

الجامعة
البريطانية في
دبي



The
British University
in Dubai



Strategic Dimensions for Investing in Human Resources

Symposium on Investing in Human
Resources
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Key Issues

- HR Challenges in Building a Knowledge Economy
- Sustainable growth and development
- Multiculturalism and Diversity in the UAE
- Role of Emirati Women
- Emiratisation
- Leadership style and its impact on employee empowerment, resistance to change and motivation



Knowledge Economy: UAE's Achievements and the Four Pillars

INFRASTRUCTURE

Information society infrastructure



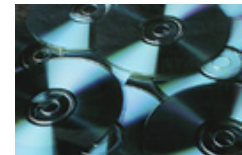
INCENTIVES

Economic and institutional framework



INNOVATION

Innovation systems



INTELLIGENCE

Education systems



CONTINUOUS IMPROVEMENT



Sustainable Growth and Development

<i>Parameter</i>	<i>Ratio / %</i>	<i>World Rank</i>
Male to Female Ratio	2.62 male to 1 female	Highest
Workforce to population ratio	68.33%	Highest
Expats as % of population	82.00%	Highest
Population growth	7.00%	Highest
Population over 65 years old	0.65%	Lowest



Multiculturalism and Diversity in the UAE

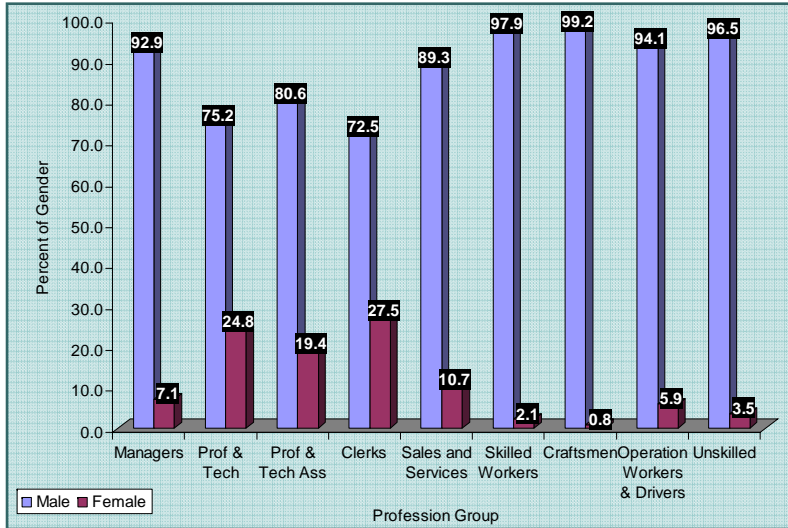
Hofstede, G. (1983), "National Cultures in Four Dimensions"

Dimension	<i>Low</i>	<i>High</i>
Power distance dimension (POW)	(Australia, Israel, Denmark, Sweden) <ul style="list-style-type: none"> • Less centralisation • Flatter organisation pyramids • Smaller wage differentials • Structure in which manual and clerical work are equal jobs 	(Philippines, Mexico, Venezuela, India, Brazil) <ul style="list-style-type: none"> • Greater centralisation • Tall organisation pyramids • More supervisory personnel • Structure in which white-collar jobs are valued more than blue-collar jobs
Masculinity-femininity dimension (MAS)	(Sweden, Denmark, Thailand, Finland, Yugoslavia) <ul style="list-style-type: none"> • Sex roles are minimised • Organisations do not interfere with people's private lives • More women in more qualified jobs • Soft, yielding, intuitive skills are rewarded • Social rewards are valued 	(Japan, Australia, Venezuela, Italy, Mexico) <ul style="list-style-type: none"> • Sex roles are clearly differentiated • Organisations may interfere to protect their interests • Fewer women are in qualified jobs • Aggression, competition, and justice are rewarded • Work is valued as a central life interest
Individualism-collectivism dimension (IND)	(Venezuela, Columbia, Taiwan, Mexico, Greece) <ul style="list-style-type: none"> • Organisation as 'family' • Organisation defends employee interests • Practices are based on loyalty, a sense of duty, and group participation 	(United States, Australia, Great Britain, Canada, The Netherlands) <ul style="list-style-type: none"> • Organisation is more impersonal • Employees defend their own self-interests • Practices encourage individual initiative
Uncertainty avoidance dimension (UNC)	(Denmark, Sweden, Great Britain, United States, India) <ul style="list-style-type: none"> • Less structuring of activities • Fewer written rules • More generalists • Variability • Greater willingness to take risks • Less ritualistic behaviour 	(Greece, Portugal, Japan, Peru, France) <ul style="list-style-type: none"> • More structuring activities • More written rules • More specialists • Standardisation • Less willingness to take risks • More realistic behaviour





Role of Emirati Women



"I hope my inclusion on the Forbes 'Women to Watch' list provides encouragement and inspiration for women across the UAE who are considering a professional career."

Shaikha Lubna Al Qasimi
UAE's Minister of Economy and Planning

10 Driving forces for change

Islam

National Leadership

Education

Emiratisation

Diversity

Economy

Women's Leadership

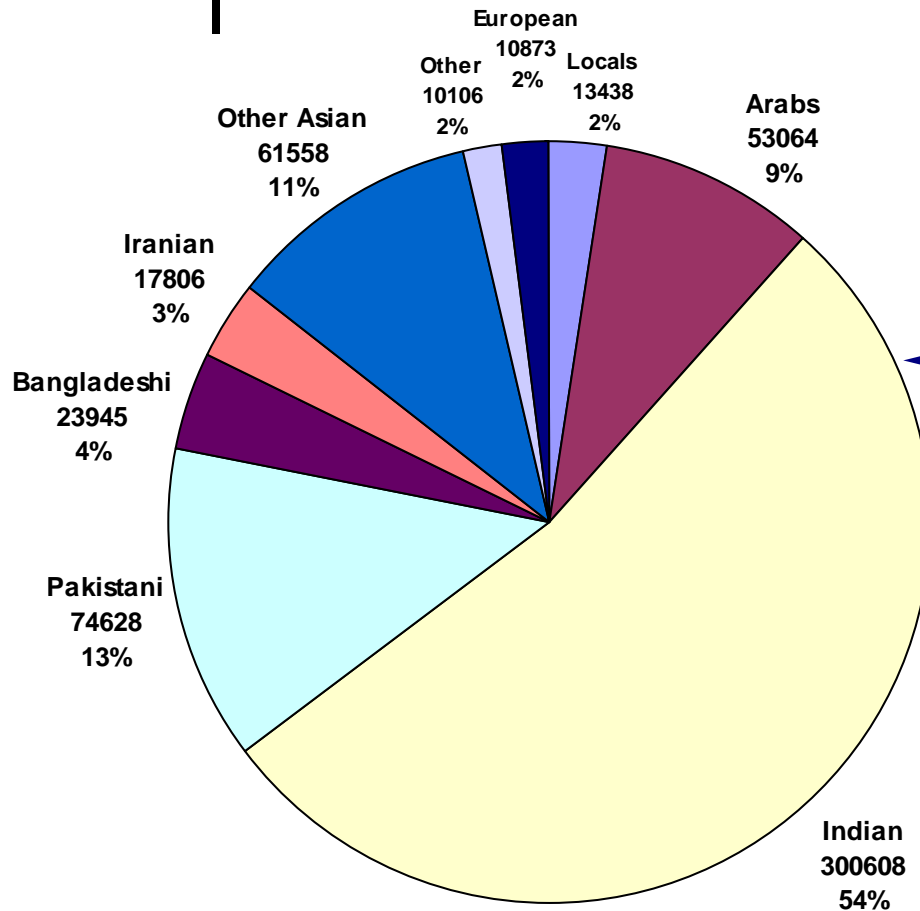
Favourable Labour Laws

Family Support / Childcare

Changing Cultural Attitudes



Emiratisation



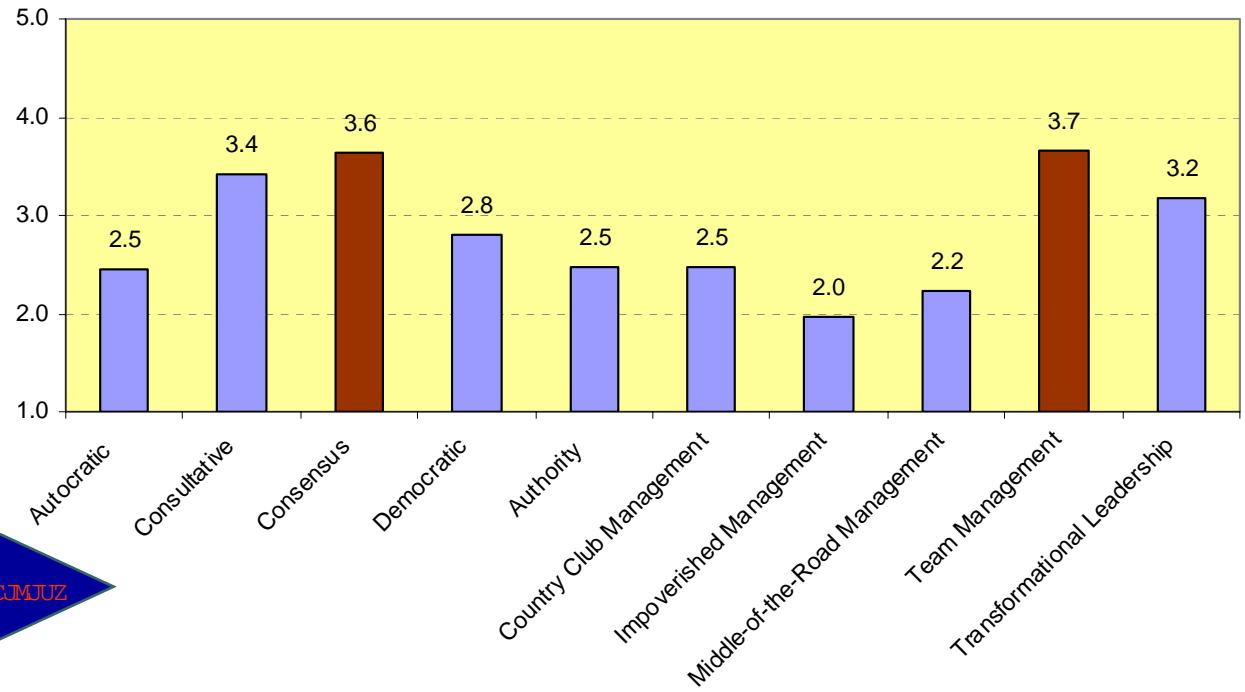
Total Workforce of Dubai by Nationality/Ethnicity

10 Driving forces for change

- Islam
- National Leadership
- Education
- Emiratisation**
- Diversity
- Economy
- Women's Leadership
- Favourable Labour Laws
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Prevalence of Leadership Style in the Construction Industry





Further Research

This is part of a broader research related to organisational development, employee commitment and job satisfaction

Future work is needed in the area of relationship between organisation form, size, sector and structure and preferred leadership style

Broader appreciation is needed across sectors

