Recruitment and selection process and challenges in U.A.E

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Abstract

The goal of this study is to identify the numerous difficulties encountered by foreign nationals in the recruitment and selection procedures used by businesses with offices in U.A.E. The United Arab Emirates is a federation comprising seven Emirates. The most populous city in the United Arab Emirates is Dubai, among the seven Emirates that make up the country. There are a significant number of expatriate populations offering their services in Dubai as a result of the growth in investment in numerous business sectors, which generates a large number of work possibilities and adds to the population of the United Arab Emirates. The researcher's goal was to propose fresh methods for resolving the difficulties now experienced by expatriates.

Introduction

Only 10% of the population of the United Arab Emirates is made up of United Arab Emirates citizens; the rest is made up of foreigners. A person, who lives abroad for job purposes, whether temporarily or permanently, is known as an expatriate. Organizations with offices in the United Arab Emirates use a variety of approaches for recruitment and selection procedures.

As new real estate developments increase and businesses strive to remain competitive, engineers, sales executives, and accountants are among the top skills in high demand in the United Arab Emirates today. Opportunities for civil, mechanical, and electrical engineers, foremen, draftsmen and crane operators typically dominate the lists of in-demand jobs.

The placement of foreign workers in jobs depends heavily on employment agencies and ads. The majority of firms have a career section on their website, and the team will publish open positions there along with any qualifications and application instructions. The majority of businesses in Dubai, especially those hiring for high-end roles, will use recruitment firms as one of their various techniques to assist them to locate the best candidates. Since this is against United Arab Emirates law, respectable recruiting agencies would never demand an advance payment from a candidate. It costs more to hire a candidate from overseas than to find employees locally. As a result, individuals who are physically in the United Arab Emirates are given precedence.

Objective of study

In truth, organizations in the United Arab Emirates have had some difficulties defining and comprehending how outlined and involved selection and recruitment procedures should be in recent years. They frequently mixed up the two procedures and omitted a few of each process's phases. Despite these issues, organizations hired a lot, but because recruiting and

selection were frequently not done well, businesses encountered additional issues including high expenses for personnel resourcing with high levels of workforce turnover. Additionally, they had issues using methods such as interviews and failed to offer professional documentation and forms relevant to the processes of recruiting and selection.

Literature Review

The introduction of a school inspection framework, which serves as the basis for evaluating educational institutions, shows how the United Arab Emirates has recently emphasized the significance of raising the quality of the education sector. This framework is expected to foster and support affirmative reform and performance within the institutions. The framework used to gauge quality and education institute quality assurance has a favorable and mostly significant link.The framework has a favorable impact on pupils' ability to learn, their understanding of Islamic principles, and child protection. The ultimate goal of evaluating an institute's quality is to make sure that all enrolling students have the chance to excel and make significant contributions to their communities and the wider world. The employment of qualified teachers and an emphasis on their retention are crucial if school administrators are to prioritize a high-quality education.

There is persistent worry about whether there will be enough skilled instructors to provide all pupils with learning opportunities. The National News said that several institutions in the United Arab Emirates are having trouble filling positions due to the rising demand for instructors abroad. One theory for the problem in hiring core employees is that institutions in Australia, Asia, and the UK offer competitive compensation. Gavin Walford-Wright, an HR executive at United Arab Emirates education provider Taaleem, claimed that one of the causes of this problem was the existence of more competitive offers from outside. Middle Eastern instructors are being sought after by schools in Asia, the UK, and Australia to fill open posts (Clarke, 2019).

Mr.PankajMundra Managing Director of Nimai Capital Fund Manager Ltd, United Arab Emirates is an accomplished chartered accountant and Post Graduate in Management having expertise of 13 years of banking experience in the Middle East and Asia spanning \from Consumer Banking to Financial Institutions. Mr. Mundra started out working for ICICI Bank before switching over to Standard Chartered.. In 2009, when Dubai was badly hit by the global crisis, he co-founded Nimai Management Consultants, a firm that specializes in advising on finance cost reduction and trade solutions services in certain areas, as a result of his exceptional talents at spotting the right moment. Mr. Mundra received the 2014 SME World Summit's Champion Consultant award. Additionally, he was a 2013 Regus Business Leader of the Year finalist. In addition to serving as Vice Chairman, Secretary, and Treasurer for the ICAI, Dubai Chapter, Mr. Mundra also served as the organization's 19th youthful, enthusiastic, and energized Chairman from 2016 to 2017.

Before relocating to Dubai in 2004, bank in India. He has also had a position at ABN AMRO Bank in Dubai as Manager-Business Performance Management, Consumer Banking. In his most recent position, he was an Assistant Vice President of Financial Institutions at Mashreq Bank, where he was in charge of overseeing the business performance of Dubai, five foreign branches, and two representative offices.

According to Mr. Mundra, "finding a job" and "easy to work" are two distinct qualities that individuals sometimes misinterpret. It's not always the case that someone who finds employment quickly also finds employment quickly. Additionally, he claims that by utilizing LinkedIn and employment sites like Etisalat Careers, Naukri Gulf, Monster Gulf, and others, expatriates may find a position that suits them. There are many chances for

expatriates, and the UAE government is quite welcoming and gives new entrepreneurs many opportunities to launch firms.

Cross-cultural training may be quite beneficial in keeping people on board. It may lower teacher churn. Pre-departure culture training is widely advised for improving the performance of foreign workers in the United Arab Emirates. (Pech, 2020)

Employers must consider the idea of offering teachers additional formal or informal training to help them do their jobs effectively, in addition to cultural training. Businesses have realized at this point that investing in training and development is a smart way to get a competitive edge over their rivals, as correctly stated in the research by Syed Najaf Ali Shah, Naveed A. Shaikh, and Imtiaz A. Pirzada. Training workers demonstrate to them that the company values them in addition to improving the performance of new hires (Syed Najaf Ali SHAH, 2018).

For the majority of recruiters, 2020 has been an extremely difficult year. According to a poll on how COVID-19 has changed the hiring process, investments, and significances conducted by a US-based talent acquisition software firm with 800 HR professionals. The survey's findings show that pressure has increased among recruiters. The emphasis on recruitment has shifted from guaranteeing an expedited hiring process to focusing on improving the quality of candidates.

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Recruitment practices

• Creation and dissemination of a compelling employee value proposition. Every one of the participating firms created unique recruitment materials and website content to demonstrate their dedication to localization. While foreign-owned multinational corporations tended to place more of an emphasis on diversity and inclusion, some offered clear employee value propositions that emphasized growth and development for Emirati workers. To draw in suitable applicants, an employer brand that aligns with the objectives and motivations of the population is crucial.

• Internal recruitment strategies. utilized a wide variety of internal recruitment techniques, including job advertisements on websites suchutilization of internal talent databases, internal career websites, and internal referral networks. Making sure Emirati workers are aware of employment vacancies, may increase the quantity of qualified local applications. Internal hiring procedures work effectively in the Gulf nations' highly networked workplaces.

• Ways for proactive targeted external recruiting are varied. All of the organizations in our study used the same external recruitment strategies, which included posting job openings in Arabic-language media, participating in career fairs with significant Emirati participation, holding specialized workshops at targeted universities, offering internships and sponsorship to Emiratis, using social media, and utilizing specialized recruitment agencies and online web portals for attracting specific skills.

• Emiratis have positions reserved. The majority of the EA roles in our sample's Public sector were higher-level, however several of these positions also included apprenticeships. For local and foreign applicants to apply to various positions on separate websites starting with the application stage, several Public sectors built a distinct recruiting portal for the EAs.

• Assessing the success of recruiting. The Public sector tended to utilize a more comprehensive set of measures, although both groups used a wide variety of quantitative and qualitative effectiveness evaluation metrics. These included the quantity of EAs and qualified EAs, the outcomes of assessment centers, test results, and competency interviews, the number of hires made through each recruitment source, the time needed to fill positions, the job satisfaction of new hires, and the direct supervisor's opinion of the hiring process. When assessing the efficacy of localization procedures, Rees et al. (2007) and Panaccio&Waxin (2010) emphasized the significance of employing both quantitative and qualitative methodologies.

Selection practices

• Flexible procedures for hiring EAs. All Privates and the Public sector stated that they checked the job descriptions and requirements for EAs to make sure that no discriminatory factors were included. Demonstrating the value of concentrating on job content and job-relevant criteria. However, our investigation also revealed several other distinctions between Privates and the Public sector. The public sector frequently changed its hiring procedures to offer EA preference. This included giving EAs' CV reviews priority over those given to non-nationals, lowering some education and experience requirements, requiring EAs to meet only minimal requirements rather than exact or maximal ones (as non-nationals were required to do), changing the testing procedure, and including Emirati managers on the interview panel. PUB1 and PUB2 suggested that they may drop excessively stringent requirements when choosing local hires. Except for the duration of necessary experience, the international private multinational corporations were unwilling to change their selection criteria.In other instances, when training could be offered, the other Privates proposed lowering the experience and language requirements for particular posts.

• Inclusive selection panels with experience. To make sure that the EAs would feel welcome and show that Emiratis were incorporated into the business, participants from both Privates and the Public sector taught staff members involved in the recruitment and selection of EAs and included a local manager in the selection interview panel. To better understand workforce diversity, cultural differences, the prevalence, and consequences of stereotypes, as well as how to handle them, training selection committee members is crucial (Waxin 2008, Panaccio&Waxin, 2010).

• Interviewing and selection tests. As the main means of candidate selection, the majority of the Privates andPublic sectoremployed formal, well-recognized assessments. These included assessment centers with cognitive, personality, competence, and language exams, as well as case studies, work samples, simulations, and presentations. Assessment centers and competency testing were recommended by several enterprises as their best

practices for facilitating WL. The most common forms of selection interviews were structured, situational, behavioral, and competence interviews. Participants observed that organized interviews provided the most impartial way to compare candidates. Situational and behavioral interviews gave hiring managers a good understanding of candidates' problem-solving strategies by allowing applicants without any prior job experience to answer questions about how they would handle certain challenging scenarios.

•   Determining the success of a selection. All Privates and the Public sector employed comparable quantitative metrics of selection efficacy that were centered on job performance, retention rate, and the proportion of candidates chosen over those who were interviewed. One business evaluated the success of its selection judgments via post-selection testing. Similar qualitative metrics were also utilized by Privates and the Public sector, such as employee and supervisor satisfaction with the hiring process, supervisor satisfaction with the new hire's performance, behavioral and attitude measurements of employees, and their overall fit with the company culture. However, we saw the Public sector engaging in more focused, rigorous evaluation efforts.

Recruitment and selection challenges

1.   Lack of knowledge, abilities, and expertise in the field. Lack of necessary education, abilities, and experience was cited by every participant from Private and PSO as a major obstacle to the recruitment and selection of Emirati candidates (EA). The abilities that were listed as lacking varied from general ones like language (English), communication, and analytical skills to more sector-specific ones like technical ones related to the oil and gas business and financial ones, which were recognized by all the institutions.

2.   All Private and PSO participants identified high EA pay expectations as a significant barrier to recruitment and selection. Privates felt they could not compete with the higher compensation in the public sector and were unable to recruit some of the most qualified local individuals. A private responder also indicated that EA planned to work fewer hours for the same pay.High wage expectations were cited by the PSO participants as a difficulty. Two of them said it was tough to live up to the expectations, while one said his organization's best practice for luring in local applicants included giving flexibility on income, as well as flexible hours and loan options.Compared to expatriates, EA has greater salary expectations (Al Waqfi and Forstenlechner 2014). Our research indicates that although private participants believe that the Public sector pays greater compensation, this is not necessarily the case. Instead, the Public sector stated that they prefer to hire EAs based on merit and provide flexibility in other areas. It's interesting to note that participants from Privates and the Public sector both mentioned the difficulties in reaching United Arab Emirates applicants' wage expectations and the impossibility to compete based on compensation. Contrary to much of the literature, this research shows that Emirati employees are paid far more in the United Arab Emirate's public sector than they are in the private sector (Abdalla et al. 2010)

3.   Both privates and PSO respondents noted a lack of business, industry, and career understanding. Privates noticed a lack of understanding of business inside the private

sector, and one participant from a global company said that EA believed it was challenging to enter as an Emirati employee and that advancement was extremely competitive.

4.   Rivalry with other employers. Participants from the majority of privates and the public sector discussed the difficulties in finding suitable EAs to hire from a small pool. Many responses stressed thatsupply could not meet demand. The Public sector, which was believed to give EAs more desirable job titles, was considered the main competitor, along with other international and local private.Many interviewees viewed the poaching of skilled Emirati personnel by other organizations (both commercial and governmental sectors) as an issue; this was of particular concern when the employees had earned foreign expertise.One PSO member reasoned that if the poached managers were hired by another United Arab Emirates PSO, there would be some remuneration because they had helped to train the United Arab Emirates workers. Our results show that the fierce rivalry for hiring qualified EAs poses difficulties for both privates and the Public sector.

5.   Considerations for the sector- and job-person fit. Both privates and PSO respondents noted that eashad definite preferences for the Public sector, certain industrial sectors, office or management occupations, high-ranking positions, and employment locations that require the least amount of travel. According to supporting research, Emiratis may decide against looking for a job in the private sector because they think a position in the public sector would open up in the future (Williams et al. 2011). In terms of the banking sector, research participants from both private and state banks said that Emirati graduates often do not aspire to careers in the sector since they think these are solely for finance majors. This demonstrates the before-mentioned lack of market-focused knowledge and awareness.Other preferences included management or senior-level roles as well as local rather than foreign employment. Some respondents noted that female easfrequently refrain from leaving the workplace to meet clients. For Emiratis, some occupations are considered socially and culturally inappropriate; this is especially true for female inhabitants (Baud and Mahgoub 2001).Participants from the PRIVATE and Public sectors said that easwill often seek professions with large job titles and high social standing, particularly at a senior level, corroborating Mellahi's results (2007). Concerns about eas'locations were also observed, with long commutes to work being considered a barrier to hiring. Instead of taking into account the industry preferences of eas, the Public sector tended to concentrate more on the problem of identifying the best candidate for the position (job-person fit).

6.   Foreigners' opposition Participants from just one Private and two Public sectors brought attention to the resistance of expatriates to WL. The PSO participants recommended that better national and organizational-level communication about the advantages of a WL program be made with non-nationals. Resistance from expatriates might prevent the successful integration of local personnel into the workforce, especially if a localization program is successful and eventually replaces the ex-pats themselves (Rees et al. 2007). This can cause animosity toward national employees, coupled with perceptions of unfairness about nationals' better pay and faster career advancement (Forstenlechner 2010).

Conclusion

After conducting research, on organizations, reviewing recent literature on recruitment and selection processes, and discussing best practice models of recruitment and selection, I discovered that over the past few years, United Arab Emirates organizations have had some difficulty comprehending how precise recruitment and selection procedures should be. It tends to mix different procedures or omit some of the crucial steps. Due to this uncertainty, there are various problems, including high hiring expenses and staff turnover. As a result, several suggestions are made to help United Arab Emirates firms pay closer attention to best practices, adapt, and create solutions to reduce the issues that generally result from ineffective recruiting and selection procedures.

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