

THE IMPACTS OF FUTURE TARGETED STAFFING, EMPLOYEE LEARNING, SKILLS & EDUCATION AND EMPLOYEE CAREER DEVELOPMENT & GROWTH ON UAE LOCAL ACADEMICIANS' PERFORMANCE. AN ATTEMPT TO PREDICT FUTURE PLANNING FOR UAE LOCAL ACADEMICIANS

Maryam Taresh Saif Suhail Al Marri
Houcine Meddour

DOI: <https://doi.org/10.37178/ca-c.21.5.0170>

Maryam Taresh Saif Suhail Al Marri

School of Business Management, Universiti Utara Malaysia

Houcine Meddour, *School of Business Management, Universiti Utara Malaysia*

Abdul Halim B Abdul Majid*, *Research Fellow, Institute for Business Competitiveness, Standards and Sustainability Initiative, SBM, Universiti Utara Malaysia, Malaysia*

Corresponding Author: ahalim@uum.edu.my

ABSTRACT

The business landscape is changing rapidly thanks to technological advancements, market disruptors, and geopolitical uncertainties, among other things. The role of a human resources leader is evolving and becoming increasingly complex in UAE. To serve businesses and employees of a better future, this paper aims to investigate the impact of future targeted staffing, employee learning and education, and employee career development and growth on UAE's local academicians' performance. This paper examines the moderating role of succession management or facilitation to enhance UAE's local academicians' performance. For UAE's public and private educational institutions to meet vision 2030, these strategies and programs must be monitored and evaluated regularly to move the institute and industry towards the desired direction, including closing employee-competency gaps. This pre-planning process will change the future of human resource practices in the UAE's education bodies and broaden the human resource planning process.

Keywords: Staffing, employee learning and education, career development and growth, succession management.

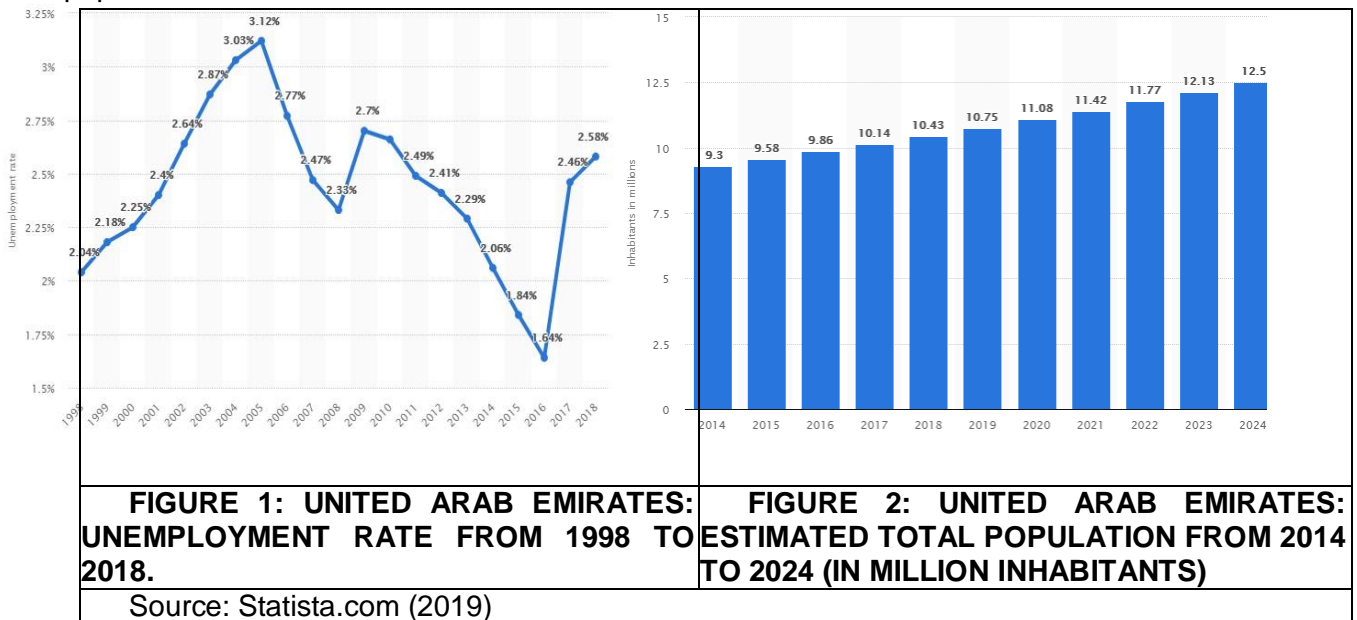
BACKGROUND

In 2018, the unemployment rate in the United Arab Emirates was at 2.58 percent of the total labor force. The unemployment rate depicted a share of the country's labor

force without jobs but was available and actively sought employment. The United Arab Emirates' unemployment rate was relatively low, and the region has one of the most insufficient amounts of unemployed persons worldwide.

According to the [1] estimates, 2,242,363 people were employed in the emirates last year, out of which 81.3 percent were males while 18.7 percent were females. The survey found 96.9 percent of men were employed, compared with 55.9 percent of women. This survey showed that Emirati unemployment, particularly in Dubai, has increased since 2016. [2, 3] discussed that the female unemployment rate was attributed to Emirati females preferring to work in the government sector and specific jobs and professions. The Labour Force Survey by Dubai Statistics Centre found that while just 0.5 percent of the population were jobless in 2018, Emirati unemployment jumped from 2.9 percent in 2016 to 4 percent last year. Researchers found 62.6 percent of Emirati men had work, while just 36.5 percent of Emirati women were employed.

On the other hand, statistics are shown regarding the estimated total population of the United Arab Emirates (UAE) from 2014 to 2024. In 2018, approximately 10.43 million inhabitants were estimated to live in the UAE. The estimates revealed that the population in



UAE was in the growing trend. Therefore, it was required to have adequate planning for the future. In addition, according to the source, the data from ILO (2019) estimated the youth unemployment rate in the United Arab Emirates in 2018 was at 7.77 percent.

Future Targeted Staffing

What does the future hold for work in the 21st century? The technological revolution has taken place, and it continues to be a big concern for governments, as well as countries, on how they will ensure employment opportunities for their people and how to make sure the right people, with the right skills, are in the right place, at the right time.

Countries, organizations, and their management are actively involved in managing staffing capacity and capability by agreeing on staffing establishments, considering the impact of broader initiatives (such as cost improvement plans) on staffing. They are accountable for the decisions being made. Organizations monitor staffing capacity and capability through regular and frequent reports on the actual staff on duty on a

shift-to-shift basis versus planned staffing levels. They examine trends in the context of critical quality and outcome measures. They ask about the recruitment, training, and administration of employees, youth, and care of staffing and empower them at all levels [4].

Increasing Technological Substitutes

Business innovation and disruption rapidly change the scope, pace, and scale of technology work. Troubles come in different forms, from competitors using technology at scale to the industrial Internet of Things, says another technology leader. As a result, it's becoming more important than ever to enable everything we do with cutting-edge technology [5].

Technology teams should continue to maintain operational excellence in the past as their primary function. Still, because business and technology strategies are now entwined, technology should evolve to focus on hand-in-hand collaboration with business functions to co-create value [5, 6].

This is likely to disrupt the UAE's industry, and the unemployment rate is more likely to increase if the workforce is designed to meet and become compatible with market needs. Therefore, future talents are likely to be valued for technical skills and agility, flexibility, collaboration ability, and other soft skills. Leaders may need to leverage talent from across the available talent continuum to access needed skills, including full-time and contract workers, crowdsourcing, and the external partner ecosystem. In addition, the talent continuum will include human-machine collaborations and partnerships. Businesses will rely on machines to carry out and augment work across a broad spectrum, where devices could serve as tools, assistants, peers, or even managers [7]

Diminishing Skills and Growing Skills

Internationally, skills are being taught in our educational industry, which is becoming obsolete. Our education system today is in a state of flagrant disrepair. Educators rely on outdated modes of instruction to teach students. Instead of examining these methods, administrators spend time and effort developing more intensive assessments in the hopes of fueling more intense learning. To successfully impact learning, teachers must begin teaching in ways that guarantee innovation, technology, knowledge, and compatible industrial skills.

Hence, it appears that there is something wrong with our educational system. It should not be employment-oriented. Instead, it should be skill-oriented. It must cultivate the proper skills among youths to use their creativity even if they do not get a job.

Employee Performance

According to businessdictionary.com, the term performance is defined as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Performance can also be viewed as competing standards that individuals must achieve desired results and behaviors [8-13]. It is also a degree or level to which an employee accomplishes organizational objectives [14]. In a contract, performance is deemed to fulfil an obligation that releases the performer from all liabilities. According to [15, 16]) performance is a multiplicative function of both ability and motivation.

Performance = Ability × Motivation

In the same vein, one can argue that it is simply the study behavior that ultimately brings about the desired performance and not students' inner desires or motivations. This is supported by the widely held belief that hard work (i.e. time spent on academic activities outside of class by a student) results in academic success and that laziness and procrastination ultimately result in academic failure [17, 18]. Therefore, similar to

how motivation interacts with the ability to influence academic performance, one can infer that hard work interacts with the ability to control performance [15, 16].

In addition, [19, 20] found that participative decision-making significantly affects lecturer performance. There is also a significant relationship between the work environment and job performance of academic staff in the universities [3, 21]. However, [22, 23] concluded that incentive-based compensation could improve individual performance and effectiveness. [2] AI- indicated that job performance is positively correlated with organizational commitment, job satisfaction, and personal and professional variables [5, 24]

Academicians Performance

[25] performance is the action or process of performing a task or function, and an operation is seen in terms of how successfully it is completed. Performance is often confused with an effort called energy expended, whereas performance is measured in results. Performance can be defined as the accomplishment of an employee's assigned duties and the outcomes generated on a specified job function or activity within a specified period given. When it comes to the definition of academic staff performance, the word educator means a person who provides instruction or education, referring to the lecturers, tutors, and administrative staff in the tertiary education industry. Many factors affect academicians' performance, e.g. career choice, Islamic work ethics, human capital development, and employee willingness to perform. Academicians can work effectively once these factors are correctly handled, and the higher education institutions (HEIs) will grow [14].

Employee Training, Learning, Skill Development & Education

Training and development are defined as the heart of a continuous effort designed to improve employee competency and organizational performance. Employees who are well trained can share their updated knowledge and skills while using their creativity to understand and improve the service in the organization. An organization can achieve a higher level of employees' performance through comprehensive training of its employees [8, 9] It is believed that employees work more innovatively due to the result of training and development. The benefits of training and development include improved morale, employee satisfaction, lower turnover, higher retention, improved hiring, and a better bottom line. A higher level of human capital can also be attained through extensive training, which may actively develop the employees' knowledge and skills critical for improvement [13, 26, 27]. Human capital is acquiring knowledge, skills, abilities and other characteristics (KSAOs) of individual employees. It evolves competencies through organization development (OD) and personnel training and development to improve performance [13, 28, 29]. These benefits can satisfy employees, increase commitment and motivation and thus, and enhance an employee's overall competence and performance. Training and development can be affected by different factors:

- Top management support

The top management needs to provide necessary resources so that it can be successful in implementing the training and development for the employees. For example, the top management can support by providing funds and tools when the training and development programs occur.

- Technology advances

Nowadays, technologies are changing rapidly in response to the external environment. Similarly, the advancements in information and communication technology have shaped intense competition due to customers and suppliers' awareness [4, 30]. Most companies use technology to execute their daily operations, such as computers, the Internet, and e-mails to connect easily. Thus, appropriate training should be given to employees with minimal or no computer skills.

- World complexity

The complexity can affect the companies' organizational structure or strategies to survive in the environment. Therefore, they may need training and development programs to improve their skills, perform tasks and achieve the new system.

- Other human resources function

Other human resources function has crucial impacts on training and development. For example, the company needs to give training and development programs for the new employees who are just recruited and selected. Furthermore, compensation is essential for retaining and attracting employees, especially the experienced ones, to perform well in their tasks. Employers who offer non-monetary rewards will see higher retention rates than those who do not [17, 18, 31]. This is important as they can be the new employees' trainers and mentors. Aslam and [14] suggested that the performance constraint for the lecturers in higher education is due to a lack of training and support from senior faculty members. If the lecturers can perform well, universities will contribute to higher education. Therefore, training has an impact on the staff's performance in the education industry [25]

Training

Training and creating a learning environment have been recognized as key elements to a competitive successor to attaining sustainable competitive advantage in the organization [1-3] (Altman & Iles 1998; Al-ali, 2006). Future job-oriented efforts must focus on efficiency and productivity through better targeting, both in terms of designing training programs to serve particular populations and in terms of refinements [4, 21]. The training program helps raise the competency level and professionalism of the individual employees. Moreover, [30] found that the system, which was designed to recommend individuals for training who were most at risk for long-term unemployment, instead caused individuals to exit unemployment whereby the authors concluded that the threat of mandatory training may have been more effective than the training itself in this context.

Future Trend

In the UAE, globalization will continue its record in contributing economic benefits [21]. Although the market share and job pool will be squeezed in some sectors, with short-term and long-term advantages and disadvantages for affected workers, job losses will be counter-balanced by employment gains in other sectors [20, 22]

Future trends in globalization, technology, socio-economic, and demographics will support higher salaries and are likely to impact the distribution of compensations. In the absence of a substantial increase in the supply of skilled workers in response to the higher returns to education, wage dispersion, mainly as measured by the gap between more and less educated employees, will likely remain at current levels or even continue to widen (Karoly, 2004).

Employed Emirati Opinion about UAE Employment

A study conducted by [23, 32] using 300 interviews from working Emirati nationals to investigate their opinions regarding their attitudes towards employment in the UAE found that despite the doubts concerning youth unemployment in the region, the youth in the UAE appears significantly more optimistic about employment prospects than the older citizens, according to the survey results. Nationals under 30 were considerably more likely than those over 30 to feel it was easy to find a job (64% vs 44%). These results suggest that claims made across the region regarding the high levels of youth unemployment and dissatisfaction may not be as salient within the UAE. In addition, [28] conducted 17 interviews representing three managerial levels, which found that knowledge management practices adoption in public sector organizations, organizational change inertia, organizational culture, and senior executives' skills and capabilities are correlated.

Human Resource Policies in UAE

UAE's future employment in vision 2030 should have been made to fit HR policies and procedures for sustainable competitive advantage. It would be virtually impossible to run a business efficiently without these policies. In terms of definition, HR policies are organizational decisions that affect the practices and systems that, in turn, influence employees' behavior, attitudes, and performance [22]. According to [5] human resource policies enhanced employees' understanding of company rules and expectations, encouraging communications between employees and supervisors and among workers in general. Many scholars, such as [15, 25, 30, 31], believe that human resource policy has a fundamental role in encouraging, supporting, and rewarding desired behavior, all of which are at the focus of action between line managers and employees. Moreover, [23] found support for the significance of policy communication as a key determinant of the methods of management development utilized in organizations[2]

Many studies emphasize the importance of human resource policies in the Gulf Cooperation Council and UAE. For instance, between 2010 and 2020, the Gulf Cooperation Council countries established various policy instruments affecting national labor markets. These instruments include wage subsidies, government wage restraint fees and quotas improving the quality of the education system and training of nationals, charges on foreign labor, and employment targets for UAE nationals[1-4, 21]

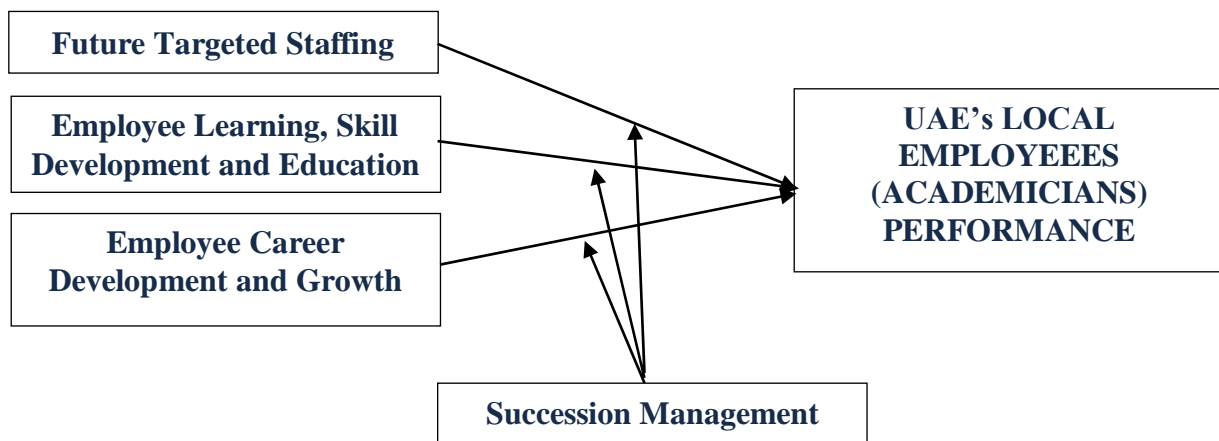


FIGURE 1 CONCEPTUAL FRAMEWORK

DISCUSSION

First and foremost, it is suggested that the UAE government continue to regulate and monitor the process of Emiratisation in the private sectors and take on the following policies when necessary. However, this should be in line with fulfilling the business interests of investors. This is because not all Emirati nationals could be adjusted in public job settings. Education must be given to Emirati men and women to meet the 2030 skills, technology, and latest working environments.

UAE's government must focus on skill development (Technical and Non-Technical), quality of education and sufficiently fund the education and training activities. For instance, spend more money on educational structures based on the empowerment of state and local officials and the empowerment of principals, teachers, professionals, families, and the community at large. In addition, UAE policymakers may wish to consider Sweden or Germany's dual system of partnership between organizations and schools at the secondary level and beyond. This system, however,

focuses on ensuring that the youth have a training place and suitable employment. In addition, it provides the youth excellent opportunities to learn, get a degree, and find a job in the organizations that train them and concurrently enjoy job security and possibilities for advancement [2, 3]

Up-to-date communication between the educational institutions and the private sectors is required. In other words, there should be a close link between academic and training institutes on the one hand and the private and public sectors on the other hand. Companies in Emirate should have short and long-term workforce planning and strategy to fulfil their organizational structural requirements. Recruitment of locals becomes much more effective as the recruitment process will be based on several successful and practical criteria such as succession planning, career development planning, training before employment planning, and transfer and promotion.

Parallel to all the above education systems, the vision of Emirate employment opportunities should keep in mind the presence of technology which is also competing with humans. For example, in a few years, Artificial Intelligence, Data Sciences, Knowledge Management Systems, Robotics, and other technology will also substitute employees. Policymakers and academicians should suggest schemes for our generation's sustainability and survival.

In a few years, transformation, globalization, and modernization will become more rapid and challenging. Therefore, there will be a need for labor regulations to create more employment opportunities for UAE nationals. Emirati needs to learn from nations like Korea, China, Thailand, India, and others who have already geared up to meet the future challenges and have already taken steps to transform their youth into experts or skilled workers.

Many females do not like to work due to the unavailability of childcare places. Therefore, social partners should provide serious incentives for increasing the number of childcare places, which fits in with the modernization of industrial relations. Ultimately, help to increase the number of females in the workforce.

UAE nationals are facing grave issues in terms of Emiratization. Generally, the vast majority of the population does not know about this issue, and therefore, public awareness and mass media communication at all levels should deal with it. Every individual in the country should be aware of these problems so that they can be solved more quickly. All private companies must recruit UAE nationals as human resources managers from this time onwards. This step will encourage UAE human resource managers to recruit UAE nationals. If the officials responsible for recruiting new staff in a company are UAE nationals, they will prioritize UAE national job seekers over expatriates.

The UAE has now entered a new phase of post-crisis booming development. For instance, the successful bid for Expo 2020 by Dubai. In the face of extraordinary rates of population growth characterizing the country, the enhancement of political control and management of resources, be it natural or human, is the priority of the new migration policies in the UAE. Therefore, the UAE government should target to increase the Males and Females who could contribute to UAE's labor pool, which seems to be 4 percent of the total as per 2016 estimates shown below.

The following Table illustrated the percentage distribution of the employed population by nationality's group and sex (2016)

| | Total | Males | Females |
|---|--------------|--------------|--------------|
| UAE | 4.0 | 3.0 | 9.2 |
| GCC countries | 0.1 | 0.1 | 0.0 |
| Other Arab countries | 6.4 | 6.2 | 7.7 |
| Asia | 82.6 | 86.0 | 66.3 |
| Africa | 2.9 | 1.6 | 8.9 |
| Europe | 2.7 | 2.1 | 5.3 |
| North America | 0.8 | 0.6 | 1.8 |
| Caribbean & Central America | 0.1 | 0.1 | 0.1 |
| South America | 0.1 | 0.1 | 0.1 |
| Oceania (Australia, New Zealand, etc.) | 0.3 | 0.2 | 0.6 |
| Total non-Emiratis | 96.0 | 97.0 | 90.8 |
| Grand total | 100.0 | 100.0 | 100.0 |

Source: Dubai Statistics Center, Labour Force Survey (2016). Gulf Labour

Markets, Migration and Population - EN - No. 1/ (2018).

The government should keep the incentives for the female to work, and the same should be publicized by UAE's local media and the international media. Relevantly, it is recommended to establish HRM and Strategies to implement and monitor the rate of recruitment, training and development, and promotion of Emirate women to management positions.

Limitations

The present paper may be seen as a preliminary attempt to establish the important factors influencing UAE nationals to perform better in the workforce. Its findings must be assessed with at least three limitations in mind.

- First, the key informants were from the Emirates in general only.
- Secondly, this study was limited to Dubai, Abu Dhabi, Sharjah, Ras Al-Khaimah, Ajman, Umm Al-Quwain, and Fujairah only.
- Thirdly, the paper used a relatively small sample of interviews, which did not allow us to pursue further insights among companies in the other UAE states. Thus, the findings of the present paper may seem general and intend to stimulate additional research interests in the five factors, namely
 - Organizations
 - Government
 - Migrant worker (Temporary / Short Term – Category)
 - Migrant worker (Long Term– Category)

CONCLUSION

This paper has conceptually discussed future HRM factors that have previously been pondered in the UAE context. The results showed that these factors have an enormous effect on UAE nationals to perform better in the workforce. In addition, results revealed that for UAE nationals to achieve better positions and status, higher education attainment, experience, adequate skills, and training are necessary for the public and private sectors.

The strengths and limitations of the present paper can serve as a valuable guide for future research efforts. One avenue for future research would be to expand the current perspective and discuss more critical futuristic views of every sector in the UAE.

Future research would be through a comprehensive interview with the youth, human resource officials in different public and private organizations, and UAE's national employees in various industries to identify the possible contribution of flexible work environments, empowerment of employees, and other best HR practices for human resource productivity and performance. Empirical investigations of the

interaction effects of such HR practice would help determine the most critical factors behind the low participation of UAE nationals in the workforce.

REFERENCES

1. Al Badi, M.S., *The impact of organisational change inertia on public sector knowledge practices adoption: case of UAE*. 2018.
2. Al-Ali, J. *Emiratization in the local labor force of the UAE: a review of the obstacles and identification of potential strategies*.
3. Al-Lamki, S.M., *Barriers to Omanization in the private sector: The perceptions of Omani graduates*. International Journal of Human resource management, 1998. **9**(2): p. 377-400 DOI: <https://doi.org/10.1080/095851998341143>.
4. Badlishah, S., J. Ali, and M. Fareed, *The General Insurance Agents' Communication Tools and Its Relationship with Self-Efficacy and Training Effectiveness*. International Journal of Innovation, Creativity and Change, 2019. **5**(2): p. 1227-1238.
5. Smith, S.A. and R.A. Mazin, *The HR answer book: An indispensable guide for managers and human resources professionals*. 2011: Amacom Books DOI: <https://doi.org/10.5296/ije.v2i1.405>.
6. Stehle, W. and R. Erwee. *IHRM approaches of German MNEs and their subsidiaries in Thailand, Indonesia and Singapore*. Monash University DOI: <https://doi.org/10.5296/ije.v2i1.405>.
7. Guszczka, J. and J. Schwartz, *Superminds: How humans and machines can work together*. Deloitte Review, 2019. **24**: p. 120-131 DOI: <https://doi.org/10.1111/1467-8551.11.s1.2>.
8. Fareed, M., et al., *What makes HR Professionals Effective? Qualitative Evidence from Telecom Sector of a Developing Country*. Revista Argentina de Clínica Psicológica, 2020. **29**(5): p. 200 DOI: <https://doi.org/10.7249/MG786>.
9. Fareed, M., et al., *High performance work system and human resource professionals' effectiveness: A lesson from techno-based firms of Pakistan*. International Journal of Innovation, Creativity and Change, 2020. **13**(4): p. 989-1003.
10. Fareed, M., M.F.M. Isa, and W.S.W.M. Noor, *Human resource professionals' effectiveness, organizational culture and high performance work system link: evidence from Pakistan*. International Review of Management and Marketing, 2016. **6**(7S): p. 335-344 DOI: <https://doi.org/10.7249/MG786>.
11. Fareed, M., et al., *Performance management system (PMS) as a predictor of employee performance of private bank managers in (Pakistan)*. The Social Sciences, 2016. **11**(20): p. 5035-5042.
12. Fareed, M., et al., *Developing human capital for sustainable competitive advantage: The roles of organizational culture and high performance work system*. Journal of Economic & Management Perspectives, 2016. **10**(4): p. 655-673.
13. Fareed, M., et al., *The Role of Human Capital Development and High Performance Work System in Sustaining the Human Resource Professionals' Effectiveness: A Lesson from Pakistan's Telco Companies*. International Journal of Economic Perspectives, 2016. **10**(4) DOI: <https://doi.org/10.7249/MG786>.
14. Raza, A., W.S. Wan Mohd Noor, and M. Fareed, *Mediating the role of employee willingness to perform between career choice and employee effectiveness (case study in public sector universities of Pakistan)*. International Journal of Innovation, Creativity and Change, 2020. **11**(1): p. 33-389 DOI: <https://doi.org/10.17512/pjms.2018.18.1.17>.
15. Nonis, S.A. and G.I. Hudson, *Academic performance of college students: Influence of time spent studying and working*. Journal of education for business, 2006. **81**(3): p. 151-159 DOI: <https://doi.org/10.1016/j.sbspro.2012.09.1163>.
16. Nonis, S.A. and D. Wright, *Moderating effects of achievement striving and situational optimism on the relationship between ability and performance outcomes of college students*. Research in Higher Education, 2003. **44**(3): p. 327-346 DOI: <https://doi.org/10.3200/JOEB.81.3.151-159>.
17. Noor, W.S.W.M., M. Fareed, and M.F.M. Isa, *Examining cultural orientation and reward management practices in Malaysian private organizations*. Polish Journal of Management Studies, 2018. **18** DOI: <https://doi.org/10.17512/pjms.2018.18.1.17>.
18. Philip, K., *EMPLOYMENT MATTERS TOO MUCH TO SOCIETY TO LEAVE TO MARKETS ALONE KATE PHILIP, MAIKEL LIEUW-KIE-SONG, MITO TSUKAMOTO, ANNA OVERBECK. The Value of Work and Its Rules between Innovation and Tradition: 'Labour Is Not a Commodity' Today*, 2020: p. 2 DOI: <https://doi.org/10.17512/pjms.2018.18.1.17>.
19. Kalwaic, J.K., *How statescraft employed by the al-Khalifa monarchy obstructs democratic reform in order to maintain regime stability in Bahrain: a historical review*. 2012: Temple University DOI:

- <https://doi.org/10.1111/1467-8551.11.s1.2>.
20. Kapiszewski, A., *Population, Labour and Education Dilemmas Facing GCC States at the Turn of the Century*. 2000.
 21. Altman, Y. and P. Iles, *Learning, leadership, teams: corporate learning and organisational change*. Journal of Management Development, 1998 DOI: <https://doi.org/10.1108/02621719810368682>.
 22. Kramer, B., *Shareology: How sharing is powering the human economy*. 2015: Morgan James Publishing DOI: <https://doi.org/10.1111/1467-8551.11.s1.2>.
 23. Mabey, C. and A. Thomson, *The determinants of management development: The views of MBA graduates*. British Journal of Management, 2000. **11**: p. S3-S16 DOI: <https://doi.org/10.1111/1467-8551.11.s1.2>.
 24. Sarwar, S., H.D. Aslam, and M.I. Rasheed, *Hindering Factors of Beginning Teachers' High Performance in Higher Education Pakistan (Case Study of IUB-The Islamia University of Bahawalpur)*. International Journal of Education, 2010. **2**(1): p. 1 DOI: <https://doi.org/10.5296/ije.v2i1.405>.
 25. Nadarajah, S., et al., *The relationship of HR practices and job performance of academicians towards career development in Malaysian private higher institutions*. Procedia-Social and Behavioral Sciences, 2012. **57**: p. 102-118 DOI: <https://doi.org/10.1136/bmjhci-2019-100062>.
 26. Gonzalez, G., *Facing human capital challenges of the 21st century: Education and labor market initiatives in Lebanon, Oman, Qatar, and the United Arab Emirates*. Vol. 786. 2008: Rand Corporation DOI: <https://doi.org/10.7249/MG786>.
 27. Hong, J.L., et al., *Performance of academicians in Malaysian private universities: A study on the influencing factors*. 2013.
 28. Benchiba-Savenius, N., et al., *UAE employment report*. 2016.
 29. De Cieri, H.L., et al., *Human resource management in Australia. Strategy-people-performance*. 2003: McGraw-Hill Education.
 30. Barbeito, C.L., *Human resource policies and procedures for nonprofit organizations*. 2004: John Wiley & Sons DOI: <https://doi.org/10.7249/MG786>.
 31. Renko, S. and K. Petljak, *Ageing of Consumers and Its Impact on Human Resource Management in Retailing*. Proceedings of The 11th MAC 2017, 2017: p. 112 DOI: <https://doi.org/10.17512/pjms.2018.18.1.17>.
 32. Mather, C.A. and E. Cummings, *Developing and sustaining digital professionalism: a model for assessing readiness of healthcare environments and capability of nurses*. BMJ health & care informatics, 2019. **26**(1) DOI: <https://doi.org/10.1136/bmjhci-2019-100062>.