

The Impact of Emiratisation on Job Description Issues

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1. Introduction

Job description can be defined as the duties and the responsibilities that an employee needs to carry out when employed in an organisation. All organisations should clearly define the job role so that the employee knows what he/she is supposed to do and what he/she is accountable for. The Job description helps employees know what an organisation expects them to do and how they should go about achieving that expectation. The greater the clarity of job role, the better is the coordination between employees and organisation and lesser the disputes. The various advantages of clear job description are as follows: (Sims, 2007)

- It helps to coordinate an organization's vision and mission with the employees' responsibilities and accountability
- It helps the recruiting department to adopt strategies so that applicants clearly know their duties and responsibilities before joining the company
- It helps the recruiting department to devise interviews based on job description so that the right candidate for the particular job gets recruited.
- It helps an organization to figure out what type of training should be given to the candidate so that his/her efficiency increases which in turn increases efficiency of the organization. Proper training also helps in overall development of the employee.
- It helps an organization to determine the proper remuneration according to the degree of responsibilities and accountability.
- It helps in performance management because clear job description makes employees understand what is expected and what they are supposed to do.
- It reduces the disputes between organization and employees thereby increasing the productivity of an organization.

Abstract

Job description plays a key role when hiring or applying for any job at any organization. It details the job to be performed, and roles and responsibilities involved clearly so as to clarify the applicant with his work. There are many associated issues with job description in the current industrialised world as employees who are not very well clear of their job description are just made to perform any task that is highly critical. This activity is leading to major failures and losses in the business to lack of expertise of the work force deployed for performing the action. All these related issues are caused due to various factors including Governments quota, policies to allow few employees without proper qualifications or skills, leading to job dissatisfaction, stressful work environment and many other issues. This study aims at studying such job description related issues, factors causing such issues and their significance along with statistical hypothesis testing. It also aims at studying various measures adopted by the UAE government and private organizations to overcome such job description related issues. Further discussion on the research is found in the sections below in detail.

Keywords: Job Description, Emiratisation, Hypothesis testing, Job dissatisfaction, Ghost employees

Thus we can see that presence of good job description has many advantages for the individuals as well as the organisations. (Amos, Ristow, Pearse, & Ristow, 2009)

The UAE labour market consists of expatriates and UAE nationals. In 2010, in private sector companies in UAE only 7% of employees are Emirati while the remaining 93% are expatriates. (Thompson, 2011) So in order to lessen this difference the UAE government brought in the Emiratisation policy. It's the strategy that the UAE government has adopted to increase the participation of UAE nationals or the local workforce in the private sector companies. According to which all private sector companies should reserve at least 15% of jobs for the UAE nationals. This has led various private companies to create non-jobs for UAE nationals. Non jobs are the jobs where there are no responsibilities while the employees earn easy salaries. (How can Emiratisation affect your business?) However such non jobs can affect the performance of the hard working foreign employees or expats in the organisation and affect their performance and they may also resign.

Also most of the UAE youths want to join the government sector organisation after graduation (Almazroui, 2013) as government companies offer more salaries and perks as compared to private sector companies. Also the working hours in government companies are less compared to private companies.

The major obstacles that the UAE government is facing are as follows:

- UAE nationals lack the skill, motivation and the expertise that is required for working in a private company. (Randhawa, 2007)
- UAE nationals have unrealistic expectation of salaries and perks which private sector companies cannot afford.
- Also there is large difference between salaries in government and private sector companies so local workforce prefer government companies over private sector companies. (Price, 2011)

1.1. Research Objective

The objective of this research is to study the job description issues in the various organisations in UAE and find out the factors responsible for them. Also our objective is to find out whether the Emiratisation policy that the government has developed for the benefit of the UAE nationals is in any way linked to the job description issue in most of the organisations in UAE. In this research we will also determine how the issues of job description can be handled by the organization in an effective way. In this research we will be discussing the joint initiatives that the government and private organisations can take to implement the Emiratisation effectively. It will also help government identify what it should do to make UAE nationals as competitive as the foreign expats and increase their presence in the private sector companies. It will also help in evaluating the government approach for the development local workforce. Also the purpose of the study is to recommend to companies how they can solve issues related to job description. (Randhawa, 2007)

1.2. Research Question

- What are the factors which lead to job description issues in most of the organizations in UAE? Is Emiratisation one of them?
- What government should do to implement Emiratisation effectively in the organization without affecting efficiency of the organization?
- What steps can be taken by organizations in the UAE to manage job description issues?
- How government and private sector companies can come together to solve the issue of unemployment in UAE? (Gary, 2011)

1.3. Hypothesis

- The Emiratisation policy of government which enforces organisations to hire a certain quota of UAE nationals is one of the main reasons behind the job description issues in most of the organizations.
- People get hired even when their qualifications and skills are not

matched to the job description.

- The Emiratisation policy of government is leading to job-dissatisfaction and stressful work environment.
- Job description issues affect motivation of employees.

1.4. Project Outcome

The result or the outcome of the research will be helpful for the companies to learn the impact of Emiratisation on the job description issues in UAE and various other factors that lead to the job description issue. Also it will help companies to know what steps they could take to reduce these problems and help them formulate policies accordingly. It will help government to review its policies regarding Emiratisation and make changes accordingly. Also recommendations will be for government to develop its work force effectively for the future. Also it will help researchers in their future research work.

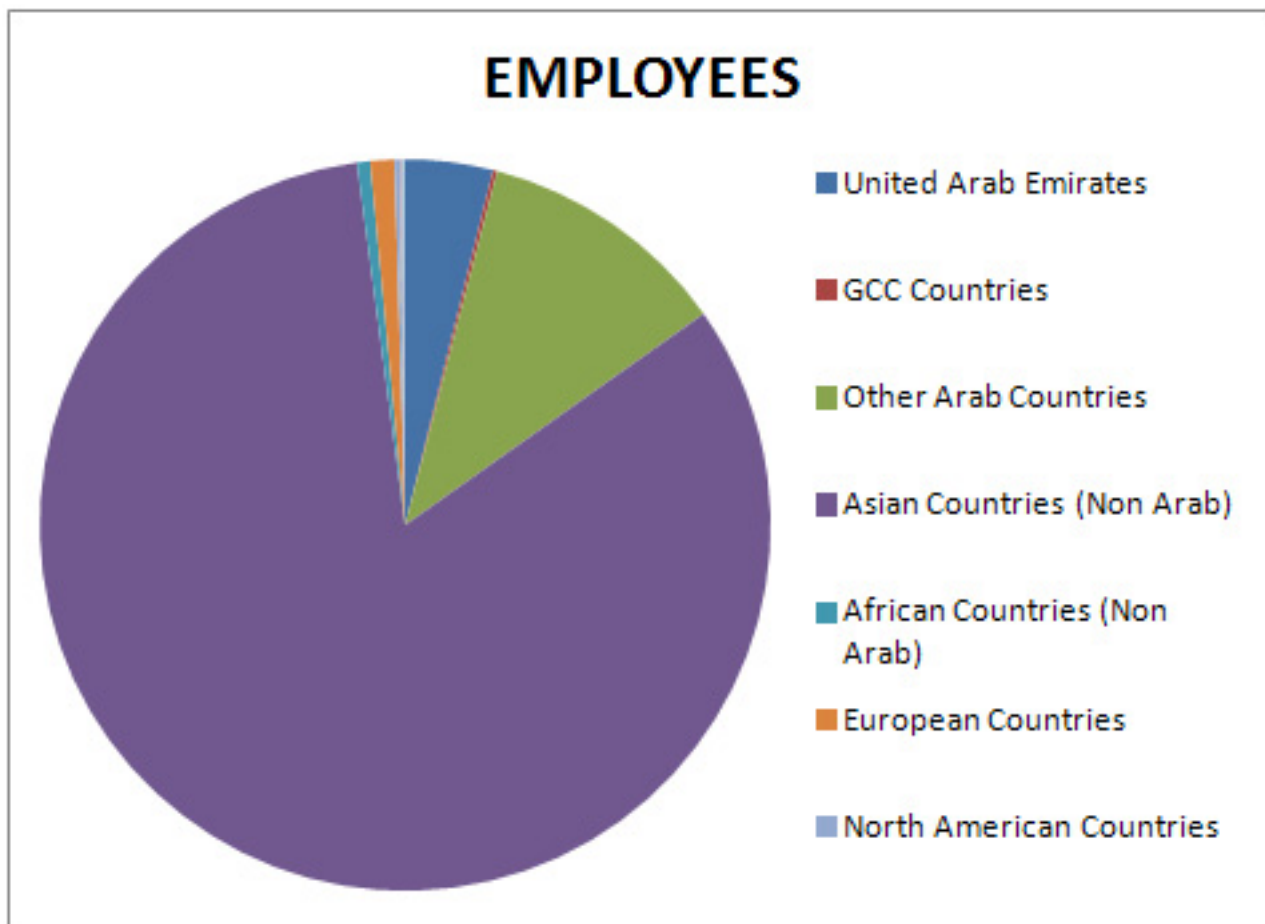
2. Literature Review

The United Arab Emirates has employees working in different sectors from different countries. Every one performs their roles and duties and abide the organizational norms. Job description is what clarifies the employees about their roles and duties. The classification of employees working in the UAE is as depicted below, as obtained from the statistic bureau of Dubai as on 2008.

The data clearly depicts the distribution of employees, working in different sectors, from different nations. The different services include legislators, senior officials, managers, professionals, technicians, clerks, service workers, market sales man, skilled agricultural and fishery workers, craft and trades man, P & M operators, Assemblers, Elementary occupations.

2.1 Impact of Emiratisation on Job Description Issues

Emiratisation is the policy that the government of the UAE has adopted to increase the UAE nationals in the private sector industries. The government



(Khan, 2012)

has been pursuing this policy for a long time but it has not been able to find success. According to an official report, in 2009-10 UAE nationals accounted for less than 1% of its private sectors workers. (Khan, 2012) According to government rule at least 15% of employees in private sector must be UAE nationals. Also the government has devised the policy to impose fines on the companies which do not follow this rule. Also it has imposed fines Dh 20000 on companies who have 'ghost employees'. (Shaheen, 2010) The ghost employees are those UAE nationals who receive the payment but they don't work in the company. (Salem, Firms face big fines for 'ghost emiratization', 2010) These UAE nationals didn't have any job description. They were just hired and no work was allotted to them. This shows they were given money without doing any work. The companies employ them so that they can abide by the rule of UAE government. The government policy regarding ghost workers shows that companies were involved in such type of activities. Thus we can see that Emiratisation resulted in job description issues in private organisations.

The private companies did not have any clear job description for the UAE nationals that they employed in order to abide by government law. They were considered as additional expenditure by the companies. The UAE nationals were considered as an obstacle by private companies. Thus we can see that Emiratisation was the main reason behind the job description issues in private organisations in UAE. These job description issues may also affect the expatriates working in the company as it would lead to their dissatisfaction and frustration. This may lead to a decrease in the productivity of their employees and the organisation as whole. The improper job clarity also leads to disputes between the organisation and the employees. So the organisation must clearly specify the job description. A clear job description helps employees know what is expected of them and how they are supposed to carry out the job. It also helps HR in hiring the right person for the job. It helps an organization to figure out what type of training should be given to the candidate so that his/her efficiency increases which in turn increases efficiency of the

organization. Proper training also helps in overall development of the employee and thereby his/her satisfaction. It helps an organization to determine the proper remuneration and rewards according to the degree of responsibilities and accountability. It helps in alienating an organization's vision and mission with the employees' responsibilities and duties. It also helps a company in retaining its best employees and attracting new employees. Thus job description is something that a company should not take lightly and care should be taken to make proper job description so that there is no conflict of interest. (Khan, 2012)

2.2 Private sector and government view on Emiratisation

The private sector considers UAE nationals as less productive, less motivated, and unprofessional as compared to expatriates. Also private companies believe that UAE nationals don't have the skills that are required to work and their English language proficiency is not good. This is the general belief that is associated with the UAE national.

There is large difference in working hours and remuneration level between private sector companies and government companies. The UAE nationals therefore are more interested in doing government jobs as there are more benefits associated with a government job as compared to private sector jobs. (Emirati graduates choose government over private sector jobs, 2013) The private sector considers UAE nationals as a liability as they have to pay higher salaries to them as compared to expatriates. So the private sector considers Emiratisation policy as a liability.

According to government, private companies hire employees but they don't treat them well as a result of which they get frustrated and leave the job. Government is firm on its decision to implement Emiratisation. It's on the top of its agenda. (Salem, FNC advocates Emiratisation quotas for the private sector, 2013).

Thus there is conflict of views regarding Emiratisation between the private sector companies and the government. For government to implement Emiratisation it has to work in coordination with private sector companies. The government and the private sector companies should iron out their differences and make a joint effort to implement Emiratisation.

The Government are taking various steps to make the working environment similar in the private and the public sector organization. Also government is planning to reduce the salary difference that exists between private and the public sector employees through government subsidies to the private companies. All these steps are being taken by government to make the private sector attractive for the UAE nationals. Also government has mentioned the minimum wages that can be given to the local workers in its rule that private companies have to follow. Also private companies are made to follow various other rules for the benefit of UAE nationals. Also government has concentrated on developing skills of UAE nationals by focusing on the education systems. It should give vocational training to its nationals so that they

are job ready. Also the UAE government helps the youth who are interested in self employment by funding their projects. Thus UAE government supports self employment. (Salem, FNC advocates Emiratisation quotas for the private sector, 2013)

But for Emiratisation to be successful, government effort alone will not be sufficient. The private sector should also honestly put in an effort to implement the Emiratisation. It should provide training programmes to UAE nationals so that they can adjust to the working culture in the private organisation. The private companies have to change their outlook. They should also provide proper job description to the UAE nationals so that applicants know what they are supposed to do. Also government should come out with strict rules that the private sector has to abide by and the fine should be high. (Salem, FNC advocates Emiratisation quotas for the private sector, 2013)

2.3 Government failure to implement Emiratisation

The idea of Emiratisation dates back to the 1990's. However, initially government was lax at implementing Emiratisation. It was after 2004 that the government became serious and Emiratisation became the top priority because the unemployment rate was increasing among nationals and the number for nationals in private sectors was very low. This failure of the Emiratisation added to the stereotyping of nationals as less productive, less efficient and unmotivated. The nationals themselves as well as expatriates started believing that they are incompetent, lowering their self esteem (Al-Waqfi & Forstenlechner, 2010). However Government was to some extent successful in implementing Emiratisation in the banking and insurance sector but the target could not be achieved (Baik, 2010)

3. The Research Methodology

The research is supported with the help of quantitative methodology which is done as per the following steps:

- As a part of the first step, secondary data from various journals, articles, research works and websites have been collected and analysed to frame the objectives and identify the factors that show some significant impact on the job description issues. This data collection is discussed in detail in the literature review section. This is accomplished by studying various articles, journal and the previous research related to our study and drawing a conclusion.
- The second step of the research which plays the key role in the research study is the primary data collection. This is done with the help of a questionnaire study by preparing an online questionnaire which was circulated across various organizations and their responses were recorded. The details of questionnaire are attached in the appendix. The questions are framed such that the responses are recorded on a Likert scale varying from 1 to 5 corresponding to strongly disagree, disagree, neutral, agree and strongly agree.

There are total 11 questions that are framed and each of the questions corresponds to a specific factor to analyse the impact on Job description issues. Along with the questionnaire, demographic parameters including Nationality, gender and age group were also collected through the response sheet. The data sheet is attached in Excel format.

MS Excel was used as a tool to perform the hypothesis testing which is explained in the next section in detail.

Hypothesis testing

Hypothesis testing is one of the statistical methods used to measure the significant relationship between two variables. It is assumed on the basis of two hypotheses, Null Hypothesis (H₀) and Alternative Hypothesis (H₁).

H₀: this hypothesis assumes that there is no significant impact of variable 2 on variable 1

H₁: this hypothesis assumes that there is significant impact of variable 2 on variable 1

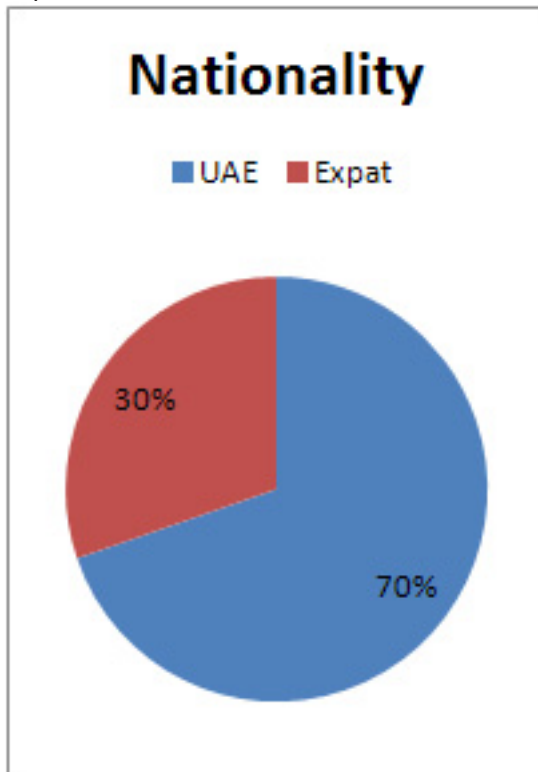
The acceptance and rejection of null hypothesis is based on t-statistic or p-value. If the t-statistic value calculated is in the range of critical values at assumed significance level, the null hypothesis is accepted or else it is rejected.

Similarly, if the p-value is less than the significance level then the null hypothesis is rejected (H.McColl).

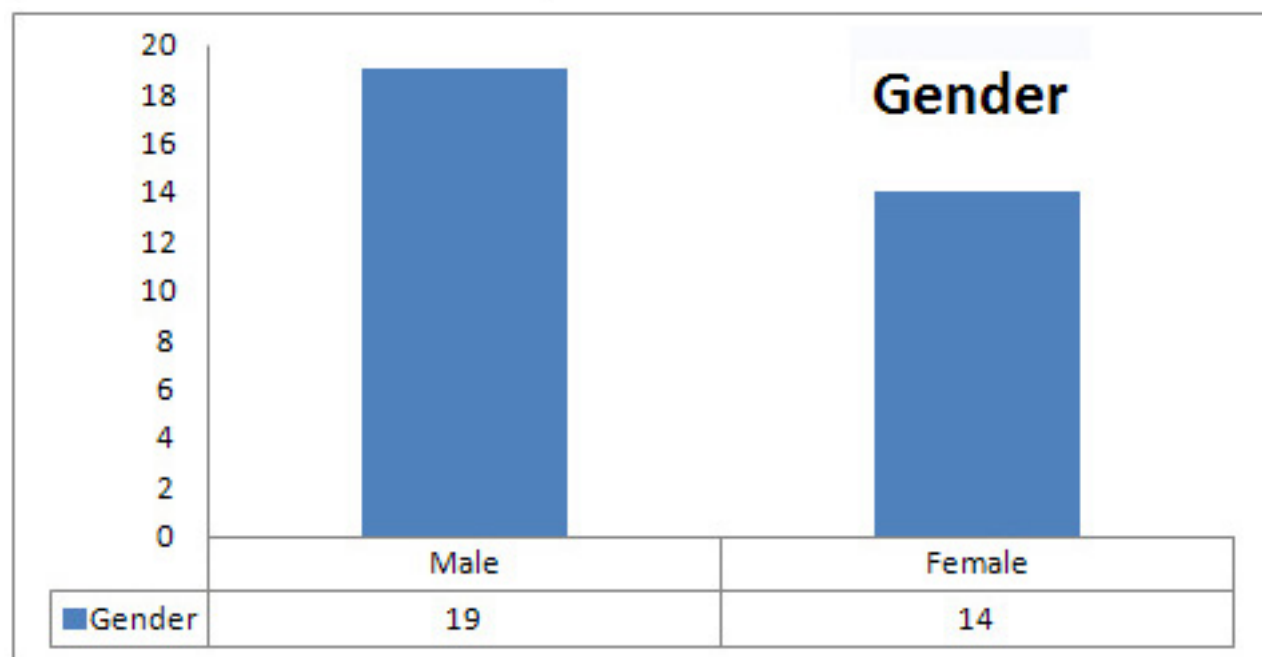
In our study, the variables considered include Job description as the main variables and Emiritisation & Hiring, Qualification & Skills, Emiritisation & Job satisfaction, Job Motivation as the factors having impact on the job description issue.

Data Analysis

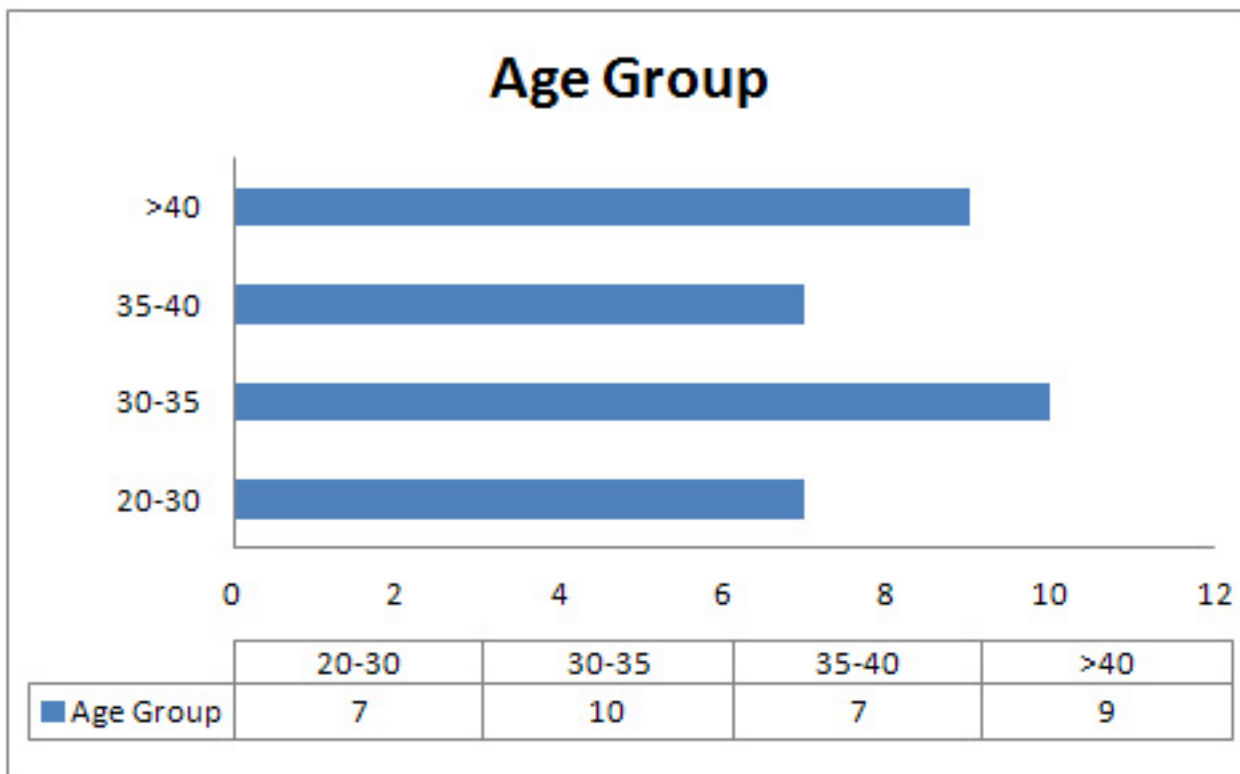
As mentioned in the methodology, the primary data is collected through online data survey and a sample of 33 is selected for the research analysis. The data sheet of the 33 sample is attached in MS excel. The demographic distribution of data is as depicted below:



Out of the respondents, it is observed that 70% of them belong to UAE nations and 30% are expatriates from foreign nations working in UAE. Thus, the responses include data from both UAE nationals as well as from foreign nationals thus avoiding the data risk of nationality or partiality.



On basis of gender, the data responses are mixed both from male as well as from female. Out of the sample data of 33, 19 are from male and 14 are from female thus distributing the responses evenly avoiding the data partiality on basis of gender..



Similarly, on basis of age group as well, the data is distributed evenly among all working class age groups above 20 thus avoiding the risk of partiality on basis of age. The distribution of data on basis of age group is as depicted above.

Thus, three major key demographic factors nationality, gender and age group are considered to verify and avoid data partiality on basis of these factors.

Further, the responses on each question are recorded and are summarised as per the factor corresponding to the question. These summed up variables are sent through t-test for testing the hypothesis framed above in 1.3.

The hypothesis framed is as listed below:

Hypothesis

STATEMENT I

The Emiratization policy of government which enforces the hiring of a certain quota of UAE nationals is one of the main reasons behind the job description issues in most of the organizations.

H0 : Emiratization policy affecting the hiring of work force has no significant impact on job description issues

H1 : Emiratization policy affecting the hiring of work force has significant impact on job description issues

STATEMENT II

People get hired even when their qualification and skills are not matched to the job description.

H0 : Qualification & skills based hiring has no significant impact on job description issues

H1 : Qualification & skills based hiring has significant impact on job description issues

STATEMENT III

The Emiratization policy of government is leading to job-dissatisfaction and stressful work environment

H0 : Emiratization policy leading to job dissatisfaction has no significant impact on job description issues

H1 : Emiratization policy leading to job dissatisfaction has significant impact on job description issues

STATEMENT IV

Job description issues affect motivation of employees

H0 : Motivation of employees has no significant impact on job description issues

H1 : Motivation of employees has significant impact on job description issues

MS Excel is used as a tool for performing the t-tests for testing the hypothesis framed above. The data was summed into factors and analysed in Excel, with the following steps needing to be performed.

- Click on Data tab -> data analysis -> t-test for sample means
- Select variable 1 range as the input responses on the job description issue related responses and are same for all other variables as this is the main variable on which significant impact needs to be tested.
- Select variable 2 range as the input responses on the factor being considered every time.
- Select the confidence level of 95% and check mark labels if the first data of the selected columns is the label of the column
- Choose the output range where to display the results and click ok
- The t- statistics results are as discussed below:

t-Test: Paired Two Sample for Means for STATEMENT I		
	<i>JDI</i>	<i>Em-Hi</i>
Mean	6.18	5.94
Variance	4.59	5.18
Observations	33.00	33.00
Pearson Correlation	-0.13	
Hypothesized Mean Difference	-	
Df	32	
t Stat	0.42	
P(T<=t) one-tail	0.34	
t Critical one-tail	1.69	
P(T<=t) two-tail	0.68	
t Critical two-tail	2.04	

Table 1

The above table shows that the t-statistic value is 0.42 which is less than the t-critical value of 1.69 at 95% confidence level and also the p-value is 0.34 greater than the alpha value of 0.05 indicating that the null hypothesis is not rejected or accepted. Thus, the Emiratization policy based hiring has no significant impact on the job description issues. That is, the Emiratization policy of government which enforces the hiring of a certain quota of UAE nationals is not one of the main reasons behind the job description issues in most of the organizations as per statistic results above. This is a contradictory result but is quite possible as there are other factors based on Emiratization policy which might have significant impact leading to job description issues. This is also discussed in the literature review for the support of secondary data results and observations.

From the next table (Table 2 top of page 32) it can be noted that the t-statistic value is less than the t-critical at 95% confidence level and the p-value is greater than the alpha=0.05, thus the null hypothesis is accepted stating that the qualification & skills based hiring has no significant impact on the job description issue.

The table opposite (Table 3) shows that the t-statistic value is -8.6 and thus falls outside the critical region of normal distribution at 95% confidence level and also the p-value is much less than the alpha value =0.05 and thus the null hypothesis is rejected.

Thus, alternative hypothesis is accepted which states that the Emiratization policy leading to job dissatisfaction has significant impact on job description issues. That is, The Emiratization policy of government is leading to job-dissatisfaction and stressful work environment further contributing to the job description related issues. Thus, Emiratization policy is causing job description issues but through job dissatisfaction and stress environment not because of quota reservation to UAE nationals.

t-Test: Paired Two Sample for Means for STATEMENT II		
	<i>JDI</i>	<i>Q & S</i>
Mean	6.18	5.73
Variance	4.59	3.89
Observations	33.00	33.00
Pearson Correlation	0.09	
Hypothesized Mean Difference	-	
Df	32	
t Stat	0.94	
P(T<=t) one-tail	0.18	
t Critical one-tail	1.69	
P(T<=t) two-tail	0.35	
t Critical two-tail	2.04	

Table 2

t-Test: Paired Two Sample for Means for STATEMENT III		
	<i>JDI</i>	<i>Em-WE</i>
Mean	6.18	9.79
Variance	4.59	4.61
Observations	33.00	33.00
Pearson Correlation	0.37	
Hypothesized Mean Difference	-	
Df	32	
t Stat	-8.60	
P(T<=t) one-tail	0.00	
t Critical one-tail	1.69	
P(T<=t) two-tail	0.00	
t Critical two-tail	2.04	

Table 3

t-Test: Paired Two Sample for Means for STATEMENT IV		
	JDI	JDMot.
Mean	6.18	5.70
Variance	4.59	4.22
Observations	33.00	33.00
Pearson Correlation	-0.15	
Hypothesized Mean Difference	-	
Df	32	
t Stat	0.87	
P(T<=t) one-tail	0.19	
t Critical one-tail	1.69	
P(T<=t) two-tail	0.39	
t Critical two-tail	2.04	

Table 4

Motivation for employees includes additional benefits that the company provide to the employees like additional earned leave where employees are paid even on obtaining leave, rewards and awards on sincerity, timely attendance and so on which would further show impact on job satisfaction and job performance. This factor also corresponds to the boost up of employees to perform well towards the company's objectives and profit and thus job description issues and motivation factor could be interlinked but the table above shows that the null hypothesis is accepted and thus there is no significant relationship between the job description issues and motivation of employees as per statistics. The t- statistical value is less than the t-critical value and p-value is higher than the alpha value at 95% confidence level indicating that the null hypothesis is accepted.

Thus as per statistical analysis from the data collected through online survey conducted based on the questionnaire in the appendix, Emiratization policy leading to job dissatisfaction and stressful environment is the major contributor towards job description issues and other factors including qualification & skills related; quota based hiring and motivation does not have significant

impact on the job description related issues.

Conclusion

The research study aimed at understanding the job description related issues in the United Arab Emirates nations, factors responsible for job description issues and their significance along with the study on Emiratization policy has been successfully completed as discussed in the above sections. The entire details above regarding job descriptions, factors causing job description related issues which includes Emiratization policy, qualifications & skills, motivation are discussed in detail through supporting literature and previous research works. Further, hypothesis is framed so as to analyse the impact of these factors in causing job description related issues. It is understood from the statistical analysis that the Emiratization policy implemented by the government is causing job dissatisfaction and is creating stressful work environment at a significant level compared to all other factors.

Further the research study can be more accurately conducted with the help of correlation and regression analysis

which helps in establishing any linear relationship among the factors and the job description issues. This could be the future scope for the existing research study.

Thus, it can be concluded that the Emiratization policy leads to job dissatisfaction and a stressful work environment leads to job description related issues in the work place.

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