline, which points to the influence of external policy demands on organisational planning.

Some of the development strategies captured by participants are as follows: The following development strategies, which are part of succession planning, were described by several participants, among them Participant T21. For example, the concern with ‘competency-based hiring’ and other ‘developmental approaches’ reveals how the members are not merely recruiting people into positions, but are managing human capital for major corporate leadership roles. Based on these responses, participant T21 gives his/her feedback in this manner:

“Our strengths lie within our succession planning and competency-based hiring, both proving to be the most successful at developmental strategies and selection practices executed as part of a strategy for readiness for employees in preparation for the taking over of key roles and for setting service roles that attract a pipeline of talent to key positions (T21).”

This is an example of selective practicing, a systematic way of making sure that people deemed to have potential for future leadership positions are provided with training that will help them develop their leadership potential through activities that are in tune with the organisational objectives. Further, the issue of talent pipelines was considered to be critical because of the need to have a continuous flow of qualified talent for leadership positions. A direct solution to this realisation is provided by Participant 16, who notes the importance of being able to effectively replace leaders as a mechanism that would ensure that there is adequate talent to drive the organisations in the future. In the context of the UAE, this focus on talent pipelines is tightly linked to the national goal to develop Emirati successors in the key leadership positions, which shows how Emiratisation influences leadership-forming approaches.

One of the interesting questions that emerged in the responses was the question of the management of succession in competitive environments, particularly in the context of the UAE's highly competitive employment landscape. Participant T4 speaks about how their organisation suffers from high external pressure to compete for talent and shares that,

“The primary aim is to keep high standards of care by nurturing our workforce into leaders who will enhance our core principles as well as operational excellence (T4).”

This response highlights how both of these areas have emerged as critical focal points in talent management strategies. Employer branding therefore benefits an organisation by not only attracting the right talent for the organisation but also retaining them thus making the succession plans a success in case of competition in the market. Employer-branding activities in the UAE increasingly focus on attracting and maintaining Emiratis with leadership potential in the country in particular, as organisations vie to satisfy localisation demands.

In line with this, leadership competencies are also another key pillar of talent management initiatives. Participant T9 points out the need to build leadership competencies that enable effective management of complex tasks, such as in industries like shipbuilding:

“We aim to build up competencies for leadership and teamwork to successfully manage intricate shipbuilding initiatives (T9).”

This answer addresses both the complexities of the Industry and the leadership talents needed to address the rigorous project management needs of the industry, both in the current and in the future. The competency development focus also directly Emiratisation dimension, in that organisations are expected to make sure that Emirati employees do not only develop the technical and managerial skills necessary to take up future leadership positions but also in line with policy requirements.

4.4. Theme 2: Performance Evaluation and Management

The success of the public sector for-profit organisations in the United Arab Emirates, especially in the energy sector, depends on using different KPIs to measure talent management practices. Performance measurement and management are highly crucial since they provide a basis by which to understand how TM initiatives fit into the strategic goals of the organisation and how they impact overall productivity, employee satisfaction, and leadership effectiveness. These KPIs are also relevant in the UAE context to monitor the progress on Emiratisation, as indicators like the rate of internal promotions, the effectiveness of leadership, employee retention, and successful completion of the development programme directly indicate how the organisation is able to prepare and promote UAE nationals to critical positions.

A thematic table is included for Theme 2, Table 4.4, which shows how the codes were developed using direct quotations from the Transcripts. This theme shows how formal KPI systems can be used to track key TM outcomes so strategic interventions can be made toward building a dynamic, high-performance workforce. Moreover, the focus of the participants on the structured KPI monitoring reflects the influence of Emiratisation responsibilities on the priorities of performance management that focus organisations on the measurement of the results of the local talent development, as well as the conventional efficiency indicators.

Table 4.4: Theme 2 Performance Evaluation and Management Analysis,

Source: (Author's Contributions)

Quotations from the Transcript	Codes	Initial Themes	Final Themes
<p>“We measure several KPIs, including employee satisfaction scores, turnover rates, and internal promotion rates. They are reviewed on a bi-annual basis to ensure we achieve the desired result of our policies and to make the necessary changes (T21).”</p> <p>“Some of the key performance indicators our organisation uses to measure success and effectiveness mainly include employee turnover rates, time to fill vacancies, and training effectiveness. We mainly review these KPIs biannually (T13).”</p> <p>“The KPIs adopted include but are not limited to measuring leadership effectiveness, measuring employee satisfaction, and measuring turnover (T26).”</p>	<p>employee satisfaction, retention, promotion rates</p> <p>Bi-annual review</p> <p>Retention rates</p> <p>Training Effectiveness</p> <p>Bi-annual review</p> <p>Leadership effectiveness,</p> <p>Employee satisfaction, Turnover rate</p>	<p>Performance</p> <p>Evaluation via Key Performance Indicators (KPIs)</p>	<p>Performance</p> <p>Evaluation and Management</p>
<p>“We track KPIs related to employee development progress, retention rates, and effectiveness of the leadership. These KPIs are reviewed semi-annually for how well they are doing and how often they need adjustments (T29).”</p> <p>“KPIs that we track to determine the effectiveness of talent management are the employee performance rating, completion rate in development programmes, and retention rate. These KPIs will be reviewed in the first month of the quarter to ensure that the goals are in check with the plans (T30).”</p>	<p>Employee development progress</p> <p>Leadership effectiveness</p> <p>Seminal review</p> <p>Employee development programme completion, Quarterly review</p>	<p>Employee Management and Review</p>	

<p><i>“These metrics are reviewed biannually and inform our strategies and decisions positively (T19)”.</i></p>	<p>Bi-annual review for employee performance management and strategies</p>		
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Most participants acknowledged that KPIs in the talent management framework are critical. Such metrics as employee satisfaction scores, turnover rates, and internal promotion rates are continually monitored. As T21 described,

“We measure several KPIs, including employee satisfaction scores, turnover rates, and internal promotion rates. They are reviewed on a bi-annual basis to ensure we achieve the desired result of our policies and to make the necessary changes.”

That cycle of bi-annual review allows the organisation to look at the various progress areas such as talent retention, workforce stability, and effectiveness of internal mobility to bring about action for continued policy refinement. Notably, internal promotion rates have acquired a new significance in the Emiratisation context because they provide an indication as to whether the UAE nationals are moving up the talent pipeline and whether leadership development programmes are reinforcing the national capability-building.

Another respondent, T13, had a similar view and stated that,

“Some of the key performance indicators our organisation uses to measure success and effectiveness mainly include employee turnover rates, time to fill vacancies, and training effectiveness. We mainly review these KPIs biannually.”

The fact that "time to fill vacancies" was mentioned as one of the KPIs illustrates the sector's operational requirement; timely hiring is necessary for not deviating from project schedules and operational efficiency. The fact that participants mention training effectiveness also demonstrates the way organisations track the preparedness of Emirati employees so that the investments in development could be converted into quantifiable skill acquisition - a crucial part of the national workforce goals. Monitoring the effectiveness of training also reflects an investment in skill

building as a source of overall performance contributing to the strategic goal of developing a competent workforce.

4.4.1. Bi-Annual and Quarterly KPI Reviews

Reviewing performance indicators regularly helps organisations continue to be responsive to changing demands. Several respondents indicated that the bi-annual review was a routine process, enabling them to track long-term trends but still be able to correct talent management strategies in good time. T26 said,

“The KPIs adopted include but are not limited to measuring leadership effectiveness, measuring employee satisfaction, and measuring turnover.”

This continued measurement provides an all-around perception of TM practices because these influence the morale of workers and leadership effectiveness. Related to Emiratisation, these cyclical cheques can assist HR departments to assess whether the specific Emirati employee-focused initiatives, e.g. development programmes, mentoring or fast-track leadership initiatives, are yielding real performance and retention increases.

In the case of other firms, KPIs are monitored quarterly. This helps organisations to monitor issues closely and respond effectively to emerging challenges. According to Participant T30,

“KPIs that we track to determine the effectiveness of talent management are the employee performance rating, completion rate in development programmes, and retention rate. These KPIs will be reviewed in the first month of the quarter to ensure that the goals are in line with the plans.”

Emiratisation targets are especially sensitive to quarterly tracking since organisations will be able to identify the first signs of disengagement or high turnover among Emirati employees and react quickly by adjusting support mechanisms or re-evaluating development pathways.

These KPIs shall be reviewed in the very first month of every quarter to ensure that they are in line with plans. This quarterly review process lends support to agile adjustment. In fast-evolving industrial contexts, it allows adjustments to be made directly to TM practices in synchronisation with immediate operational demands and employees' development goals.

4.4.2. Types of KPIs in Talent Management

In UAE public sector energy organisations, the evaluation system used in talent management as part of performance measurement is KPIs in the three broad categories: metrics for Employee Engagement and Satisfaction, metrics for Operational Efficiency, and metrics for Leadership Development and Effectiveness. This reflects a broad scope, from maintaining a productive and stable workforce through smooth operations to building a leadership pipeline for sustainable growth. KPI could be set across a wide variety of categories of areas of focus: engagement of employees, operational efficiency, and development of leadership. The various metrics for employee engagement and satisfaction include employee satisfaction scores and engagement rates, measuring the morale and motivation in the workforce. The T21 reports that,

“We measure several KPIs, which include employee satisfaction scores, turnover rates, and rates of internal promotion. They are reviewed on a bi-annual basis to ensure we achieve the desired result of our policies and to make the necessary changes.”

One measure used in evaluating employees' workforce morale and levels of assimilation with their organisational culture is employee engagement and satisfaction. Engagement ratings show the degree of attachment that a worker has to the role assigned and the objectives of the organisation. Engagement metrics are also applied to measure the success of localisation-related programmes like cultural integration programmes, mentorship opportunities, and custom development schemes to Emirati employees.

Operational Efficiency: This is comprised of turnover rate and time-to-fill vacancies which are significant to both the continuity of the workforce and resource planning. The turnover rates provide data concerning the long-term retention of talent. High turnover levels are normally a symptomatic of poor TM architecture or lack of support and development opportunities. Thus, the least turnover would be most appropriate to serve an organisation, since the low turnover rates tend to be associated with stability and reduced recruitment expenses. Conversely, the time to fill indicates the efficiency of recruitment in terms of the assistance provided by the strategy of TM to aid in the speedy hiring. In an industry like energy where project schedules are very strict, the time lag of vacancies should be minimal to allow the operations of such an organisation to be carried out efficiently.

The issue of high turnover among Emirati workers is especially worrisome since it is indicative of insufficient development or retention efforts on the part of the Emirati, whereas the slow time-to-fill rate of Emirati positions is indicative of the inability to attract qualified local talent, a major issue in Emiratisation policies.

Leadership Development and Effectiveness: Leadership KPIs are aimed at evaluating the ability of leadership training and development programmes to create an effective pipeline of competent leaders. The indicators of leadership effectiveness in the UAE context are directly associated with the national goals of raising the percentage of Emirati in supervisory, managerial, and strategic positions. Therefore, KPIs provide one of the main tools to evaluate operationalisation of Emiratisation after hiring on entry level. The level of effectiveness of the organisation in producing leaders within the organisation can be measured by programme completions of leadership programmes and internal promotion rates. These measures can help the HR teams to know and evaluate the quality and impact of the leadership training being developed and thus make sure that it will help in the production of leaders capable of supporting not only the short term goals of the organisation but also the long term direction of the company. A well-developed and high-performance leadership team is a considerable performance and productivity driver in any competitive industry, as well as a higher level of employee satisfaction.

4.4.3. Frequent Review Cycle for Monitoring KPI

KPI review must be periodically conducted so that TM practice can be maintained and evolved appropriately. Participant segments of organisations normally review KPIs biannually or quarterly. They would review their performance trends and make improvements accordingly. A bi-annual review, for instance, captures trends across a six-month period. This would reflect strategically and help HR assess whether the TM initiatives are achieving desired outcomes or not. For instance, T21 also noted that firms use bi-annual reviews to ensure that "employee satisfaction scores, turnover rates, and internal promotion rates" are aligned with policy objectives. This information can then be used to adjust TM strategies for the longer-term periods in question, such as by adjusting leadership development initiatives or improving engagement programmes

These "policy objectives" in most public-sector settings expressly feature Emiratisation benchmarks; thus, KPI reviews are a compliance, monitoring, and developmental instrument of advancing the national workforce.

Some organisations achieve quicker turnaround adjustments through quarterly reviews. As T16 shares,

“We monitor KPIs such as employee engagement, retention rates, and training effectiveness... “These metrics are typically reviewed quarterly to ensure alignment with our strategic goals for the company”.

This high level of monitoring is critical in detecting changes in the engagement or retention of the Emirati workers- areas where the government stakeholders tend to demand visible outcomes. Quarterly reviews give a shorter feedback loop, enabling HR teams to make agile adjustments in response to emerging trends. This closer monitoring is very helpful in tracking operational KPIs, such as time-to-fill for vacancies, where fast adjustments can help the organisation remain responsive to staffing needs.

Tracking KPIs systematically enables UAE energy sector organisations to align TM practices with organisational performance goals. By doing so, the organisations also show their responsibility in regards to Emiratisation commitment, so that the development, progression and retention of Emiratis are the key elements of the TM evaluation process. Through regular evaluation of these metrics, HR teams can pinpoint areas where TM practices are doing well or lagging. For example, if internal promotion rates are very high, this could indicate the leadership development programmes are working effectively, and the organisation would do the same thing by proliferating similar initiatives. However, if the engagement metrics are deteriorating, HR may need to identify possible causes, like inadequacies in employee recognition and career progression. KPIs are tracked by HR leaders so that TM practices will meet current operational requirements and contribute to a stable, inspired workforce for continued organisational growth.

4.5. Theme 3: Strategic Talent Management

Strategic talent management has become a critical framework for aligning workforce capabilities with long-term business objectives in the fast-paced and competitive energy sector. Here, strategic talent management is about creating a sustainable workforce that drives organisational goals,

adapts to technological advancement, and supports resilience during market fluctuations. A thematic table is included for Theme 3, Table 4.5 which shows how the codes were developed using direct quotations from the Transcripts. This theme reveals the long-term strategic planning over talent management by for-profit energy sector organisations offering public services in UAE towards an able, resilient and growth-oriented workforce. Notably, the focus on long-term workforce capability also manifests the impact of Emiratisation as organisations need to make sure that national talent is furnished with the strategic, technical and leadership skills that would allow the organisation to survive in the future.

For instance, Participant T24 shared,

“The key drivers for our approach were the necessity of developing leadership talent from within and connecting our practices in talent management to our long-term strategic objectives. We needed to create an organisation that was resilient and capable of supporting growth while navigating changing industry dynamics (T24)”

This insight underscores the dual focus on leadership development inside and out building resilience. By developing leadership through talent management, organisations build not only the pipeline of ready leaders but also strengthen their ability to respond to shifting industry conditions. This internal leadership pipeline is also a major mechanism of fulfilling the expectations of Emiratisation in the UAE because organisations need to gradually equip Emirati staff to take senior level and strategic positions in line with the national workforce policies.

Table 4.5: Theme 3 Strategic Talent Management Analysis, Source: (Author’s Contributions)

Quotations from the Transcript	Codes	Initial Themes	Final Themes
<p><i>“The key drivers for our approach were the necessity of developing leadership talent from within and connecting our practices in talent management to our long-term strategic objectives. We needed to create an organisation that was resilient and capable of supporting growth while navigating changing industry dynamics (T24)”</i></p> <p><i>“Key drivers would also be the necessity to build a deep leadership pipeline and to emerge in strategic thinking, which is in line with long-term business goals (T26)”</i></p>	<p>Leadership talent development</p> <p>Long-term strategic objectives</p> <p>Resilient and growth</p> <p>Leadership pipeline</p> <p>Strategic thinking</p> <p>Long-term goals</p>	<p>Strategic and long-term talent management</p>	<p>Strategic Talent Management</p>

<p><i>“The primary motivation was to build a community of skilled and professional talents who could drive the strategic objective of our organisation by using technological advancements and sustainability (T12)”</i></p> <p><i>“Our organisation has adopted various talent management practices such as strategic hiring, continuous learning, employee engagement and retention initiatives. We emphasise leadership development and technical training (T15)”</i></p>	<p>Skilled professional</p> <p>Strategic objectives</p> <p>Sustainability</p> <p>Strategic hiring,</p> <p>learning, engaging and</p> <p>retaining</p> <p>Technical training</p>		
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Keeping the thought of sustainable growth in mind, most organisations would feel the necessity to create a strong pipeline for leadership that would help push strategic initiatives. Participant T26 stated:

“Key drivers would also be the necessity to build a deep leadership pipeline and to emerge in strategic thinking, which is in line with long-term business goals ”

This shows how strategic talent management is not merely filling immediate positions but, rather preparing leaders to input into decisions at the highest levels as well as vision alignment in the long-term. This long-term orientation is especially applicable in the Emiratisation agenda, because developing a rich leadership pipeline involves training Emiratis to take up positions that were historically occupied by expatriates, thereby assisting organisations to achieve national localisation goals in top and strategic roles. Therefore, a deep leadership pipeline must be fundamental to the organisation's thinking strategically and to the need to foresee future needs, driving the workforce toward sustainable growth.

Technology and sustainability are also critical ingredients in strategic talent management. According to Participant T12,

The primary motivation was to build a community of skilled and professional talents who could drive the strategic objective of our organisation by using technological advancements and sustainability.

This is commenting on a forward-looking approach where technology and sustainability are being aligned as objectives of talent management. Organisations invest in talent that can exploit new technologies as part of efforts to enhance efficiency in operations and innovate with respect to the

market. Additionally, focusing on sustainability contributes to achieving the environmental and economic objectives of the UAE, making the organisation work towards developing a workforce that will ensure both organisational and societal resilience. Long-term Emiratisation aspirations are also under development of national talent that can take the lead in technological and sustainability initiatives, which necessitate Emirati employees to be deployed in high-value, knowledge-intensive roles in major strategic areas like energy.

The other strategies used in maintaining a skilled and adaptive workforce include strategic hiring and continuous learning. Participant T15 further elaborated on how these practices occur.

“Our organisation has adopted various talent management practices such as strategic hiring, continuous learning, employee engagement and retention initiatives. We emphasise leadership development and technical training”

All these will signify how there is always strategic hiring related to learning and development, to ensure the integration of these new entrants with a long-term focus for their professional development. The process of continuous learning can also motivate organisations to promote a flexible culture by educating employees to possess skills that might be needed to respond to industry demands. These are strategic practices that make talent management a continuous investment in the workforce, which predetermines individual career paths to the achievement of organisational objectives. In the UAE, organisations are progressively implementing these practices with a twofold aim, which is not only to facilitate the strategic capability building process but also to retain Emirati workers in the long term. The national staff is often given priority in continuous learning and development programmes because of the strategic anticipation that Emiratis will be the future leaders and the experts of the subject matter in the energy industry.

Through talent development opportunities, an interesting workplace would encourage the employees to work together towards organisational missions; that is how effective the human resource leaders would be on retention and engagement programmes on turnover cutbacks. A steady workforce regarding all these things allows success in long-term strategic outcomes. When applied strategically, these initiatives also strengthen Emiratisation outcomes by enhancing the career trajectories of UAE nationals and ensuring they remain engaged and committed within the organisation.

4.6. Theme 4: Adaptive Solutions to Challenges

Public sector energy organisations within the UAE have tremendous talent management and development challenges due to market competition. Challenges have involved succession planning, a workforce that has less diversity than desired, onboarding issues, and technological advancement happening at lightning speed issues that demand adaptive responses. All these difficulties are enhanced by the Emiratisation requirements that require developing, incorporating and maintaining UAE nationals in both strategic and operational positions. Consequently, much of the adaptive solutions that are outlined by the participants are not simply organisational responses, but also mechanisms that facilitate the localisation of national workforce goals.

A thematic table is included for Theme 4, Table 4.6 which shows how the codes were developed using direct quotations from the Transcripts. This theme analyses organisational approaches to adapt to challenges related to the response adopted and how it makes the practice of TM more adaptive in strengthening it as a form of improving organisational resilience. The adaptive talent practices in the UAE context are also important to make sure that the Emirati employees receive fair access to the career development, training, and leadership opportunities, which would help to align internal efforts with the broader policy expectations.

Table 4.6: Theme 4 Adaptive Solutions to Challenges Analysis Table,

Source: (Author’s Contributions)

Quotations from the Transcript	Codes	Initial Themes	Final Themes
<p>“We face challenges in maintaining succession planning in a highly competitive job market. We have tackled this through improved employer branding and career development offerings (T5).”</p> <p>“One challenge has been effectively managing the cultural diversity within our workforce. We addressed this by promoting inclusive leadership and cross-cultural training programmes (T17).”</p> <p>“The key strengths are the talent practices, including the structured on-boarding process and the effectiveness of our mentorship programmes Both areas have been vital in getting recruits well-established and assisting in their continued growth and development (T20).”</p>	<p>Career development programmes</p> <p>Employee branding</p> <p>Cultural training</p> <p>Cross-cultural development</p> <p>Mentorship programmes</p>	<p>Employee Training and Development</p>	<p>Adaptive Solutions to Challenges</p>

<p><i>“Rapidly changing technology is hard to keep up with. To tackle this, we update our training programmes regularly and collaborate with technological providers. (T8)”</i></p>	<p>Employee training programmes</p>		
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4.6.1. Employer Branding and Career Development for Succession Planning

The most significant challenge lies in effective succession planning in a competitive labour market. Organisations need to ensure that there are always ready, qualified people to fill the gap with leadership roles as and when required. However, sourcing top talent in the Energy sector of the UAE makes this process difficult. Participant T5 said,

“We face challenges in maintaining succession planning in a highly competitive job market. We have tackled this through improved employer branding and career development offerings.”

This model of strengthening employer branding and career development is an adaptive response that both attracts the right leaders and retains available talent through defined growth mechanisms within the organisation. In the UAE, employer branding is showing an increased emphasis on defining career growth opportunities to Emirati workers, with organisations having to compete over the few highly-skilled UAE workers and show appealing long-term opportunities in line with Emiratisation promises.

Employ brand identity as a strategic mechanism in the marketplace to become distinguished from others. Organisations present themselves as the employer of choice by offering career advancements, a supportive work culture, and competitive compensation for individuals. In the case of Emiratisation in particular, employer branding conveys the organisational focus on national talent through a programme of structured development, scholarships, rapid-track leadership, and well-defined promotion paths of Emiratis.

Improvement in perception brings skilled individuals who cherish long-term career prospects toward that organisation, which thereby stabilises the leadership pipeline. Combining career development opportunities, employer branding enables one to present the available long-term trajectories within the company clearly about employee opportunities, such as long-term moves as in promotions or vertical. Organisations that put in and utilise career development also curb

turnovers as those staying intend to have a long-term association with the corporation dealing with succession requirements via a workforce created from inside succession pipelines.

Both cross-cultural and inclusive leadership are used to accommodate diversity in workplaces of different cultures. This multicultural labour market in the UAE means that energy sector organisations employ people from many cultures, creating opportunities but also challenges to talent management. Participant T17 noted,

“One challenge has been effectively managing the cultural diversity within our workforce. We addressed this by promoting inclusive leadership and cross-cultural training programmes”

This kind of strategy is centred on an integrated sense of the various workforce and this fosters unity and cross-cultural cooperation. In terms of Emiratisation, inclusive leadership can be used to make sure that Emirati workers, who can be younger, newly hired, or transferring to technical areas, become integrated and assisted in multinational teams, eliminating the chances of disengaging or leaving the company prematurely.

Diverse employees feel appreciated and heard by inclusive leadership practices irrespective of their cultural orientation. This would involve a workplace that honours all the employees and provides them with a just chance to develop in exchange of their putting differences in opinion. The cross-cultural training programmes are part of the adaptive solution within the system; they train both employees and leaders on skills that can enable them address cross-cultural differences in a positive manner. Within the context of such programmes, the employees are able to be taught how to value various communications, values, and expectations that would accord them a lot of respect and desire to work together. It makes them more sensitive to cultural issues in order to be able to handle the diverse teams better. The extended help supports all the employees.

Inclusive leadership and cross-cultural training have a positive impact on the organisational performance as well. A diverse workforce has the potential to bring new ideas and new ways of thinking to solve problems better and more creatively. Organisations that initiate action in addressing cultural differences create a melting pot of a strong and unified team that an organisation can become more sensitive to the needs of the marketplace and able to offer different kinds of services to a wide range of different clients and stakeholders.

4.6.2. Onboarding and Mentorship: Systematic Induction Process

An additional adaptive solution that can be used to deal with the problem of employee development and integration is the well-designed onboarding and mentorship programmes. Participant T20 believes that such programmes are crucial. According to participant T20,

“The key strengths are the talent practices include the structured on-boarding process and the effectiveness of our mentorship programmes Both areas have been vital in getting recruits well-established and assisting in their continued growth and development”

This quotation highlights the importance of organised onboarding procedures. In the case of Emiratisation, organised onboarding is important in the process of socialising the new Emirati recruits into the organisational culture and expectations, in particular where the recruits might be venturing into a highly technical or a more expatriate dominated organisation.

A structured process of onboarding is imperative in reducing the period it takes for recruits to become productive members of the workforce. First, it is through onboarding that recruits learn not only the specific work they are doing but also the organisation's values, norms, and expectations. Systematic onboarding minimises the mistakes at the beginning of work life and sets a path to success in the journey of an employee. Proper onboarding increases retention; the workers are retained for longer also because, after the time of induction, they find themselves more comfortable with the system.

Mentorship programmes are used to add support. Mentorship is also well known to be necessary to move Emirati employees through mid-level and senior positions, through guidance, organisational understanding and professional networks that speed up the growth of national talent.

4.6.3. Continuous Training to Tackle Technological Advancements

Technology in the energy industry is evolving very rapidly; hence, workers are always expected to update their skills and adapt to the emerging tools and processes. As Participant T8 pointed out,

"Rapidly changing technology is hard to keep up with. To tackle this, we try updating our training programmes regularly and collaborate with technological providers."

This ongoing training strategy appears to be a reactive strategy to respond to changes that were caused by technological development in the industry. In the case of Emiratisation, this type of training is needed to provide the Emirati employees with technical skills required to perform high-value and specialised jobs, which is also important in national priorities of enhancing the proportion of UAE nationals in high-technology STEM, engineering and operational jobs.

Companies that prioritise on continuous training allow their employees to stay with the emerging technologies and this is highly essential in facilitating the creation of competitive advantage. They also allow employees to keep up with changes in software, machinery and even specialised machinery used in industries. employee who is constantly involved in training programmes acquires skills that make him/her more flexible, therefore capable of adapting to the industry. Adaptability is a valuable asset to the organisation in that it does not necessitate external recruitment of employees with new skills; this will save the organisation the cost of recruiting new employees and there is a stable knowledge-based workforce. It is particularly significant within the context of Emiratisation since the investment in upskilling will decrease the reliance on the external recruitment of the skilled personnel in the technical professions and provide the long-term sustainability of the national talent pools.

4.7. Theme 5: Talent Management Outcomes and Effectiveness

A thematic table is included for Theme 5, Table 4.7 which shows how the codes were developed using direct quotations from the Transcripts. This theme will cover the outcomes and effectiveness of TM practices within the public sector energy organisations in the UAE. Effective TM practices are considered very instrumental in driving organisational performance, enhancing employee engagement, encouraging innovation, and supporting operational efficiency. By focusing on these outcomes, organisations can measure the tangible impact of their TM strategies on both employees and the broader organisational objectives. In the UAE context, these results also give an indication of resulting progress in Emiratisation objectives since performance, engagement, capability enhancement and leadership preparedness improvements all reflect how much national talent is being appropriately supported and incorporated into essential organisational processes.

Table 4.7: Theme 5 Talent Management Outcomes and Effectiveness Analysis Table,

Source: (Author’s Contributions)

Quotations from the Transcript	Codes	Initial Themes	Final Themes
<p>“Our talent management initiatives have been leading to better performance of employees at higher levels of engagement, leading to positive organisational effectiveness and competitive positioning (T27)”.</p> <p>“Better transfer of knowledge and career advancement have resulted in better performance among employees as well as quick learning (T11)”</p> <p>“Our talent management practices have led to higher innovation rates and improved customer satisfaction. For instance, the implementation of our leadership development programme resulted in a 15% increase in employee productivity. (T13)”</p> <p>“These practices have enhanced our innovation capacity and customer service as well as the creative nature at the workplace. Our strategic recruitment has led to around a 25% reduction in time to hire, hence improving operational efficiency (T16) “</p>	<p>Organisational Effectiveness</p> <p>Increase engagement, Competitive positioning.</p> <p>Knowledge transfer</p> <p>Career advancement</p> <p>high employee performance</p> <p>Leadership development programme effectiveness, Increased employee productivity,</p> <p>Satisfaction rates</p> <p>High employee productivity</p> <p>Customer service satisfaction levels,</p> <p>Reduced hiring time</p> <p>High operational efficiency</p>	<p>Leadership</p> <p>Effectiveness</p> <p>and</p> <p>Organisational Performance</p>	<p>Talent Management</p> <p>Outcomes and Effectiveness</p>

Multiple responses from participants pointed out that TM initiatives lead to better employee engagement and, consequently, organisational effectiveness. Participant T27 said,

“Our talent management initiatives have been leading to better performance of employees at higher levels of engagement, leading to positive organisational effectiveness and competitive positioning”

The above statement establishes a nexus between engaged employees and the success of an organisation. High engagement levels indicate that the workers value, support, and have a common mission in hand with the organisation, leading to increased loyalty and productivity. For In the

case of Emiratisation, the engagement outcomes are particularly relevant, since they allow getting an idea about the integration and retention of Emirati employees-populations where the engagement can be regarded as the primary indicator of the effectiveness of the workplace support systems, cultural integration processes and developmental trajectories.

Employee engagement has been widely recognised as one of the critical performance drivers since there is a greater likelihood to go beyond their formal responsibilities, which may contribute more to the accomplishment of an organisational goal by the employee himself. In the case of the energy sector, therefore, engagement would mean a more responsive, proactive, and committed workforce in competitive sectors. Organisational effectiveness automatically ensues with high employee engagement since it guarantees that there is a healthy working environment that supports productivity and reduces turnover. Reduced turnover of the Emirati employees in the organisations in the public sector is especially crucial, as the strategic focus on the retention of national talent and the development of long-term, sustainable capacity among the national labour is prioritised.

Besides, competitive positioning, according to T27, postulates that a motivated and high-performance workforce gives an organisation value by allowing it to compete in the market through strategic exploitation of talent.

Effective TM practice results in facilitating knowledge transfer and career development by an organisation. As stated in Participant T11,

“Better transfer of knowledge and career advancement have resulted in better performance among employees as well as quick learning.”

From this quotation, it can be identified how TM practices have formed a collaboration platform wherein knowledge flows vertically as well as horizontally and people learn from one another. In the context of Emiratisation, knowledge transfer is a key process of upskilling the Emirati employees, particularly those working in technical and leadership positions that were traditionally filled by expatriates. Organised knowledge-sharing therefore becomes fundamental towards ensuring that the employees of the nation gain the knowledge required to advance and serve in the long run.

Career growth through promotion or skill building increases job satisfaction because employees see opportunities for advancement within the organisation. Knowledge acquisition also aids

organisational agility because it enables the workforce to respond to new responsibilities or industry changes more rapidly. TM practices that focus on knowledge transfer and career development result in a knowledgeable, motivated, and adaptable workforce ready to meet the evolving needs of the organisation. In the case of national talent, visible career progression opportunities also serve as a response to a major Emiratisation issue: to make sure that Emiratis are not left to work in the lower ranks, but have an actual chance to climb up the hierarchy and become senior and strategic employees.

One area where TM practices have proven to have a high impact is in leadership development. Effective leadership development prepares employees to take on managerial responsibilities, establishing a strong leadership pipeline in the organisation, which helps achieve continuity and growth. For example, Participant T13 said:

“Our talent management practices have led to higher innovation rates and improved customer satisfaction. For instance, the implementation of our leadership development programme resulted in a 15% increase in employee productivity (T13).”

Such programmes equip most of the potential leaders of departments with the skills of team management, strategic decision-making ability, and innovation drivers within their department. In the case of Emiratisation, these programmes are very crucial in equipping the Emiratis with the high-level jobs. It is anticipated that many organisations in the public-sector will record improvement in the development of national leaders and the favourable productivity results mentioned by the participants support the legitimacy of investing in Emirati leadership pipelines. This all translates to a more productive labour force and one that is geared to innovate in ways that capture the needs of customers toward improved service delivery. This is an industry whose major values consist of effectiveness and excellent customer satisfaction. The emergence of leadership development, therefore is strategically important, with a clear influence on the performance results. Even T13's reported increase in productivity demonstrates that if employees are led by prepared, competent leaders, they will be significantly more inclined to demonstrate high levels of performance to aid the organisation in achieving success.

Besides driving employee productivity, TM's best practices enhance the operational efficiency and customer satisfaction of customers. Participant T16 commented on this result by saying,

“These practices have enhanced our innovation capacity and customer service, as well as the creative nature at the workplace. Our strategic recruitment has led to around a 25% reduction in time to hire, hence improving operational efficiency.”

This example indicates the role of TM in optimising recruitment processes and the eventual cascading impact on operational efficiency. Emiratisation compliance is also aided by time-to-hire improvements that allow organisations to fill required national vacancies more effectively and avoid delays in fulfilling localisation demands.

This is also where strategic recruitment practice can most benefit the energy sector reducing time-to-hire, with the aim of staffing appropriately and allowing for the accomplishment of timelines for projects as well as maintaining continuity of operations. Whenever it gets easier to hire, fill positions gets faster, an assurance that your project team will be wholly equipped, thus possibly minimizing possibilities of delay. Overall, the whole process allows the organisation to develop favourable outcomes related to projects which further improves its response to novel opportunities and challenges within an appropriate time. In addition, as T16 points out, a more supported workforce with greater capacity for innovation will better fulfil the needs of the customer and seek better solutions that increase customer satisfaction.

Satisfied and engaged employees have a direct relationship with the talent management of an organisation since it is through satisfied employees that a firm will give the highest quality service to the client. Service excellence may be the major difference that sets excellent organisations apart from the rest of the competitors, especially where customer needs are complex and evolving.

TM practices related to attracting the right talent, ensuring continuous learning, and developing an innovative culture give an underpinning that could be relied on for sustained customer satisfaction with the organisation acting as a reliable and agile service provider within the market.

Further significant finding is the improved innovation capability, which is achieved by effective TM practices. This is quite critical since organisations in the energy industry have been under pressure to be innovative and keep up with the pace of development in the industry. Participant T13 remarked that the rates of innovation have increased due to leadership development and other TM practices. The outputs of innovation are applicable to Emiratisation since it shows the capacity of the national workers to make a creative and technical contribution to the growth of the

organisation, which supports the national agenda of establishing a knowledge-based economy with skilled Emirati workforce. It frequently happens that innovation and creativity at the workplace are the outcomes of a positive TM framework since the staff is also encouraged to think outside the box and look at a problem with new lenses. In its TM practices, it promotes the culture of being innovative in developing new ideas, experimenting with new methods, and collaborating, which could result in improved processes or service offerings. This approach benefits public sector organisations that need to remain relevant and competitive while equipping them with a force that can withstand industry change. It also helps an organisation to cope with the current and be fully equipped to handle any future challenge.

On the whole, the results and achievements of TM practices in the state sector energy organisations of the UAE reveal the value of TM in promoting employee engagement, operational efficiency, and performance. The following systematic initiatives help building a productive, innovative, and goal-oriented labour force: leadership development, strategic recruitment, and knowledge transfer. High rates of engagement would add to the organisational performance and competitiveness as enhanced customer satisfaction and operational efficiency are the tangible payoff of TM strategies. More result focussed, these TM practices are a tactical part and parcel of establishing an organisation that is centralised and responsive and well placed to long term sustainability in the dynamic and demanding industry.

A good talent management strategy is founded on thematic interconnections, especially in vibrant sectors such as public organisations in the UAE. The chapter examines the themes of succession planning and leadership building, performance evaluation and management, strategic talent management, adaptive solutions to challenges, and the outcomes and effectiveness of talent management in the formation of an integrated approach to achieve short-term operational goals as well as, long-term strategic goals.

4.8. Cross Theme Analysis

4.8.1. Succession Planning as a Strategic Foundation

One of the cornerstones of talent management is succession planning, a structured leadership development and subsequent organisational continuity approach. As Participant 27 also stressed:

"We have also established robust succession planning to prepare for future leadership needs."

This strategy is carefully aligned with the goals of the organisation as succession plans are usually aligned with the requirement of the future demands ensuring leadership readiness at critical junctures.

Succession planning shares an interdependency with strategic talent management. Succession planning can assist organisations in lining up the workforce development effort with future requirements when it comes to high-potential employees. Participant 24 further emphasised that Leadership pipelines will be robust and aligned with overarching business objectives when forward thinking is applied.

"Our succession planning has ensured smooth leadership transitions, reducing operational disruption and maintaining strategic continuity."

The principal connection between succession planning and adaptive solutions lies in its ability to change with the times. Rapid technological changes in industries require succession planning, while changes in workforce dynamics demand that succession planning adjust along with the trends of time. Increased organisational reliance on mentorship programmes and cross-departmental training provides future leaders with the skills needed to navigate complex environments. For example, Participant 8 said,

"We update our training programmes regularly to keep up with technological changes."

Such responsive efforts strengthen the pipelines of leadership and make succession planning effective even in changing circumstances.

In addition, performance evaluation systems help in succession by taking fact-driven knowledge of employee development potential. Participant 30 said,

"KPIs that we track include employee performance ratings, completion rates in development programmes, and retention rates."

Through such metrics, organisations can identify leaders of the future and groom them for the topmost positions using a merit-based approach. Integration of performance management into

succession planning ensures quality decisions are made with measurable outcomes that further create an effective pipeline of leadership.

4.8.2. Performance Management as an Enabler

Performance evaluation and management is one of the key enablers for all the themes proposed under talent management. In such a context, it is evident that systematic performance measurement creates individual contributions in support of broader organisational objectives. According to participant 26,

"The KPIs adopted include but are not limited to measuring leadership effectiveness, employee satisfaction, and turnover"

These metrics ensure not just the measurement of progress but also the identification of areas for improvement, hence supporting organisations in making real-time refinements in strategies.

This interaction between performance management and adaptive solutions can therefore be well expressed through the aspect of technological integration. Organisations use the data generated through performance to identify skill gaps and put in place aimed training processes. Participant 8 pointed out the importance of adaptability, saying,

"We began using more interactive and flexible learning options whereby employees could undergo training at their own pace"

This way, the training and development programmes will be relevant and influential as an organisation contends with the changing needs of employees.

The concept of performance management overlaps with strategic talent management in that it informs workforce planning decisions. Participant 18 thought that KPIs aid in aligning talent strategies with the organisational goals and,

"We use KPIs such as retention rates, training completion rates, and employee satisfaction scores to inform strategic adjustments."

From performance data, organisations can establish trends and adjust their workforce strategies to meet future demands at optimum levels. This aligns with the overall effectiveness of talent management practices.

Succession planning also occurs to be a subset of performance management. This enables leadership building on quantifiable results. As an illustration, Participant 27 states that they have planned adequately and this has made the change-over leadership to go smoothly without any form of disturbance in the process of making changes in the senior management. This is where performance measures can guarantee good continuity in leadership by targeting high.

4.8.3. Strategic Talent Management: The Overarching Framework

Strategic talent management is the umbrella theme that connects other themes. By aligning workforce development activities with organisational long-term objectives, strategic talent management assists in obtaining proactive but flexibility-demanding talent strategies:

“NMDC has implemented a holistic talent management strategy that includes strategic hiring, comprehensive training programmes, and a strong focus on leadership development and retention.”

Again, this approach emphasises aligning workforce planning with broader business objectives.

The synergy of strategic talent management and succession planning is better portrayed in the leadership development initiatives. As Participant 30 briefed,

“Career development and succession planning are part of the talent management practices, so we are ready to develop leaders for the future.”

It ensures that organisations have a steady pipeline of qualified leaders capable of driving strategic objectives in the face of changing industry demands.

Strategic talent management overlaps with adaptive solutions also because an organisation must be adaptable to emerging challenges. Participant 17 insists,

“One challenge has been effectively managing the cultural diversity within our workforce. We addressed this by promoting inclusive leadership and cross-cultural training programmes”

Such initiatives show how strategic talent management can lead to making organisations more inclusive and resilient in challenging, diverse, dynamic environments.

Performance evaluation has a significant role to play in strategic talent management, recording advancements, and measuring success. Notably, Participant 26 stated:

"We use KPIs to measure the effectiveness of leadership, employee satisfaction, and turnover."

The metrics would prove helpful in decision-making that would be pertinent to the workforce planning and aligning the talent strategies with the organisational objectives. The integration of performance information into strategic talent management enables the organisations to keep on improving strategies of sustainable growth.

4.8.4. Adaptive Solutions as a Response to Challenges

The challenges facing the public sector organisations need adaptive solutions. In addition to disruption of technology, a pluralistic culture, in fact, requires flexibility and innovative solutions. According to Participant 8:

"The world of technology changes so fast. We constantly upgrade our training programmes and work directly with these technological providers."

This helps make the employees competent and adequate in dealing with complex situations and ensuring organisational performance.

Adaptive solutions form the nucleus for succession planning. In response to the shifting nature of industries, succession plans must be modified to comprise adaptable training and mentorship schemes tailored to address newly emerging leadership preparation issues. As noted by Participant 17,

"We combated cultural diversity with the promotion of inclusive leadership and cross-cultural training programmes"

These avenues lead to more inclusive places of work alongside enhanced leadership capabilities.

The adaptive solutions converge with performance management as they are capable of targeting intervention at gaps in skills. Participant 8 observed,

"We began using more interactive and flexible learning options whereby employees could undergo training at their own pace."

This assures that the training programmes are quite responsive to individual needs to be effective and meaningful.

Therefore, adaptive solutions foster strategic human capital management as the workforce strategy keeps the business relevant in a changing environment. Participant 30 said,

"We will look to enhance our talent management practices through increased application of new technologies and broadening our leadership development programmes"

Such initiatives prove how adaptive solutions can drive innovation and further long-term organisational objectives. The actual measure of success of talent management relates to the output produced for employees and the organisation. When those themes of succession planning, strategic talent management, and adaptive solutions are combined, the result is powerful and fuels high employee engagement, retention, and performance of the organisation. Participant 19 emphasised these outcomes by saying,

"Talent management practices have significantly improved our creativity and innovation rates at the workplace. It has impacted the retention and job satisfaction levels of employees."

Outcomes are also linked with performance management systems. Tracking KPIs on an ongoing basis is supportive of monitoring the effectiveness of the organisation through its strategies and acting based on data-driven analysis. Participant 27 said,

"Our talent management initiatives have been leading to better performance of employees at higher levels of engagement, leading to positive organisational effectiveness and competitive positioning."

These measurable results reinforce the value of an integrated talent management approach where individual themes contribute to collective success.

The sophisticated conceptual model is concerned with the empirical data obtained through the thematic analysis of the data gathered. It was determined that the fundamental aspects that constitute the structure of employee retention and engagement are succession planning, performance management, and strategic talent management. Specifically, the strategy of talent management practices and organisational objectives was cited by all the respondents, thereby

justifying the emphasis of the framework on the systematic TM process. In addition, it was discovered that performance evaluation systems directly affect the degree of engagement and employee retention, therefore, restoring the relationship between the two. These findings confirm the research propositions and confirm the mediation of the relationship between environmental dynamism and organisational performance by TM strategies. This confirmation adds value to the theoretical framework presented in Chapter 2 particularly with regard to Human Capital Theory and Dynamic Capability Theory.

4.9. Synergies Among Themes

The interdependence of the themes in this chapter indicates that a single talent management strategy is required. As an example, the succession planning needs performance appraisal to identify individuals with high potential and adaptive solutions to prepare such individuals to take up leadership positions in the future. Participant 30's comment,

How performance information drives succession strategies, *"KPIs that we monitor are employee performance ratings and retention rates,"* demonstrates.

Likewise, other themes are played out in the context of strategic talent management. The reason is that it correlates development activities with the articulated organisational objectives, incorporates actions to adjust to new and emerging issues, and uses evaluation to monitor progress towards the objective. Participant 18 commented,

"NMDC has a healthy approach to talent management where strategic recruitment, extensive training initiatives, and leadership are the pillars with an excellent retention policy."

The levers of talent management have to all pull in the same direction of sustainable growth.

4.9.1. Overcoming Key Challenges by Integrated Approach

This theme implies that complex problems are resolved with the assistance of integrated talent management strategies. As the example above shows, the fast-paced technology demands dynamic solutions and strategic vision along with ongoing performance analysis. According to Participant 8,

“The fast-evolving technology is difficult to follow. To address this, we refresh our training programmes every now and then.”

This enhances preparedness of the workforce and also, aligns it to strategic objectives. A distinctive problem, which has emerged in the case of the UAE public sector, is cultural diversity. Adaptive inclusivity and cross-cultural cognisance solutions are coupled with succession planning and strategic talent management. One respondent observed that they tackled the issue of cultural diversity by using inclusive leadership and cross-cultural training programmes. In this respect, such activities offer a chance to establish a more unified and collaborative workforce that automatically creates employee engagement and organisational performance.

4.9.2. Success Measurement and Improvisation

Among the recurrent results of the analysis, one must mention that continuous improvement is informed by measurable outcomes. Performance review will provide the information required to establish the effectiveness of talent management practice and strategic re-alignments will be used to ensure that the practices remain effective in the evolving environment. Participant 19 thought these metrics are considered twice a year and present a positive influence on our strategies and decisions. This measurement focus is also applicable to all other talent management elements. One is succession planning: is a performance data-driven approach that traces the evolution of leaders and is adaptive based on employee feedbacks that are used to amend training programmes. Participant 30 opined,

“Our new technologies and leadership development opportunities will be used to streamline our talent management practices.”

As it has been demonstrated in the above examples, talent management is iterative, whereby learning and improvement is a continuous process in organisational cultures.

4.10. Chapter Conclusion

The chapter has discussed in detail the analysis of the talent management practices within the context of the UAE public sector energy organisations and their relevance to the organisational objectives. The research justifies the necessity to adopt talent management practices including succession planning, performance management, strategic positioning, innovative processes, and

talent management returns to sustain productivity of the workforce, leadership successions, and organisational stability. The cross-theme analysis also supports the close intertwining of these practices and demonstrates that the problems that are linked to cross-cultural issues and technological change are resolved through adaptation, too. Moreover, strategic alignment enables the talent management practices to be oriented towards the long term organisational goals. Performance evaluation, in its turn, was defined as one of the key enablers that provided an understanding of how the improvement of talent management practices can be achieved..

Thus, it can be stated that talent management needs to be incorporated within the framework that addresses both the current business requirements and the future vision. This approach ensures that organisations can adapt to changes in the industry while keeping their employees productive. It is important to note that the outcomes align with the role of talent management in achieving national goals of diversification of the economy, as well as Emiratisation. An advantage of this chapter is that it helps to support the conceptual framework defined in Chapter 2. The framework shows how the talent management practice affects the level of engagement of the employees and hence impacts the level of employee turnover and organisational performance. Also, the results presented here show that adaptive solutions play the role of a moderator between the level of employee engagement and organisational performance. Last, the cross-theme analysis supports the seven components, proving the coherence of the conceptual framework that reflects the dynamics of talent management in the UAE public sector. These insights will be elaborated in the next Chapter 5 and will be related to theoretical frameworks as well as practical applications.

CHAPTER 5: DISCUSSION OF THE FINDINGS

5.1. Chapter Introduction

The conclusions are viewed through the prism of localisation-practiced institutionality which articulates the mechanism of Emiratisation as an institutionalised logic of talent management in decision-making in the UAE organisations of the public sphere. The results of the research present important and novel details regarding the operationalisation of talent management in UAE for-profit public energy organisations, which has remained unaddressed in most of the current literature. The study contributes to the current body of research by showing how succession planning and performance management, strategic talent pipelines, adaptive HR solutions, and Emiratisation pressures interact in a subtle way to provide insights into how hybrid public-commercial organisations manage their workforce within competing institutional pressures. These results shed light on the fact that organisations need to achieve at the same time operational efficiency, global competitiveness and national workforce localisation- a triple mandate that transforms conventional TM models. These transformed conventional TM models were historicalised by unchanging workforce planning, generic training delivery and compliance-oriented Emiratisation reporting. The offered framework will further these models by introducing an adaptive, AI-enabled and institutionally based method of talent management, in which leadership development, succession planning, and workforce analytics are continually oriented towards the Emiratisation goals and dynamic public-sector demands. This paradigm shift will help the public sector organisations to shift their focus towards response-based talent replacement to proactive leadership pipeline management and resilience of their workforce in the face of strategic talent requirements. This research thus offers not only empirical data about an under-researched industry, but also theoretical value, in that it shows that TM in the UAE cannot be viewed solely through the Western prism and needs to be approached through the perspective of localisation-practiced institutionality. This research means localisation-practiced institutionality, meaning that localisation policies like Emiratisation are not only formal regulatory imperatives, but are performed out, construed as well as operationalised in the daily practices of everyday talent management in the public sector organisations. Localisation policies are institutionalised as a top-down compliance mechanism rather than being a bottom-up mechanism that influences policies on recruitment, leadership development, and succession planning and performance assessment. In

this respect, talent management is a moving strategic and institutional negotiation between national workforce goals, organisational ability requirements as well as governmental restrictions on governing. This conceptualisation emphasises the situational practice of localisation, and not merely its imposition, and thus changes the process of talent management practice in highly institutionalised public sector settings.

5.2. Strategic Alignment in Talent Management

The participants stressed that talent management policies are sustainable when the organisation's strategies are consistent with the company's long-term objectives. As Participant 12 noted,

“Our leadership development programmes are directly tied to our strategic objectives, ensuring that talent pipelines align with future growth areas.”

These are in line with the previous studies that have also established that strategic talent management is crucial in ensuring that the organisation has a workforce that is ready for the future. The study results indicate that TM practices in UAE public sector organisations are strategically aligned with the overall organisational goals. The practices, which include leadership development, performance management, and succession planning, are aligned with the organisational strategy to enhance operational efficiency and adaptability. This is the proper alignment with strategic goals and provides insights from Institutional Theory: public organisations adopt such practices to ensure stability in their socio-economic frameworks, says Scott (2008). Dynamic Capability Theory, as promoted by Teece (2007) explains that adapting to changing environments is achieved when organisations develop internal capabilities. These include workforce agility and resilience. This is especially so for the UAE, where public sectors are significantly impacted by rapid changes in technology and regulation. TM and strategic goals are thus aligned for efficient resource use, developing resiliency and long-term viability in public organisations, as highlighted by Collings et al. (2018).

5.3. Effectiveness and Outcomes of TM Practices

TM practices impacted the retention and leadership by ensuring that organisations had high retention rates and continuity. Several respondents (e.g., Participants 7 and 19) highlighted that structured performance evaluation directly influenced career progression, reinforcing the conceptual framework's emphasis on performance-based retention.

The effectiveness of TM practices in the realisation of some outcomes is established. These outcomes include employee retention, internal promotion, and the efficient completion of projects. Human Capital Theory validates this by saying that investments made in human capital bring adequate payoffs in terms of productivity and employee loyalty. According to Hasanpour et al. (2019), good TM practices had positive relations with higher rates of retention and employee satisfaction lifeblood of competitive businesses, like energy. more authors are validating the study's outcome is the EVP framework wherein it promotes career development and structured training in the organisation, so these would make the firms attractive enough to retain good talent. According to Hongal and Kinange (2020), a TM with an emphasis on growth opportunities and skill building has significantly improved retention and engagement. Aljarwan et al. (2019) further posit that well-defined career development avenues lead to high job satisfaction and retention in public service jobs, which is a relevant factor since the UAE also competes with the private sector for talent.

5.4. Challenges in Standardisation and Adaptability of TM Practices

Other issues on standardising TM practice determined that there exists a very wide difference of various kinds in competencies and needs across departments. It negates what RBV posits that 'different resources will be aligned with sustainable competitive advantage where those cannot readily be acquired at the present in the existing market by newly emerging firms.' This is so because specialised human capital will certainly still be needed (Barney, 1991). TM practice standardisation could not come easily about within departments based on competency. Krishnen and Scullion (2017) argue that TM models should be flexible because even though consistency is desirable, organisations sometimes need flexible frameworks as there is heterogeneity in operational needs. Al Amiri and Abu Shawali (2021) observed a similar issue in the health sector of the UAE that shows the need for agile TM practices to serve regulatory compliance and functional effectiveness in the public sector contexts.

5.5. Technological Integration in Talent Management

Integration of high-level technologies, like AI analytics, into TM processes, highlighted the most prominent theme toward strengthening recruitment, performance measurement, and skill measurement capabilities. Dynamic Capability Theory reinforces this practice as it brings more

organisational flexibility and a workforce planning ability in alignment with the technology (Teece et al., 1997). Raheem (2016) prove that with digital TM tools, recruitment becomes simpler as it involves effective resource utilisation, which is a requirement for large organisations in the UAE. As quoted by Borowski, (2021), these digital revolutions including AI improve the outcome of TM by increasing quality and shortening the recruitment cycle. According to Meyers (2020), one other benefit of TM is predictive analytics, which will help organisations be ahead of the game in managing workforce needs. This is important in high-demand sectors like energy and healthcare. According to the previous study, TM helps drive digital transformation by supporting broad changes in a business and its leaders, in addition to increasing the use of new technologies (Montero Guerra and Danvila-Del Valle, 2024).

5.6. Leadership Development and Succession Planning

The study further established that leadership succession is a critical issue in UAE public sector organisations and nearly all the interviewees responded that structured succession planning is important for organisational stability. Participant 25 stated,

“Without a clear succession plan, we risk losing institutional knowledge when senior leaders retire.”

This directly supports the notion that the conceptual framework for TM has identified succession planning as an essential part of the process.

Further, significant aspect of TM is leadership development and succession planning, such as preparing leaders to assume a particular role and addressing the threat of turnover. The Competency-Based Model is primarily concerned with the learning of particular skills that are applicable in future leadership positions within specialised industries in the UAE. Formalised leadership career paths are beneficial to the continuity of operations in public organisations and reduce the impact of unplanned vacancies, as noted by Tansley (2011) and Al Mheiri et al. (2021). In the same vein, Al Jawali et al. (2020) discovered that succession planning reduces the risk of leadership gaps and, therefore, continuity in competitive sectors. Aligning talent strategies with broader national goals on leadership development, UAE public sector organisations aim at supporting resilience and sustainable growth. The present study’s observations align to what is

being done in other developing nations, as they are using TM and planning for future leaders to support their country's strategies (Shahriar, 2025).

5.7. Conceptual Framework: Validated and Refined

This study provides strong support for the initial conceptual framework, though with some subtle refinements. The framework is depicted in Figure 5.1 which posits that TMPs drive EE, which impacts ER, which in turn affects OP. Furthermore, the model underlines the importance of Adaptive Solutions (AS) as complementary input for employee engagement, which is confirmed by the findings.

Talent Management Practices and Employee Engagement

The results of the research corroborate Talent Management Practices as the key driver of employee engagement. The results are consistent with Hongal and Kinange (2020), who argued that well structured TMP, such as leadership development, performance management and tailor made training programmes, make a significant contribution to employee commitment as well as satisfaction. This study finds that TMP directly impacts engagement by facilitating employee aspiration alignment with organisational objectives, particularly through clear career development pathways and leadership pipelines.

Employee Retention and Employee Engagement

The study by Aljarwan et al. (2019) also confirmed that employee engagement has a strong influence on retention, as demonstrated in the study. Engaged employees were less likely to leave their organisations and were also more loyal. It aligns with the previous studies, as well, that engagement plays a critical role in preventing expensive turnover and creating a stable workforce. As an example, some of the participants said that through the inclusive leadership and recognition programme, employee satisfaction is increased, as was the case in the study by Hasanpour et al. (2019).

Employee Retention and Organisational Performance.

The research validates the assertions of Collings and Mellahi (2009) that high retention rates are directly proportional to organisational success. Findings indicate that a stable workforce lowers recruitment expenses, increases institutional memory, promotes continuity in operations, and this

is vital in ensuring high performance. The leadership development programmes that the participants report also indicate that trained leaders that are emerging through the succession pipelines are the ones that drive both retention and performance as was also the case with Tansley (2011)..

Adaptive Solutions

One of the findings of the research is the moderating nature and strengthening of the relationship between TMP and EE through Adaptive Solutions. This provides sophistication to the initial framework considering the dynamic needs of contemporary organisations in a rapidly changing industry; the public sector in the UAE. The findings are in line with Minbaeva (2020) who stated that adaptability is important to maintain the ongoing relevance and effectiveness of TM frameworks in turbulent external environments.

This study extends Rothwell's (2015) work on succession planning by incorporating succession planning into a dynamic framework that links strategic TM practices to retention and performance. The findings also confirm Becker's (1964) Human Capital Theory, which claims that investments in developing the workforce have both positive returns in terms of productivity and performance. Additionally, the application of Adaptive Solutions emphasises the applicability of Teece et al. (1997) Dynamic Capability Theory, which posits that flexibility in TM practices is a requirement for the sustenance of competitive advantage.

As mentioned in Chapter 4, the themes generated from the data analysis form the basis of the refined conceptual framework. The research found that there are three major talent management practices that are pertinent to employee engagement and retention which included; succession planning, performance management, and strategic talent management. The study findings confirmed that performance evaluation processes affect employee turnover confirming the assumption of the talent management framework that performance related talent management leads to organisational success. Furthermore, the analysis also supported the assertion that talent analytics with the help of AI are in an emerging stage to enable the workforce strategies, which required to include as an enabler in the conceptual framework. The nature and strength of these interconnections are depicted with the help of directional arrows within the framework which was evident from the interviews conducted among the study participants. A direct relationship with

two or more responses is represented by a solid line, whereas a dotted line shows moderately strong relationship that needs further exploration.

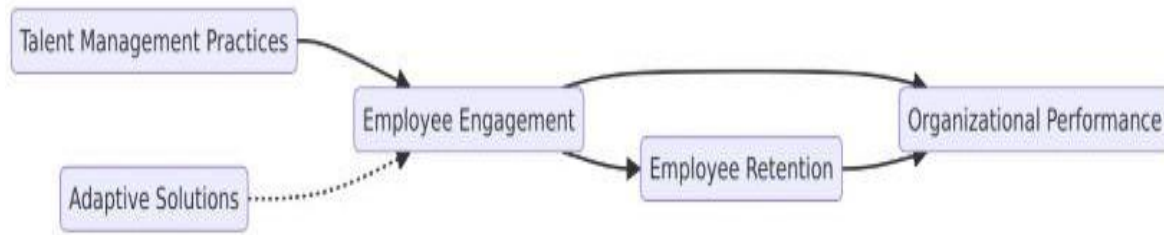


Figure 5.1: Refined and Validated Conceptual Framework, Source:(Author’s Contributions)

The conceptual framework that has been developed for the study is as presented in Figure 5.1 below, which has been validated by the study findings. The solid arrows represent direct correlations which were supported by evidence, for instance, the relationship between succession planning and leadership management. On the other hand, dashed lines depict relations that were inferred in the course of the research but were not equally stressed in all the interviews—these are the effects of AI solutions on the rate of attrition and performance appraisal among the employees. This distinction can be handy to possess an insight into the way talent management practices overlap in UAE public sector organisations.

This validated conceptual framework is grounded on empirical evidence unlike other models in chapter 2 that were mainly founded on theoretical frameworks. Part of the elements such as succession planning and performance assessment are familiar to the previous research, whereas the contribution of AI talent analytics and the improved role of adaptive solutions are new findings due to the analysis of the UAE public sector. This framework therefore demonstrates that it is a combination of literature and new empirical research and is hence new and helpful.

Lastly, the tested and improved conceptual framework reflects the complex interdependence between Talent Management Practices, Employee Engagement, Employee Retention, and Organisational Performance and Adaptive Solutions enhance the general model. The research is relevant to the literature as it demonstrates the interconnection of these constructs in the UAE public sector and offers a foundation to future studies regarding TM practice and frameworks.

5.8. Policy Implication

Several policies exist from the findings of this study, particularly in the context of public sector management within the United Arab Emirates; more particularly, in high-demand sectors, such as energy and health, where specialist talent plays a vital role.

On a policy level, the research builds upon the current Emiratisation body of literature by showing how the goals of localisation can be attained not only by formal mandate but also by coordinating the planning of succession and leadership development, performance management, and workforce analytics with organisational routines. This empirical evidence supplements the recent arguments to stop relying on the compliance-oriented nationalisation schemes and move to the capability-based localisation schemes that focus on leadership preparedness, and long-term retention as opposed to a headcount approach (Forstenlechner and Rutledge, 2011; Al-Waqfi and Forstenlechner, 2014, Kravariti and Johnston, 2020). The idea of localisation-practised institutionality that was presented in this thesis captures how Emiratisation can be practised via TM systems and not as an externality that is being imposed as a fixed policy mandate. This result narrows the institutional theory in that the public organisations do not passively redefine the policy limits but employ managerial agency and adaptive TM practices to do so, especially in strategic areas like energy.

There is a sense in which policy reforms that emphasise the reinforcement of the alignment between TM practices and organisational strategy will improve public sector management. Policymakers may add the requirement that TM practices be directly linked to organisational goals. This would imply that the leadership development, performance management, and succession planning undertaken in the organisation should reflect broader sectoral and national goals. Scott (2008) points out that when TM is aligned with the strategy of an organisation, not only is there increased operational efficiency, but there is also enhanced legitimacy for public institutions and, hence, support for broader socio-economic policies. This is most applicable in a country such as the UAE where public sector operations are deeply embedded in the overall agenda of the country.

Technology integration into TM frameworks also requires regulatory support in an attempt to smooth out the implementation process. Defined guidelines and standardised protocols of data management, analytics, and AI in TM regarding data privacy and compliance will be involved.

Literature suggests that clear regulatory standards that encourage the adoption of data-driven technologies must be aligned with data security standards. Raheem et al. (2018); and Borowski (2021) suggest policy interventions which would enable more fluid technological uptake and empower the UAE public sector to adapt to the changed demands of digital transformation.

Besides, this study recommends that policies should also include clear plans for local growth for UAE citizens in the company. As reported by Al Suwaidi et al. (2020), there are still few chances for Emirati professionals to reach senior positions in public organisations. Therefore, policy should set Emiratisation targets and also help UAE nationals move up the ladder by planning career paths based on their abilities. Strict rules and regulations in the government usually make it hard to carry out TM policies. According to Abouabidalla (2022), over-regulation and reduced autonomy in the public sector often limit both the government organisation's decisions and efforts to advance through new ideas. Therefore, rules that enable state-run profit-making groups to adapt their TM strategies to meet energy and infrastructure sector needs are required, while still ensuring they are regulated. Policymakers should step up and help establish governance for data usage in AI-based workforce analytics. Many HR leaders are hesitating to use new HR technologies because they are not certain about the proper ethical and privacy rules. Borowski (2021) suggests that rules for using data in TM by governments are required to ensure both effective and trusted algorithm-based decisions.

5.9. Practical Implications

On a practical level, findings from the research indicate that UAE public sector organisations should adopt TM models that are flexible enough to accommodate the diverse needs of different departments and specialised roles. One-size-fits-all TM often proves ineffective in sectors where skills demand is specialised, such as energy, healthcare, and infrastructure. As Al Amiri and Abu Shawali (2021) argued, adaptive TM practices could better respond to the different nuanced needs of various divisions within an organisation, thus making it more effective in general.

With public sector leadership, further evidence for well-designed succession planning and structures on risk management for the succession plan of leadership has emerged through the study. As revealed by Tansley, Formal frameworks provide future leaders with competencies they must acquire for organisational sustainability to occur. Thus, reports emphasising UAE Vision 2030

demands suggest sustainable development coupled with knowledge-based leadership within key strategic sectors. Public sector organisations, through succession planning and competency-based leadership development, will be able to strengthen the internal talent pipelines, thus reducing the dependency on external recruitment.

Departments should be taken into account when developing talent frameworks and generic organisational models should not be applied. As explained by Al Amiri and Abu Shawali (2021), organisations in the public sector do not meet their strategic outcomes because their TM systems do not address the differences between departments. It is clear from the findings that energy-sector HR leaders are looking for flexible options that suit the responsibilities of engineering, operations and project leaders.

In addition, digital IP infrastructure is still underdeveloped in various state agencies, even though it has proven to be effective. They point out that AI-powered platforms can assess an individual's leadership skills and track their achievements. Still, those involved in the study mentioned that many organisations find it hard to fully use these systems due to a lack of suitable preparation and resources. It is important to invest in training staff to use digital HR tools so they can handle and review the data produced by AI for planning the workforce.

Leadership growth should be seen as a repeated process, not just something to be handled only once. The Future Leaders Initiative illustrates how public energy companies can prepare employees to contribute to the national goals of the country. Even so, there are obstacles in making sure that leadership skills are applied in actual progress. Many qualified Emirati employees do not advance in their careers, according to Al Mheiri et al. (2021). As a result, companies should integrate career planning, mentorship and assessment of readiness to enhance work every day in TM. Also, focusing on retention should include factors such as exposure in the career field, meaningful roles and the company's reputation. Al Awadhi and Muslim argue that Emirati professionals aged 35 and younger prefer progress, independence and a sense of purpose over simply earning a high salary. Therefore, public organisations need to focus on offering strong value to employees by encouraging growth, providing recognition and rewarding their work for the country.

A comparison of the findings from the previous studies shows common themes and unique challenges to the UAE public sector. For instance, Collings and Mellahi (2009) and Krishnen and Scullion (2017) found TM practices worldwide emphasise strategic alignment and leadership development. However, in the UAE, additional emphasis on regulatory compliance reflects unique pressures in public sector roles that are closely monitored and whose policies constantly change. This requirement of regulatory alignment presents a different kind of operational challenge that is not as pronounced in less-regulated sectors or private-sector organisations internationally.

Aljarwan et al. (2019) and Kaleem, 2019 also recognised retention as one of the particularly relevant TM outcomes specifically relevant in this UAE competitive private sector-oriented landscape of work. In public services, retention initiatives should consequently take into account the bundle of compensations, but also career advancement, satisfaction at work and adding value which is an extremely challenging package more uniquely germane to UAE's context as opposed to others. Moreover, despite Raheem (2016) and Meyers (2020) emphasising the significance of technology in improving TM effectiveness, the pace of digital adoption in the UAE comes with its own set of challenges and opportunities. The UAE public sector organisations must harness these developments responsibly while ensuring that the data privacy and security issues identified by Borowski (2021) are addressed.

The research contributes directly and practically to the business practice through the translation of the national localisation policy and the findings of this study into a practical advice that can be followed by talent management (TM) practitioners working in the hybrid, commercially oriented public organisations. This DBA research is based on the real life experiences of the elderly HR and TM practitioners in the UAE energy sector unlike much of the scholarly research in the field of TM that remains theoretical in nature and as a result, does not represent practical organisational barriers of policy compliance, leadership succession, and competitive talent pools. Existing literature proves that the most useful TM knowledge is that based on organisational realities instead of romanticised models in the private sector (Tyskbo and Firtin, 2025; Thunnissen, Boselie and Fruytier, 2021).

To TM practitioners, the results have revealed that Emiratisation results are better in situations where TM is implemented as a strategic leadership system, and not as an administrative HR function. In particular, this research demonstrates that the combined systems of succession

planning, leadership development and performance management are important in terms of retaining national talent and readiness of leadership in policy constrained environments. This is consistent with the recent global data indicating that disjointed or compliant TM practices decrease retention and engagement, and strategically aligned TM systems increase workforce stability and organisational performance (McDonnell et al., 2021; Kravariti and Johnston, 2020).

Notably, the study is an indication to the practitioners that training alone does not yield enough to retain potential high national employees. In line with the recent TM and public-sector HRM research, the results indicate the significance of career visibility, clear progression patterns, management support, and perceived fairness as important in maintaining motivation among talented employees (Meyers, van Woerkom and Dries, 2020; Tyskbo and Firtin, 2025). Localisation-practised institutionalisation as a concept offers practitioners a viable prism through which to enshrine policy objectives into everyday TM practices that allow them to move towards quota-based localisation to sustainable, capability-focused workforce development.

5.10. Contributions to Literature/theory

This research offers a theoretical contribution by situating the results of the study within the literature on TM in the public sector organisations. Instead, the purpose is to demonstrate how the empirical data can be best viewed through these existing theoretical frameworks. The results support Scott's (2008) Institutional Theory in showing how TM practices in UAE public sector organisations are influenced by the desire to be legitimate and to conform to institutionalised structures, rules, and norms. This is because TM initiatives are highly aligned with national policy goals in highly regulated public environments due to institutional forces. For similar reasons, the concept of Dynamic Capability vis à vis organisational agility, known as Teece's (1997) theory, also provides a useful lens to understand how specific TM practices, especially those involving information technology applications such as artificial intelligence and analytics, are enabling organisations to be adaptive and responsive. These technological activities enable the public sector entities to respond to new demands, which means that TM is about change in conditions of uncertainty.

Furthermore, the study results are in line with the postulates of Human Capital Theory by Becker (1964) which postulates that employees should be trained, leaders should be developed and there

should be career progression plans in the organisation. People continually emphasised how TM best practices improve productivity, worker interest, and long-term staff satisfaction, linking SHRM and business outcomes. In general, this research does not aim at developing new theories for the field, but it contributes to the understanding of the applicability of these theories in the UAE public sector. These insights help demonstrate the relevance of these theories to practice in a field that is still dynamic due to several changes proposed by the economy, technology, and policies' necessities.

The research contributes to the talent management literature as it is an empirical study of profit-driven public sector energy organisations that operate within the limits of Emiratisation, which is a scarcely represented area in literature on talent management. Although previously researchers have conducted relatively more studies on either the private sector organisations or the traditional non-commercial public organisations, this study expands the existing literature to include hybrid organisations that have to achieve commercial performance and meet the national localisation requirements at the same time (Thunnissen, Boselie and Fruytier, 2013; Kravariti and Johnston, 2020).

The novel contribution of this research to the literature is that unlike the general literature on TM, which tends to believe in a high level of managerial discretion and market-based decisions regarding talent, the results of this research indicate TM in the UAE public energy sector is determined by the substantial institutional forces that restrict the discretion and, at the same time, demand strategic results. The finding corresponds to institutional approaches to HRM but builds on them by showing that organisations actively redefine policy conditions using in-house TM systems instead of following them symbolically (DiMaggio and Powell, 1983; Sarhan et al., 2017).

The results are partly in line with the current literature that recognises leadership development and the succession planning as the key TM processes related to the organisational effectiveness (Collings, Mellahi and Cascio, 2019; Meyers et al., 2020). Nevertheless, the study differs with the existing literature as it demonstrates that in the context of Emiratisation-oriented settings, these mechanisms play a dual role in promoting organisational competence and justifying adherence to the policy of national workforce. Such duality is mostly non-existent in Western centric TM models that regard leadership pipelines as a key competitive advantage instrument, not as a policy embedded tool.

In addition, the research also disputes the assumptions based on the Human Capital Theory which perpetuated the need to keep invested in training employees resulting in employee retention. Although the current literature often associates the rising capability with the rise in commitment and decreased turnover (Becker, 1993; McDonnell et al., 2021), the presented results indicate the ongoing turnover risks among highly trained Emirati workers. This is in line with recent critical literature that suggests that skill investment is not sufficient to explain retention within the context of the public and hybrid organisations, but have to be interpreted through the institutional, institutional, reward, and career-mobility constraints (Kravariti et al., 2022; Tyskbo and Firtin, 2021).

Another innovation is in the fact that this research conceptualises localisation-practised institutionality according to which Emiratisation is practised in everyday TM practices (including KPI design, succession planning, and leadership assessment) and not as a top-down policy command. Although the coercive policy pressures have been long recognised by the institutional theory, the study by Scott (2014) extends the literature by showing through empirical evidence how localisation policies are instantiated in the micro-level TM practices in commercially oriented public organisations (Al-Waqfi and Forstenlechner, 2014).

Lastly, combining Institutional Theory, Human Capital Theory, and Dynamic Capability Theory within one empirical setting, this study aims at addressing the recent demand of more integrative and context-specific TM theories. Earlier research has been inclined to treat these theories separately; this research has shown that they are explanatory jointly in explaining TM outcomes in the environment of policy volatility, market competition, and digital transformation of the UAE energy industry (Teece, 2018; Thunnissen and Gallardo-Gallardo, 2019).

5.11. Discussion of Cross-Theme Analysis in the Context of Literature

Chapter 4 concentrated on the cross theme analysis, thus highlighting the relationship that exists between the TM practices in the succession planning, performance evaluation, strategic alignment, adaptive solutions, and organisational outcomes. This section carries on this analysis by contextualizing these interrelated themes within the reviewed literature in Chapter 2, and reflecting on how that combination complements theoretical perspectives, coexists with empirical research, and aids in the efforts to answer the research questions. This section broadens our knowledge of

TM practices in the UAE public sector and its implications by comparing cross-theme relationships with existing theories such as Dynamic Capability Theory, Human Capital Theory, and Institutional Theory.

5.11.1. Integration and Theoretical Contributions

Succession planning underlines its role in ensuring leadership continuity and aligning workforce capabilities with long-term goals. Rothwell (2015) states that organisations need the necessity of organised succession planning to ensure organisational resilience. The findings of the present study are therefore a continuation of the work of Rothwell in that succession planning is placed in the context of the UAE public sector organisations where national policies such as Emiratisation require succession planning that is both local talent development and global competitiveness. This integration is also backed by Dynamic Capability Theory where the sense, seize, and transform opportunities are a source of organisations ability to acquire a competitive advantage (Teece et al., 1997). Succession planning would appear to be leverages where succession leadership opportunities can be exploited by identifying and developing high-potential employees as organisational strategies in the case of TM.

Performance evaluation is the feedback process to implement the changes on the practices of TM to suit the technological, demographic and regulatory changes. Minbaeva (2020) posited that agility played a significant role in talent management and that organisations had to make ongoing changes to their strategies to remain effective as far as their workforce is concerned. The article on the connexion between performance measures and adaptive solutions identifies the role of data in conversing the identification of gaps in the provision of interventions via training programmes on emergent issues. This is in line with the Institutional Theory which opines that organisations revise their practice based on environmental pressures which include regulatory requirements, cultural norms, just to mention a few. This research shows how, by connecting performance appraisal to adaptability, UAE public sector organisations can strike the right balance between the need to comply and the need to be more innovative to respond to external forces and develop internal resilience.

5.11.2. Strategic Talent Management and TM Outcomes

Strategic talent management offers the framework that demands TM themes to be applied jointly to individual practices to add to pertinent high-level objectives. This is justified by Collings and Mellahi (2009) who state that TM practice is sufficient to align with organisational objectives in order to come up with actionable results. In this aspect, their research is furthered to demonstrate how strategic fit enhances succession planning, performance appraisal, and adaptive solutions to organisational outcomes. With that said, the Human Capital theory (Becker, 1964) is that investments put in the development of employees are well rewarded in terms of productivity and innovation. The strategic talent management significance is the increase of such quantifiable results as the retention rate and employee satisfaction, which is incorporated into this study through the combination of TM practices with organisational and employee requirements.

Succession planning and performance evaluation show how performance-based leadership development is bound to happen. The available literature indicates that high-potential employees should be identified and nurtured to create a sustainable flow of leadership in the organisation (Collings et al., 2018). The findings explicitly indicate that the UAE public sector organisations utilise the performance data to guide succession planning in a manner that it remains consistent with the organisational objectives and the regulations. Thus, responsiveness in the reaction to technological upheaval and workforce variation, will characterise the trade off of adaptive solution and strategic talent management. Minbaeva (2020) identifies the importance of agility in TM practices to ensure that it keeps changing and staying competitive. This study expands on her results to demonstrate how cross-cultural training and technology-based learning platforms can enable organisations to deal with their current and future issues.

Themes integration also attracts attention to the role of the chosen TM practices in the context. Indeed, it is possible to examine the functioning of the UAE public sector organisations within the regulatory and cultural environment as the Institutional Theory of Scott (2008) suggests. As an illustration, the alignment of Emiratisation policy with succession planning/strategic talent management policies indicates certain peculiar challenges and opportunities in the balance of national priorities and organisational goals. Overall, Cross-theme analysis shows that TM practices are interwoven, and the different effects of an accumulation that can be generated towards organisational success. This section explains how the research has contributed to the enhancement of the existing theories and also has practical implications to the UAE public sector by finding

these research findings in the broader academic discourse. The proposal of TM themes can be viewed as the means to both solve the current problems and provide the path to the building of robust, flexible, and efficient talent management frameworks.

5.12. Strategic implications of cross-theme integration

The cross-theme analysis shows the dependencies of the TM themes. It therefore provides important information on how organisations can manage their human resources strategically in order to realise not only short-term but also long-term objectives. These strategic implications are relevant to the public sector organisations in the UAE that operate within the ever-evolving global environment and operate under the umbrella of national policies like Emiratisation and sustainability goals.

5.12.1. Building Resilience in Organisations

Adaptability to maintain the resilience of an organisation is shown in Dynamic Capability Theory of Teece et al., (1997). The combination of adaptive solutions and performance evaluation and succession planning describes the way organisations in the public sector of the UAE develop such resilience. An example is when an organisation aligns performance measures with development programmes on leadership, the future leaders will be well equipped to lead organisations through both known and unknown challenges. This research is similar to Ravichandran (2018) in his claim regarding the dynamic capabilities along with TM practices that are so handy in developing sustainable competitive advantages by enabling organisations to respond to turbulent environment dynamics.

5.12.2. Workforce Diversity and Inclusion

Scott (2008) emphasises the pressure exerted by external forces on organisational practices according to the Institutional Theory. It is true that the diversity of the workforce is an asset and a liability in the UAE. The cross-theme analysis proposes how adaptive strategies such as cross-cultural training can be incorporated in strategic talent management and assist in the establishment of an inclusive environment. This finding is aligned with the claim made by Hopkyns and van den Hoven (2022) that intercultural competencies are essential in a multicultural workplace. That is where the integration of inclusivity into TM systems can guarantee the adherence to the anticipation of culture and foster teamwork and innovation within organisations.

5.12.3. Maximising Human Capital Investments

The nature of human development investments that are beneficial to an organisation is richly conceptually endowed with Human Capital Theory (Becker, 1964). A combination of succession planning and strategic talent management underscores an employee as a long-term asset perspective. The article is based on the existing literature by demonstrating that leadership pipelines are an important type of human capital investment in the United Arab Emirates by public sector organisations. To illustrate, when leadership development programmes are aligned with the organisational strategies, employees will not only satisfy their needs at the moment they will also be well prepared to face any future challenges.

5.13. Comparative Insights from Literature

The results of this study validate and extrapolations of the current literature on TM practices.

TM Alignment with Organisational Goals: Collings and Mellahi (2009) argue that TM practices should be aligned with strategic goals. In this respect, this study supports these findings as far as the incorporation of succession planning, performance appraisal, and strategic alignment by the UAE public sector organisations to attain quantifiable results.

Significance of Flexibility: Minbaeva (2020) emphasises the flexibility factor in TM practices. The research concurs with the manner in which adaptive solutions manage technological and cultural issues within the UAE setting.

Although other studies have been conducted at the global level, this study has provided a better understanding of the how factors regarding Emiratisation policies that affect TM strategies in the UAE public sector. The intersection of organisation-level strategies and national policy goals makes for an interesting balance of serving local workforce development with global competitiveness. The thematic links that are bridged in this research include performance appraisal and adaptive responses and hence contributes to the existing research by showing how interdisciplinary approaches in TM contribute to the values of organisational effectiveness, innovation, and inclusiveness.

In the analysis of the cross-theme, it emerges that policies need to be formulated and applied to drive integrated TM practices. This way, the policymakers will be able to compensate the

organisations who apply the Emiratisation objectives in accordance with the formation of leadership to achieve national goals without being inflexible. As indicated, investments in digital infrastructure can make adaptive solutions scalable and effective. This is by integrating succession planning into performance evaluation thereby enabling HR practitioners to use such findings on data to base their search of high potentials on which development programmes are tailored to these professionals. This line aligns with Collings et al. (2018), who highlighted the importance of maximising TM practices through data-driven research. Alternative implication is creating inclusive workplaces because flexible solutions that involve strategic talent management are a pathway to inclusivity. Thus, cross-theme synergies can be used by organisational leaders to achieve resilience and competitiveness. As an illustration, leadership alignment with strategic goals is important to make sure that future leaders are prepared to make organisations successful. This is informed by the fact that Rothwell (2015) claims that succession planning is essential to long-term sustainability.

Supportive Role of the Government: The effective and proactive supportive role of the government is a key factor that defines the talent management situation in the UAE public-sector energy organisations. The results show that national policies, including Emiratisation, the Nafis programme, the strategic workforce planning directives, and the federal investments in leadership academies, can be viewed not only as regulatory expectations, but also as enabling states, which give organisations the resources, incentives, and legitimacy to enhance their TM systems. The focus of the participants on leadership pipelines, performance measurements, ongoing learning, and systematic development programmes can be attributed to the direct impact of government programmes aimed at professionalising the Emirati workforce and speeding up the development of capabilities in strategic areas. The supportive role of government, then, works like a primary driver that influences organisational TM priorities, aligns HR interventions with national transformation agendas, and encourages organisations to pursue long-term, capability-based strategies instead of short-term HR solutions. This institutional backing makes the TM strategies more mature and makes sure that the internal practices of the organisations are in line with national socio-economic goals.

In general, the results of this study are of significant importance both to research and practice. They show that talent management in for-profit UAE-based energy organisations is conditioned

by a unique arrangement of national policy pressure, industry skills needs and organisational requirements. In demonstrating the effect of Emiratisation expectations in developing succession planning, performance assessment, leadership development, recruitment plans and responsive training systems, the study offers a comprehensive insight into the role of TM in a particularly hybrid organisational set-up. This provides an important contribution to the literature by filling a specific gap on TM in the Gulf public-commercial interface, and also giving practical information to the policymakers and HR executives who aim to improve national talent preparedness. The study therefore makes it clear that TM is not a mere HR activity but a strategic instrument of bringing about national workforce change, organisational sustainability and long-term competitiveness.

5.14. Conclusion of Discussion Chapter

Thus, the results of the present research highlight the complexity of the interconnection between TM practices and strategic objectives in the UAE public sector as the latter practices follow the specifics of standardisation, flexibility, and integration of technologies. The performance outcome of the organisation will then translate to evidence of strategic foresight in view of the rapid changes that this environment experiences and requires.

By positioning the cross-theme analysis within established theoretical frameworks such as Human Capital Theory, Dynamic Capability Theory, and Institutional Theory, this discussion provides the ability to look at TM practices as adaptive and aligned with strategic systems. Comparatively, the syntheses of the theoretical frameworks provide the TM literature with a greater breadth than is presently accessible by demonstrating how the UAE public sector organisations strike a balance between global best practices and local regulatory requirements like Emiratisation and develop resilience and inclusivity. Moreover, the chapter aligns empirical evidence with practical implications at three levels: in other words, at the practitioner level, policy-making level, and the top-management level. It is on this basis that this approach supports the study recommendations that succession planning needs alignment of performance evaluation, strategic alignment and adaptive solutions and introduces interconnectedness.

The chapter adds to the discussion at the DBA level by employing critical and comprehensive analysis of the TM practices in the UAE in the context of the public sector organisations. This adds

a better groundwork to a new study on an integrated TM model that could be advanced especially in situations where cultural disparities, regulations and technological disturbance are the order of the day to the contrary, this could be the gateway to a lot more innovative and effective strategies of talent in the future.

The findings in this chapter validate the usefulness of the adjusted conceptual model because it determines the direct and indirect relationships between talent management practices, EE and OP. The application of AI in analytics, systematic performance appraisal, and succession planning are three of the primary themes that were identified in the talent management practices of the UAE public sector. These concepts form a basis of Chapter 6, where purpose, management, and contributions to knowledge of strategic recommendations will be described.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1. Summary of Key Findings

This research discusses talent management (TM) practices in the profit-oriented energy sector, among public sector organisations within the UAE. The following questions are the objectives of the research.

6.1.1. Objective 1 and Research Question 1: Explore TM Methods Used by Public Sector Organisations

Findings from the research show that TM practices adopted by public sector organisations in the UAE energy sector are closely aligned with organisational strategic goals. The key practices that have been identified are structured recruitment processes, leadership development programmes, performance management systems, and succession planning. These TM practices, therefore, are essential both to operational efficiency and long-term organisational sustainability. This aligns with Collings et al. (2018), who contend that TM needs to be aligned to more general organisational strategies; and the practices that have been witnessed here promote that public organisations in UAE utilise TM as a strategic approach for both the fulfilment of workforce and sectoral agenda needs as stated by the Institutional Theory.

6.1.2. Objective 2 and Research Question 2: Analysing the Effectiveness of TM Practices:

The second research question was on the effectiveness of TM practices to improve employee retention, performance, and project efficiency. The results indicate that TM practices are positively related to high retention rates, internal promotion opportunities, and improved project completion rates. This was realised by the fact that there had been increased structured career path and further development programmes that were put in place to be deemed as necessary as far as retention of high performance talent is concerned in accordance with the proposal of Human Capital Theory that the investment in human resources brings about benefits to an organisation (Hasanpour et al., 2019). This research validated the claim that TM not only influences the short-term output of the firm on an operational basis but also helps an organisation to develop a prepared and purpose-oriented workforce.

6.1.3. Objective 3 and Research Question 3: TM Best Practices Recommendations for Improvement of TM Implementation

The final research question was about improving TM for implementation in the UAE public sector. It also found the gaps that should be improved, including the standardisation of TM in departments with varying needs and the adoption of new technologies, including AI, to optimise efficiency. Modular systems and flexible TM models were solutions that were found to offer solutions to the uniqueness of the departmental needs to achieve organisational objectives. The Resource-Based View supports this suggestion since it views strategic advantage as the one that is derived based on organisational resources and competencies (Barney, 1991). With departmental demands customising TM practices, public sector organisations can maximise their specific workforce competencies in bettering the challenges within their respective sectors.

The following table describes the way each of the research questions was addressed using empirical evidence and what recommendations can be drawn based on that. It implies that the implications can be observed in a short time and it is more evident and simpler to realise the objectives in the future.

*Table 6.1: Alignment of Research Questions with Key Findings and Practical Recommendations
Source: (Author's Contributions)*

Research Question	Key Findings	Supporting Data	Recommendations
RQ1: What TM methods have been adopted by for-profit energy sector public organisations?	Implementing planned recruiting, leadership progress, performance goals and planning for future leaders.	Thematic Analysis Themes 1–2; Interview insights; Literature by Collings et al. (2018)	Management should establish structured processes and implement modular Talent Management (TM) systems tailored to departmental needs.
RQ2: How effective are TM practices in achieving performance, retention, and leadership development?	TM helps improve project performance, develops future leaders and saves skilled talent; however, mid-career nationals have not been targeted yet.	Themes 3–5; Interview responses; Supported by Human Capital Theory (Hasanpour et al., 2019)	Organisational leadership should support employee career progression through structured mentorship programmes and prioritise internal promotion pathways.
RQ3: What recommendations can optimise TM implementation?	TM needs to become more agile and utilise technology; having the right policies and digital skills helps achieve success.	Cross-theme integration; Findings from Chapters 5–6; Literature (Teece, 2007; Raheem, 2016; Borowski, 2021)	Senior management should adopt AI technologies in TM, align TM goals with Vision 2030 initiatives, and update policies concerning Emiratisation and data governance.

Table 6.1 proves that the researcher's goals, collected data and suggestions all connect and make sense. This means that having a formal TM system is important for UAE energy companies and that key issues for mid-career Emiratis include career growth. It finds that being digital ready and up to date with regulations supports the success of TM. The study provides recommendations based on the research results as well as theories such as Human Capital Theory, Institutional Theory and Dynamic Capability Theory.

6.2. Contributions to Knowledge, Policy, and Practice

This thesis is relevant to both knowledge and practice because it has three interconnected pillars, namely, policy contribution, contribution to academic literature, and contribution to professional practice. All these pillars indicate the pragmatic and effect-focused research.

6.2.1 Policy Contribution

At the policy level, the study adds a value by exploring the ways Emiratisation goals can be realised using organisational talent management systems as opposed to being considered as regulatory goals only. By demonstrating the process of interaction of leadership development, succession planning and TM governance with localisation policies, the study give policymakers a new understanding of the way national workforce approaches can be reinforced by organisational capability-building as opposed to compliance enforcement (Al-Waqfi and Forstenlechner, 2014; Kravariti et al., 2022; Rutledge and Al Kaabi, 2023).

6.2.2 Contribution to Literature

This study contributes to the body of literature in talent management and institutional theory in that it empirically analyses TM in for-profit publicly sector energy organisations- a type of organisations that has not been properly studied. The research provides new empirical data that contradicts the universal applicability of TM models of private sector and proves the necessity of context-dependent frameworks that would consider policy constraints, hybrid governance, and pressures of nationalisation (Thunnissen et al., 2021; Kravariti and Johnston, 2020; Gallardo-Gallardo et al., 2020).

Localisation-practised institutionalism is another development that advances the institutional theory by describing the manner in which the national policy is actualised in the day-to-day managerial practices, which provides a delicate insight into the implementation of the policies within the hybrid public organisation (Scott, 2014; Sarhan et al., 2017; Kravariti et al., 2022).

6.2.3 Contribution to Professional Practice

The contribution to professional practice involves acquiring the ability to independently decide, identify and address issues, and assist coworkers in fulfilling their responsibilities to serve patients in the best possible way. The contribution to professional practice implies learning to make independent decisions, recognise and solve problems, and support colleagues in performing the duties they have to serve patients in the most effective manner they can (Vaiman and Cascio, 2020; McDonnell et al., 2021).

The uniqueness of the research lies in the fact that this research will provide evidence-based advice on TM professionals and organisational leaders who work under policy-constrained conditions. It is valuable for the professionals as the outcomes of this research provide idea regarding the use of several TM practices in different areas, including leadership pipeline design, competency-based succession planning, and integrated performance management, and offers them to practitioners as the means of improving the retention, leadership preparedness, and workforce sustainability among employees on the national level (Collings et al., 2021; Meyers et al., 2020).

The results will allow practitioners to transform policy goals into feasible TM strategies to balance between commercial performance and societal responsibility to enhance organisational performance and sustainability of talent in the UAE energy market and other alike settings (Thunnissen and Gallardo-Gallardo, 2019; Vaiman et al., 2021).

6.3. Practical recommendations for improved TM

Suggestions for best practices to upgrade TM into a stronger instrument with UAE Public Sector Organisations but especially that of the profitable energy segment. Table 6.2 summarises the practical recommendations for enhancing TM practices in UAE public sector organisations.

Table 6.2: Recommendations Table, Source: (Author's Contribution)

Recommendation	Details	Supporting Insight/Theory
Strategic Integration of TM into Organisational Planning	Senior HR leaders should embed TM goals into organisational planning by incorporating TM metrics into KPIs and strategy reviews. Establishing cross-functional task forces ensures sustained alignment across departments.	Aligns with Collings et al. (2018); supports strategic alignment and operational resilience.
Department-Specific Modular TM Systems	TM steering committees should be formed within departments to customise modular TM practices that respond to functional needs, such as technical reskilling in renewable energy. These efforts must remain aligned with overarching TM policies.	Based on the Resource-Based View (Barney, 1991); allows strategic use of workforce capabilities.
Digitalisation of TM via AI and Predictive Analytics	Implement AI-powered TM tools for recruitment, performance tracking, and workforce planning. These tools can reduce hiring time by 30% and improve precision in talent forecasting, especially in high-turnover units.	Supported by Dynamic Capability Theory (Teece, 2007); enhances agility and tech adoption.
Structured Succession and Leadership Development Pathways	Introduce succession planning frameworks using leadership assessment centres and competency tracking. Aim to fill at least 30% of strategic roles internally by 2030. Include rotational assignments to build cross-sectoral leadership readiness.	Aligns with Tansley (2011) and Al Mheiri et al. (2021); supports sustainability and internal mobility.
Regulatory Frameworks for Ethical and Strategic TM Governance	Policymakers and governance leaders must issue data compliance protocols for TM, covering AI audits, retention, and Emiratisation-linked reporting. Regulations should align with Vision 2030 and international data protection standards.	Consistent with Scott's (2008) Institutional Theory; promotes compliance and socio-economic alignment.

6.3.1. Strategic strengthening of the TM integration

In order to enhance strategic alignment, the top HR managers must incorporate TM objectives into the departmental and enterprise-wide planning processes. This involves the integration of TM metrics into key performance indicators (KPIs) and having periodic strategy reviews that contain TM updates. They should establish cross-functional task forces that will monitor the implementation and ensure that the various units of operation are aligned. Collings et al. (2018) believe that this type of integration would foster resilience and long-term organisational performance. This can ensure that TM remains flexible and responsive to changes in the sectoral

objectives by setting up cross-functional teams which periodically review and adjust TM practices in light of the changes in organisational objectives.

6.3.2. Flexible Models for Standardisation of TM

To manage the customisation of modular TM systems, organisations are supposed to appoint TM steering committees in every department. These committees are expected to synchronise local adaptation with corporate TM policy, and make sure that it is sector-effective and consistent. As an example, within the energy industry, TM modules must include technical upskilling that is consistent with renewable project objectives. Krishnen and Scullion (2017) have proposed that TM frameworks should include sections that can be adjusted to meet the various operational requirements. As an example, the heads of departments must be allowed to customise TM modules to their requirements under a common strategic platform. This will provide consistency in the organisation but not affect the particular sectoral requirements.

It pursues the same objective as that of the Resource-Based View, where competitive advantage of an organisation is based on unique resources (Barney, 1991). In this sense, the UAE public sector organisations can use unique competencies better by allowing departments to adapt TM practices according to their functions with sectors such as energy and healthcare specifically.

6.3.3. Using Technology in Improving Talent Management

It is recommended that the advice developed should be on developing the use of advanced technologies like AI and predictive analytics in TM practices within UAE public sector organisations to make it more efficient and responsive. Articles such as Raheem (2018) and Borowski, 2021 explain a streamlined process that runs through recruitment to performance reviews in TM, using digital tools, by large organisations. By using AI-based recruitment tools, the average time spent on hiring can be decreased by 30 percent, enhancing the efficiency of projects in high turnover sectors, including operations and engineering.

To be more precise, it can offer predictive analytics tools, and, in fact, even detect gaps and skill forecasting workforce needs in a proactive manner to fill those needs in the future. That technological integration is a step after Dynamic Capability Theory: flexibility needs to be improved with technology (Teece, 2007). The data-driven framework on TM will enable organisations to make informed decisions on their workforce. It is ensured that agility and

responsiveness to emerging sectoral requirements and demands will be fulfilled to provide the optimal performance according to the organisational potential.

6.3.4. Leadership Development and Succession Planning

Effectively, to sustain growth, good leadership and succession planning, high leadership turnovers require minimisation of risks. As a result, this study concludes that UAE public sector organisations must develop competency-based leadership development frameworks for high potentials to be developed for future strategic roles. In order to guarantee continuity in leadership, the UAE organisations in the public sector are advised to implement an organised succession planning framework with leadership standards linked to the national KPIs. This involves the implementation of leadership evaluation centres, competency tracking and rotational leadership placement within departments. By 2030, internal pipelines must be used to fill at least 30 percent of leadership positions to make it sustainable. The continuity of organisations through the formation of resilient pipeline must be urgent through systematised routes to leadership as Tansley (2011) and Al Mheiri et al. (2021) hypothesise.

This can be achieved by a functional succession planning programme whereby organisations identify and nurture performing talent all orchestrated into the Competency-Based Model in general whereby leaders possess specialised skills that can assist an efficient leadership. On the lines of their development of mentorship and coaching services, are intended to develop an individual or those who become being a good successor by making their adequacy towards the role played to deliver the key roles without compelling internal development of talent which is based on continuity.

6.3.5. Policy Approaches for TM Standardisation and Technological Acceptance

It further recommends the policy intervention to enable the standardisation of TM and technological adoption within the UAE's public sector organisations. IT governance teams in the public sector and policymakers are supposed to provide compulsory compliance frameworks on the use of TM related data. These must consist of AI algorithms audit mechanisms, sector-specific data retention regulations, and workforce reporting in accordance with Emiratisation. By aligning them with Vision 2030 and GDPR-like requirements, organisations will be able to remain competitive and legal. According to the works by Raheem (2016) and Borowski (2021), the data-

driven technologies are to be implemented in the policy frameworks and be regulated in terms of data security.

In addition, requiring TM practices to be aligned with an organisational strategy may facilitate better strategic goal attainment for UAE public sector organisations. The recommendation is a reaction to the argument by Scott (2008) that the alignment of TM with organisational strategy would not only enhance efficiency, but also make the contribution of public institutions to the wider socio-economic policy more sustainable. Regulation in this regard would make the public sector of the UAE adapt more effectively to digital transformation while maintaining data security.

6.4. Limitation of the Study

Although this study can make significant contributions, it has a number of limitations that could affect the generalisation of the findings. It was limited to public sector organisations in the UAE operating within the profit-oriented energy sector and therefore cannot be generalised to other sectors or regions. While the regulatory and competitive landscape in the energy sector gives an interesting insight into TM practices, other sectors in the UAE public sector may face different challenges or give different top priorities to TM. Future research could broaden this study to various sectors of the UAE public sector, thus giving a more comprehensive overview of the TM practices used.

The other weakness is that the research is qualitative and it gives very descriptive information but maybe it does not reflect quantitative elements of TM effectiveness, including specific retention or performance outcomes. A mixed-methods approach would combine qualitative and quantitative data for a more comprehensive perspective on TM outcomes, especially for organisations looking for definable benchmarks for TM practices. Other weaknesses in the sample and diversity; the researchers only address middle-to-senior-level HR professionals in the energy industry. A more universal sample choice can be frontline staff or other role participants, and it would provide a more detailed picture of TM effectiveness at different organisational levels.

6.5. Future Research Directions

On the basis of the knowledge and limitations of this research, the following further research avenues are recommended to further illuminate the TM practices of the UAE's public sector.

- Future longitudinal studies on technology integration include the long-term impacts of advanced technologies such as AI and predictive analytics in the TM practices of organisations. This would highlight what happens to workforce adaptation and TM efficiency plus retention rates over time, thus providing empirical evidence of whether technology-driven TM practices are sustainable over a period of time.
- Cross-Sector Comparative Analysis: Comparative analysis of various organisations in the UAE public sector would show the challenges and success of TM in various settings. This type of analysis, taking into account the individual regulatory and operational needs of every sector, would give a more detailed picture of TM practices and propose sector-specific solutions.
- TM is influenced by socio-cultural factors. A truly diverse workforce can be identified in the UAE. Nonetheless, it enables research on different socio-cultural influences on TM practices in subsequent studies. The targeted cultural diversity influence of TM effectiveness was aimed at promoting engagement and alignment to organisational values by various employees and cross-functioning collaboration groups. It would help provide a culture-sensitive TM model in any multinational public sector organisation.
- Impact of policy reforms on TM implementation: To understand how the optimal policy frameworks can be best used in support of more effective TM in the public sector, studying the influence of regulatory reforms on TM practices will prove insightful. This study examines the impacts of changing data privacy laws, changing technology regulations, or workforce policies on TM practices with a focus on ensuring that changes result in TM outcomes for public sector organisations while remaining compliant.
- Mixed-Methods Approach to TM Effectiveness: A mixed-methods design that includes quantitative outcomes, such as retention rates, internal promotions, and employee satisfaction scales, and qualitative results can be used to create a more comprehensive evaluation of TM effectiveness. This will enable public sector organisations to have measurable benchmarks for data-driven decisions that can improve TM practices in the UAE's competitive public sector landscape.

6.6. Cross-Theme Analysis: Conclusive Insights

This part summarises the role of interdependencies between TM themes in the organisational success in the UAE public sector. Such combination of succession planning, performance assessment, adaptive solutions, strategic alignment, and TM outcomes provides a broad perspective of the impact of TM on the organisational resilience and adaptability. The following section situates these findings in more general theoretical perspectives with implications for actionable recommendations from TM practices and guidance on further development.

6.6.1. Synthesis of Cross-Theme Insights

Interconnectedness in TM themes implies an additive effect of TM themes on organisational outcomes, which is a new contribution of the study.

- **Succession planning and performance evaluation:** This ensures that leadership development is aligned with performance metrics to drive data-driven leadership-building pipelines, in line with Human Capital Theory (Becker, 1964). Investing in employee development will yield the critical dimension of sustained productivity and innovation for public sector resilience.
- **Adapting to adaptive solutions and strategic talent management:** According to the Dynamic Capability Theory by Teece et al., adaptation has been gradually integrated into the practices of strategic TM. It supports agility in response to technological as well as demographic change, but this duality improves both factors operationally more efficient workforce, yet a more inclusive one.
- **TM Outcomes as a Unifying Metric:** Overall, the collective impact of these themes is measured in organisational outcomes such as retention rates, engagement of the employees, and probability of project success. The institutional Theory context puts these outcomes within the regulatory and cultural frames of the public sector in the UAE and emphasizes the role of TM in achieving compliance and societal legitimacy (Scott, 2008).

6.6.2. Practical Implications

The study uniquely contributes to the practical domains as the outcomes have implication on TM practice in the public sector organisations mostly in regulated and competitive settings.

- **Integrated TM Frameworks:** The government agencies are to adopt TM models that combine the creation of leaders with adaptive and strategic functions. Such an approach

helps align TM practices not as an end itself but rather part of the building blocks for organisational resilience and agility. This responds directly to the practitioner related challenges identified in this research where compliance driven and fragmented TM systems were shown to weaken the retention outcomes and leadership continuity.

- Individualisation and Adaptability. TM practices are very modular, in the sense that they can be easily adjusted to meet specific needs of different departments while retaining the overall organisational strategy. As an example, certain departments may have certain operational requirements, and they can adjust the training and recruiting programmes without interfering with the organisational cohesiveness. This recommendations challenges the one-size-fits-all approach of TM models commonly assume in the literature review and highlights the importance of managerial direction in the TM practices in the public sector.
- Use Technology: The use of advanced technologies, such as artificial intelligence and predictive analytics, will lead to the successful operation of TM, as it will become easier to recruit, track performance, and predict workforce needs. However, the research outcomes highlight that technological advancements alone are not sufficient; rather, their sufficiency is dependent on the leadership capabilities to interpret the data and embed insight in the TM decision-making, which is Dynamic Capability Theory, suggesting that the ability to take advantage of technological progress means the ability to adjust to its benefits and alterations.

6.6.3. Theoretical Contributions and Originality

The novelty of this research lies in its important theoretical implications, as it expands important frameworks to the context of TM in UAE public sector organisations, in the context of the profit-driven energy sector, in particular:

- Human Capital Theory (Becker, 1964): Within a public sector, the research demonstrates the relationship between investments in employee development and tangible organisational results, such as the enhancement of leadership pipelines, retention rates and operational efficiencies (Meyers, van Woerkom and Dries, 2020; McDonnell et al., 2021). The results also problematize, however, the premise that training investment sensitivity is a sufficient guarantee of retention, showing instead how institutional limits, career visibility and

perceived fairness are mediating factors (Kravariti et al., 2022; Vaiman, Sparrow and Schuler, 2021).

- **Dynamic Capability Theory (Teece, 2007):** The analysis of the relevance of adaptability in TM illustrates that flexible practices that are facilitated by technology improve organisational resilience and competitiveness in volatile regulatory and market conditions (Teece, Peteraf and Leih, 2016; Warner and Wäger, 2019). Simultaneously, the research indicates the boundaries of adaptability wherein TM practices are restricted by the governmental regulations and national policy requirements (Thunnissen and Gallardo-Gallardo, 2019; Kravariti and Johnston, 2020).
- **Institutional Theory (Scott, 2008):** The study validates the alignment of TM practices with national goals such as Emiratisation evidencing the way external institutional pressures determine internal organisational strategy, seeking stability and regulatory compliance (Sarhan et al., 2017; Rutledge and Al Kaabi, 2023).
- Specifically, the study builds on the institutional theory by showing that Emiratisation is being implemented in the form of daily TM practices instead of being forced by a compliance strategy (Al-Waqfi and Forstenlechner, 2014; Kravariti et al., 2022).

The combined use of these frameworks is a major novelty of the research, and it translates abstract theory to the organisational practice in a hybrid environment of governance and provides a generalisable analytical framework to similar and regulated environments.

6.6.4. Policy Recommendations

Integrated TM standard practice implementation calls for following policy interventions in:

- **Data Practice Standardisation:** Policymakers should formulate guidelines for ethical practice in data analytics in TM in compliance with the needs of privacy compliance yet permitting informed decision-making to be taken. Without these guidelines, compliance reporting can be encouraged with the help of digital TM tools rather than the strategic workforce planning (Martin, 2021; McCartney et al., 2022).
- **Assistance of Digital Transformation:** The regulatory framework allows adopting AI-based tools as facilitative frameworks in order to improve the efficiency and responsiveness, but flexible enough to adjust to the sector (Vrontis et al., 2021; Teece, 2018).

- The policymakers are advised to further reinforce the implementation of Emiratisation through investing in industry-focused leadership academies, sector-specific upskilling pathways, and national workforce planning systems that work directly to support the high-skill and specialised jobs in the energy sector.

Such specific investments will see to it that Emiratisation is not taken to the level of numerical localisation but capability-based localisation where Emiratis will be found in the strategic, technical and decision-making positions. The TM frameworks in organisations in the public sector should be harmonised with the national policy efforts, incorporating early-career developmental options, formal mentoring of nationals, and obligatory Emirati leadership rotations. This will establish a smooth flow of entry to executive jobs. In addition, better monitoring and evaluation systems, which are associated with KPIs on Emirati progression, preparedness and performance, must become part and parcel of organisational TM strategies. These suggestions realise that Emiratisation would only be effective with policies that encourage depth of capability and not breadth of hiring.

Conversely, under-investing in talent management by countries, including some emerging economies in Asia, Latin America, and some parts of Eastern Europe is associated with disjointed development mechanisms, narrow channels of leadership, and poor national labour-preparedness. Such systems are generally dependent on external labour markets without planned national capacity-building arrangements. Relative to such contexts, the IP, government-based TM ecosystem of the UAE is unique in its scope, coherence and long-term strategic orientation, which is why Emiratisation in that alignment is effective when it coincides with organisational TM practices.

6.6.5. Future Prospects

The following avenues are available to be explored in this aggregation:

- Sector-Specific Analysis: Potential areas for exploration would be to extend the scope and include other public sectors in the UAE, hence giving a better understanding of TM across various different regulatory and operational settings.

- Longitudinal study: It would also be beneficial to comment on sustainability by analysing the long-term impact of TM by applying it to the workplace and its performance and satisfaction.

Therefore, cross-theme analysis outlines an imperative of integrating TM practices to meet the sophisticated requirements of a public sector organisation. Through succession planning, performance appraisal, flexibility, and alignment of strategies, the UAE organisations in the public sector will build strong workforces to cope with both the present and future challenges. This synthesis not only enriches the general theoretical discussion about TM but more significantly provides strategic indications on how to organise the results in controlled and competitive settings.

In general, this summary of TM practices made discussions about these practices highly interconnected in an attempt to articulate a framework by which holistic, adaptable, and strategically aligned systems could take root in the public sector.

6.7. Chapter Conclusion

This chapter synthesises the findings from the study, in line with the research objectives and questions, and emphasises unique contributions to TM literature within the UAE public sector context. Discussing recommendations to be acted upon, implications to be implemented, and limitations to the study, this chapter concludes the research with strategic, technological, and policy-based improvements to TM practices. Certain regions involve the potential of extending TM insights to sectors and into socio-cultural realms through a quantitative method to create a deeper comprehension. This helps build a subtler insight into TM practices in the profit-oriented public sector of the UAE, especially within sectors that are highly competitive and heavily regulated, such as the energy sector.

The findings of this study illustrate that Emiratisation not only shapes the strategic direction of talent management in UAE public energy organisations but fundamentally redefines how workforce planning, leadership pipelines and capability development are executed. The results show that Emiratisation acts as a long-term nation-building mechanism that requires organisations to adopt structured succession planning, strategic development frameworks, and robust performance systems. This stands in contrast to contexts where TM is driven primarily by market pressures rather than national human capital priorities. The UAE's substantial investment in

leadership development, national workforce readiness, and continuous learning infrastructures positions Emiratisation as a comprehensive strategic tool rather than a compliance exercise. As such, the findings highlight the unique dual function of TM in the UAE: enhancing organisational effectiveness while simultaneously building a nationally competitive, future-ready workforce.

This research recommends adaptive, technology-based TM frameworks that are consistent with regulatory and strategic goals and offers a practical model to other sectors of the population that face similar problems globally. This research confirms and develops the conceptual framework (Figure 5.1) and adds to the theoretical discussion. Specifically, it demonstrates the impact of Talent Management Practices, which are passed on through Employee Engagement, on Employee Retention and Organisational Performance as per the Institutional Theory and the Human Capital Theory. Furthermore, the research demonstrates the dynamic interrelationships among these elements, which support the ability of Dynamic Capability Theory to be applied to a heavily regulated, profit-oriented public sector such as the UAE energy sector. This study is placed on these frameworks to provide a road map on the future TM strategies to help in supporting the organisational and national goals, thereby contributing to the conceptual framework as a means of strategic decision-making.

Taken together, these insights demonstrate that the UAE model represents a unique hybrid of national human capital policy and organisational talent strategy--far more coordinated and investment-intensive than models observed in economies where TM remains decentralised or underdeveloped. The UAE's national investment in leadership development, digital upskilling, and strategic workforce planning underpins the success of Emiratisation and distinguishes the country as an international outlier in TM maturity. This study therefore contributes to global debates by showing how state-led capability-building efforts can accelerate organisational performance, workforce readiness and national competitiveness in ways that less investment-oriented countries cannot easily replicate.

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APPENDIX

Appendix 1: Interview Questions

Interview Questions

I-The Adoption of Talent Management Methods in For-Profit Energy Sector Public Organisations

1. Can you please provide an overview of the talent management methods and practices that your organisation has adopted in the past five years?

2. What were the primary drivers or motivations behind the decision to implement these specific talent management methods in your organisation?

3. What challenges or obstacles, if any, have you encountered during the implementation and integration of talent management methods in the energy sector, and how have you addressed them?

II- The Effectiveness of Talent Management Practices In For-Profit Energy Sector Public Organisations

4. In your opinion, how have these Talent Management practices contributed to the overall performance and competitiveness of your organisation within the energy sector? Can you provide any tangible evidence of their impact?

5. What key performance indicators (KPIs) or metrics does your organisation use to measure the success and effectiveness of its Talent Management practices in the energy sector, and how frequently are these metrics reviewed and acted upon?

6. Could you share examples of successful outcomes or improvements that your organisation has experienced as a result of implementing these talent management methods?

7. Looking to the future, what are your organisation's plans for the continued use and refinement of talent management methods? Does your organisation need major revision in talent management strategies or are they effective enough to be used in the future also?

III- Advancing the Implementation of Talent Management in For-Profit Energy Sector Public Organisations

8. What are the key strengths and successes of your organisation's current Talent Management practices?

9. What are the key weaknesses and failure of your organisation's current Talent Management practices?

10. What recommendations would like to make for your organisation to enhance skills management to achieve the planned goals?
