



SHEIKH SAUD BIN SAQR AL QASIMI  
FOUNDATION FOR POLICY RESEARCH

# Exploring Under-Representation of Young Emirati Adults in the UAE Private Sector by Examining Emirati Job Satisfaction

Georgia Daleure  
*Higher Colleges of Technology*

Zain Al Shareef  
*United Arab Emirates Ministry of Labor*

## Working Paper 09

April 2015



## Abstract

---

This study examined Emirati job satisfaction using an online survey to understand Emirati under-employment in the private sector. To date, double-digit Emirati youth unemployment has plagued the UAE even though it is a regional economic leader whose private sector has the potential to create tens of thousands of new jobs each year. The saturated public sector is so vastly preferred by Emiratis that many of them avoid working in the private sector despite abundant opportunities there, even when prolonged unemployment is a consequence. More than 1,000 employed Emirati participants rated 14 job satisfaction criteria using an online survey. Data were analyzed using correlation and regression analysis, and mean tables were constructed to examine mean ratings of satisfaction criteria among demographic factors including employment sectors. The study found that job satisfaction was higher in the public and semi-government sectors than in the private sector for factors relating to compensation, culturally friendly working conditions, and flexibility to study and/or take care of family responsibilities. Only one rating factor—opportunities for advancement—was significantly higher in the private sector than in the public or semi-government sectors. Overall job satisfaction was high even in dangerous and physically demanding public sector jobs, such as those related to off-shore oil rigs, the military, and the police.

**Georgia Daleure** is the Program Chair for General Studies (Social Science, History, Humanities, Global Studies, and English Language) at Higher Colleges of Technology and can be contacted at [gdaleure@hotmail.com](mailto:gdaleure@hotmail.com).

**Zain Al Shareef** is the Director of Labor Market Studies in the United Arab Emirates Ministry of Labor and can be contacted at [zalshareef@mol.ae](mailto:zalshareef@mol.ae).

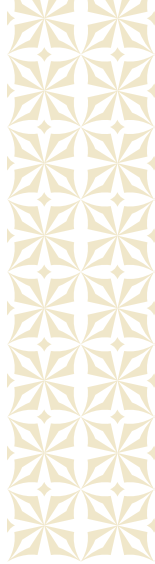
---

The Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research Working Paper Series is designed to disseminate ongoing research to individuals and institutions interested in the development of public policy in the Arab world. Findings and conclusions are solely those of the authors and should not be attributed to the Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research.

# Contents

---

<b>Introduction</b> .....	7
<b>Literature Review</b> .....	9
Background .....	9
Development of Employment Sector Preferences .....	9
Factors Leading to Dissatisfaction in Private Sector Employment .....	10
Existing Studies Relating to Emirati Job Satisfaction .....	12
Literature Review Summary .....	13
<b>Methodology</b> .....	13
Instrument .....	13
Description of Analytical Framework .....	14
<b>Results and Discussion</b> .....	14
General Results According to Employment Sector .....	14
Summary of General Statistics .....	18
Satisfaction Rating Results .....	19
Job Satisfaction According to Demographic Variables .....	19
Job Satisfaction Ratings of Employment Criteria According to Demographic Variables .....	19
Summary of Composite Ratings and Correlational Analysis .....	22
Open-Ended Items .....	22
Summary of Findings .....	23
<b>Conclusion and Recommendations</b> .....	23
<b>Appendix A</b> .....	25
<b>Appendix B</b> .....	26
<b>References</b> .....	27





## Introduction

---

The fastest growing economy in the Middle East, the United Arab Emirates (UAE), has a private sector capable of creating tens of thousands of new jobs every year (Al Ali, 2013). Yet, many young Emirati adults delay their entry into the workforce rather than accept private sector employment. Unemployment rose to nearly 12% in 2012, and experts consider Emirati under-representation in the private sector a prime contributing factor (Sherif, 2013). Al Ali (2013) added that, in 2012, the GCC region had the “highest unemployment of all regions in the world[,] with youth unemployment at almost 4 times the adult rate” (p. 71). Emirati young adult unemployment is especially concerning as more than half (51% in 2012) of the Emirati population is under the age of 18 and increasing numbers of young Emirati adults enter the workforce each year.

Recent studies (Al Ali, 2013; Al Shareef, Daleure, & Alaskar, 2013; Behery, 2009; Elamin, 2011; Shallal, 2011; Sherif, 2013; and Toledo, 2013) concur that several interrelated factors contribute to the low number of Emiratis entering into private sector employment. Possessing post-secondary education degrees but little work experience, many young Emirati adults entering the workforce qualify only for entry-level positions. However, the compensation for entry-level positions is often below the *reservation wage*—the lowest wage for which Emiratis are willing to work. High reservation wage expectations are perpetuated by the high *competition wage*—the wage offered in the public sector—even though the public sector is labor-saturated, having little space to absorb more employees. Some Emiratis entering into private sector employment experience low job satisfaction, which leads to disillusionment. Feeling little connection to the private sector companies that hired them, some disillusioned Emiratis go through a series of short-term placements or “job hopping,” trying to find a job that will provide their desired salary and working conditions. Other disillusioned Emiratis terminate private sector employment and remain unemployed while seeking employment in the public sector. Moreover, with highly qualified and experienced expatriate employees available and willing to work in the private sector, employers have little incentive to make workplaces more attractive to Emiratis or to make retaining Emiratis a corporate priority.

Emirati social perceptions may contribute to an under-representation of Emiratis in the private sector. Emirati society is built on a tribal structure with strong inter-generational ties (Al Sayegh, 2013). Family elders often influence the educational and career decisions of young adults. Concerned and well-meaning elders often encourage young adults to seek entry-level employment with two main criteria in mind: a) a salary and benefits package substantial enough for them to marry and start their own families and b) a workplace environment with enough flexibility to manage nuclear and extended family responsibilities (Daleure, Albon, & Hinkson, 2014). Recalling the harsh work environments and low salaries of the past, family elders often encourage young adults to enter into professions that provide a comfortable work environment and prestigious position (Daleure, Kane, Abdalla, Rashid, Alaskar, & Anwar, 2014). Family elders are often willing to support young adults financially until a suitable opportunity arises (Al Ali, 2008 & 2013).

This study examines Emirati job satisfaction in private, public, and semi-government sectors using a quantitative bilingual online survey to understand factors leading to Emirati under-

representation in the private sector. Employed Emiratis were asked to rate 14 job satisfaction criteria using a 4-point Likert scale. Ratings frequencies and mean scores were examined in subgroups by multiple demographic factors including age, gender, education level, length of time in job, total time employed, benefits package, and salary to understand the relationships between each factor and specific job satisfaction criteria.

The findings and recommendations may assist policymakers in developing policies that increase Emirati participation in the private sector and decrease unemployment, especially among young Emirati job seekers. Specifically, the findings of the study can be used by policymakers to develop more effective employment policies aimed at making Emiratis more attractive to private sector employers; by post-secondary institutions to create programs that raise awareness of the benefits of working in the private sector among Emiratis; by Emirati job seekers to make informed decisions about employment; and by private sector employers to attract and retain Emirati employees.





## Literature Review

---

### Background

The UAE and other Gulf Cooperation Council (GCC) countries “present models of stability, security, welfare, and prosperity” in a region currently experiencing instability, conflict, and economic distress (Al Ali, 2013, p. 8). In the UAE, rapid development occurred after nationalization in 1971 as “income generated by oil and gas was invested into education, health, development of infrastructure, industry[,] and agriculture” (p. 8). Using the cash flows from oil and gas, the leadership of the UAE injected much-needed resources into the economy, enabling their country to “leapfrog traditional economic steps into trading, finance, and knowledge-based economies” (p. 22). However, the rapid economic acceleration “impacted expectations for the young and growing population [as well as] the education and training necessary to produce the skills and knowledge necessary for future growth” (p. 66). Rather than providing an avenue for full Emirati employment, along with opportunities for expatriate labor, the rapid growth and development created an economic and social environment in the private sector that made expatriate labor more attractive while disadvantaging national labor. This literature review is divided into two sections: the background of UAE labor market and its contributions to employment sector preferences and highlights of existing studies on job satisfaction in the UAE.

### Development of Employment Sector Preferences

The area now known as the UAE has been an important trading post for vessels originating from Persia, India, China, and East Africa for centuries (Al Sayegh, 1998). In the trading communities, indigenous Arabs, in addition to being the rulers, formed the upper-middle class, who “limited their economic activities to honorable occupations” such as operating pearling, fishing, or trading enterprises, usually with the assistance of imported labor (p. 88). However, the pearl industry collapsed in 1929, bankrupting many local merchants and causing most migrant merchants to leave the country (Al Sayegh, 1998).

After nationalization in 1971, the leadership of the UAE used oil revenues to accelerate the country’s development and provide for their people by importing administrative, financial, and social services structures, as well as communications and transport systems, and by setting up a trading network to provide the basic necessities required by the growing population (Al Ali, 2013). Expatriate labor at all levels, from general laborers to highly qualified and experienced professionals, was again imported to fuel the economic expansion, and this demographic represented up to 80% of the total population by 2010 (Al Ali, 2013; Sherif, 2013; Toledo, 2013). Due to the large number of non-nationals working in the country, most private sector business transactions were conducted in English, causing English to become the medium of instruction in federal post-secondary institutions (Al Ali, 2008; Al Sayegh, 2013).

Up to the early 2000s, Emiratis, even with limited education and experience, were absorbed into the rapidly expanding public sector and received generous compensation packages and desirable working conditions (Sherif, 2013). For Emiratis, the advantages of working in the public sector included an Arabic-speaking work environment, office-based work away from the extreme heat of the region, relatively

short work days, and jobs of a service or an administrative nature rather than jobs requiring technical expertise or physical exertion (Al Ali, 2013). By 2010, the public sector had become saturated with workers and “experienced poor productivity, exacerbated by employment for life for under[-]qualified workers, *wasta* [nepotism], and a managerial willingness to buy in expertise to tackle problems” (p. 73). In other words, Al Ali found that managers sought short-term solutions to inefficiency by hiring expatriate contract employees who had expertise that, at that point, the Emirati workforce lacked, rather than insisting on the development of Emirati employees to meet relevant challenges.

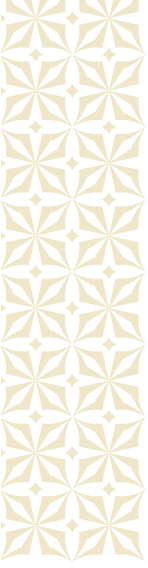
At the same time, concerted diversification efforts earned the UAE international recognition as a destination for upscale tourism, international events, and economic opportunities (Al Mezaini, 2013). Multi-national companies chose to take advantage of the political stability and economic opportunities of the GCC region by establishing offices, outlets, branches, or other business entities there, thereby creating private sector jobs. As a result, national income from non-oil revenue rose from 15% of GDP in 1970 to over 70% in 2008 (p. 44).

Foreign investment encouraged the growth of a third sector, the semi-government sector, comprised of State Dominated Companies (SDCs), “companies that have characteristics of private companies but are dominated, organized, and managed by the state” or have the state as a main stockholder (Al Mezaini, 2013, p. 52). Companies in the hybrid sector often offer salaries and benefits similar to the public sector but operate on a profit-seeking basis with working conditions similar to those of private sector companies. The ratio of public and private sector characteristics varies by company (Al Ali, 2013; Al Mezaini, 2013; Salem & Jarrar, 2009; Sherif, 2013).

## Factors Leading to Dissatisfaction in Private Sector Employment

Despite implementation of Emiratization policies aimed at increasing Emirati participation in the private sector, only minimal results have been achieved (Al Ali, 2013; Toledo, 2013). The private sector business environment evolved with heavy influence from foreign companies that superimposed business practices from their countries of origin onto the UAE market (Robertson, Al Khatib, Al Habib, & Lanoue, 2001). Foreign business practices were based on foreign values, beliefs, cultural practices, and the economic evolutionary experience of countries outside the region. Robertson et al. described two possible outcomes: the development of divergence views in which indigenous employees “preserve their culturally unique values despite [the] power of outside influences” (p. 226) or convergence views in which the values of the two distinct groups blend to form a “new set of values, expectations, and behavior based on the dual influences of the trading cultures” (p. 226). Emirati employees have felt that their cultural values and identity are being ignored or trivialized, making private sector employment unattractive to them. According to Al Ali, many private sector employers have done little to address the feelings of discomfort, bewilderment, and isolation experienced by Emirati employees as affordable expatriate employees are available to replace them (Al Ali, 2013; Pech, 2009).

Obeidat, Shank, Masadeh, and Al Jarrah (2012) analyzed work place environments in the Arab region using Hofstede’s model for national culture. The study found that Emirati national culture, as a subset of Arab culture, included the following characteristics:



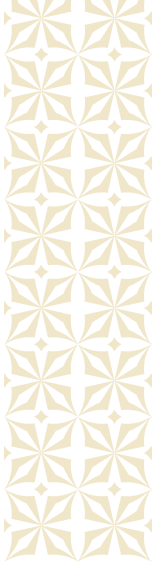
- There is a large power distance whereby “inequalities were accepted” and that “emphasize[d] a dependency relationship between managers and subordinates” (p. 514);
- There is a low uncertainty avoidance based on the Islamic religious concepts;
- There is a high collectivism in which employees will be more loyal to “their managers than to the organizational goals” (p. 515);
- The culture is close to the feminine side of the masculine-feminine continuum, preferring to establish friendly relationships and consensus in the work place as exemplified by the phrase “work to live” rather than “live to work” (p. 515); and
- There is a long-term orientation that prefers “stable progression towards long-term goals” (p. 516).

The authors concluded that, although Arabs, including Emiratis, “have imported modern laws, rules[,] and structures from others, old [non-Western] practices and customs are still dominant,” especially in organizational management styles (p. 519).

Robertson et al. (2001) and Al Ali (2013) agree that Emiratis desire a work place in which their Muslim religion and cultural identity are respected. At a minimum, Emiratis expect the flexibility to pray at the appropriate timings and observe holidays corresponding to the Islamic calendar. Many Emirati women prefer work places with fewer working hours or flexible timings because Emirati “women are expected to put their role in the family first” (Al Ali, 2013, p. 49). Madsen (2010) reported that some national women felt uncomfortable and restricted when working in close proximity to men because they thought they would be judged negatively for talking too much, laughing, or behaving in a relaxed manner in front of men. Additionally, some Emirati women in Madsen’s study felt that male colleagues overlooked their contributions and may have resented them for leaving their homes to work.

Toledo (2013) theorized that generous social benefits available to Emiratis such as education and health care subsidies, land and interest-free loans to build houses, and wedding-cost assistance contributed to Emirati youth unemployment. Toledo stated that young Emirati adults entering the workforce do not feel pressure to be financially independent from their families. Toledo concluded that financial security and social support “discourage UAE citizens from working” in entry-level jobs at wages less than their expectations (p. 40).

Al Ali (2013) disagreed with Toledo, stating that in Emirati culture there is not a specific age that young people become financially independent from parents and families as is the expectation in many Western cultures. A more accurate term for the Emirati context is lifetime financial interdependence. Most Emirati families perceive that young people “have the right to be supported financially by their families” (p. 49). When suitable work is found, young adult males (Ridge, 2010)—and increasingly young adult females—are expected to contribute to the support of other family members, which may include older unmarried females, parents, grandparents, orphans, or other members of their extended families (Al Ali, 2013; Daleure, Albon, & Hinkston, 2014; Daleure, Kane, Abdalla, Rashid, Alaskar, & Anwar, 2014).



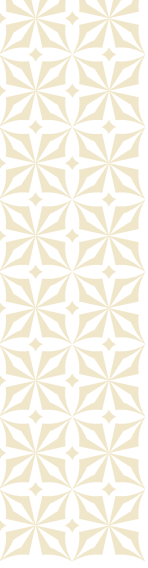
Behery (2009) suggested that to understand the issue of increasing unemployment of nationals in the UAE, private sector employers must better align individual characteristics with job duties and organizational goals because all are “related to productivity and commitment” (p. 179). “Many organizations are yet to discover the link between investing in people and work outcomes such as customer satisfaction, high work performance, and profit” (p. 180). Behery concluded that organizations, especially in the private sector, “should continue to look at their socialization tactics to enhance the organizational commitment among their employees,” whether Emirati or expatriate employees (p. 191). Salem and Jarrar (2009) emphasize that “organizational ‘carrots’ in the form of appraisal systems that incentivize collaboration and sharing of information and knowledge” have allowed the public sector to embrace labor-saving technology and enhance work environments and may be used in the private sector in a similar way (p. 8).

In summary, after the collapse of the natural pearl market, the discovery of oil, and nationalization, the leadership of the UAE set out to develop the country by using the oil revenues to set up all types of physical and social infrastructure using mostly imported expertise and laborers. The total population rapidly grew until the expatriate population comprised about 80% of the total population. As late as the early 2000s, Emiratis entered the public sector workforce with relative ease, earning high salaries, and experiencing favorable working conditions. By the mid-2000s, the country had established a modern infrastructure incapable of efficiently absorbing the nationals who were entering the labor market in increasing numbers due to high youth population growth. By the end of the 2000s, a dual labor market had emerged with nationals preferring to enter the saturated public sector and expatriate labor mostly filling positions in the less desirable but rapidly expanding private sector. Efforts of the government to create policies encouraging nationals to enter the private sector have had only minimal results, with the exception of the financial sector. Al Ali (2008) sums up the situation as such: Emiratis “are a small minority struggling to reach standards in a few decades that Western economies have been developing for centuries” without losing their cultural identity and traditional values (p. 377).

## Existing Studies Relating to Emirati Job Satisfaction

Recent studies investigated job satisfaction in the GCC region with mixed results. The region requires so many expatriate workers that citizens are in the minority, and low job satisfaction exists in many areas. This section highlights important studies examining job satisfaction in the region and summarizes the results for the UAE.

Elamin (2011) investigated the effects of nationality on the job satisfaction of national and non-national managers in the banking sector. The study found that Emirati bank managers had higher satisfaction ratings than expatriate bank managers. Higher satisfaction ratings were observed in areas of job general satisfaction as well as availability of promotional opportunities, quality of supervision, compatibility of job characteristics, and relationships with co-workers. Elamin explained that Emiratis have successfully integrated into and thrived in relatively high numbers in the banking sector. Emiratis display an outward symbol of unity in national dress, share a common values system, and speak the same language with the same dialect. According to Elamin, dissatisfaction experienced by non-national bank managers may have been caused by nationalization practices in which Emiratis were given preferential consideration related to



hiring and promotion. Expatriate managers may have experienced feelings of isolation, cultural insensitivities, and language barriers causing resentment and low job satisfaction.

Shallal (2011) investigated the links between demographic factors such as age, education, and income and Emiratis' job satisfaction. Similar results were found in both public and private sectors. Younger employees tended to be less satisfied with their jobs than older employees. Employees educated past the secondary level tended to be more satisfied with their jobs than employees with secondary educations or less. Overall job satisfaction tended to increase as salary increased. However, many Emirati women indicated that they preferred female-only work environments so that they could be comfortable and free from cultural pressures exerted by the men in the work place. Female dissatisfaction occurred when working conditions made balancing home and work life difficult; resulted in pressure from male co-workers to be passive, quiet, or restrained; or required tasks that Emirati women perceived to be immodest.

## Literature Review Summary

The UAE Vision 2020 states "efforts to prosper will not come at the expense of Emirati[s]' strong and healthy emotional balance" and that traditions, culture, and language remain "a crucial matter of national pride" (p. 4). The evolution of private, public, and semi-government sectors has created economic challenges and opportunities that must be overcome to ensure full employment for Emiratis and culturally friendly and tolerant work environments for all employees in the UAE.

## Methodology

---

Members of the student and faculty research team at a federally funded, post-secondary institution collected data for the study using an online bilingual quantitative survey. The survey link was sent to the managers of several private sector companies and followed up with calls to support the collection of data. Paper copies of the surveys were prepared and hand-carried to private and public sector companies, organizations, and branch offices that would only allow paper survey data collection. The survey link was posted on social media networks including Facebook, Blackberry Messenger, Instagram, and others along with a bilingual statement describing the purpose of the study and request for participation.

The goal of the study was to obtain at least 1,000 completed surveys with at least half from either the private or semi-government sectors. Despite institutional challenges related to survey distribution, nearly half of the sample (45%) consisted of private sector and semi-government employees secured in a large part through social media and intensive follow up with private sector employers.

## Instrument

The survey instrument consisted of three sections: general and demographic information items, job satisfaction rating items, and open-ended questions. Survey items were benchmarked by comparing them with relevant sources including *Bayt.com Happiness Survey* (Bayt.com & YouGov,

2013) and *Brief Survey of Needs of Working Women in the Federal Government Sector* (Federal Authority for Government Human Resources, 2011).

The general information section contained 18 demographic and employment-related items including questions about the respondent's type of job, length of employment, number of jobs, salary level, and benefits. The job satisfaction rating section consisted of 28 statements corresponding to key job satisfaction criteria identified in the literature and used a four point Likert rating scale: 4-strongly agree, 3-agree, 2-disagree, and 1-strongly disagree. Five open-ended questions were asked to give clarity, depth, and support to interpretations of the numerical data.

Key job satisfaction criteria in the rating section contained paired items phrased using opposite orientations to assure validity as shown with questions 19a and 19b, below.

- 19a: I feel welcome and comfortable at work.
- 19b: I feel isolated and uncomfortable at work.

Therefore, in the dual orientation, a positive response of "4-strongly agree" or "3-agree" for item 19a should be accompanied by a "2-disagree" or "1-strongly disagree" for item 19b. Identical responses in the paired key satisfaction criteria ratings disqualified the survey.

## Description of Analytical Framework

Data sets were examined using frequency tables and regression analysis (Pearson's Correlation Coefficient). The first set of frequency tables was constructed showing frequency, percentage, and cumulative frequency for each demographic variable. The second set of frequency tables was constructed by examining each demographic variable in the private, semi-government, and public sector subgroups. The third set of tables was constructed using the means of each job satisfaction criterion in total and as a subgroup of each economic sector. When written in Arabic by the respondent, open-ended responses were translated into English; then all open-ended responses were categorized and used to support interpretations of the numerical data.

## Results and Discussion

---

Results are presented and discussed in three sections: general results summarizing the descriptive statistics; job satisfaction ratings results showing overall job satisfaction and ratings controlling for demographic variables including sectors; and correlational analysis results showing relationships between variables and ratings. When appropriate, results of open-ended items are reported to support interpretations of the numerical data.

### General Results According to Employment Sector

A total of 1,157 useable electronic and paper-based surveys were obtained. In order to safeguard validity, surveys asked respondents to report their nationality and employment status, and surveys were considered unusable if the respondent indicated "non-Emirati" or "not employed." Items left blank were omitted from the analysis.

Most participants were from the public sector (56%), followed by the semi-government (25%) and private (19%) sectors, respectively. Males and females were equally represented, with slightly more females (55%) represented in the private sector and slightly more males (51%) represented in both the public and semi-government sectors.

Most (70%) participants were between the ages of 21 and 35, as shown in Table 1.

**Table 1: Ages of Participants**

Age	Frequency	Percentage	Cumulative Percentage
16 to 20 Years	69	6.0	6.0
21 to 25 Years	373	32.2	38.2
26 to 30 Years	293	25.3	63.5
31 to 35 Years	156	13.5	77.0
36 to 40 Years	82	7.1	84.1
41 to 45 Years	80	6.9	91.0
46 to 50 Years	38	3.3	94.3
51 to 55 Years	37	3.2	97.5
56 to 60 Years	18	1.6	99.1
60 Years or Older	9	0.8	100
<b>Total</b>	<b>1,155</b>	<b>100</b>	

A closer analysis of the data shows that about one quarter (26%) of the public sector participants were more than 35 years old, followed by 18% of the private sector participants and 16% of the semi-government sector participants. Nearly half of the private (45%) and semi-government (44%) sector participants were 25 or fewer years old, with only 34% of the public sector participants in the same age group. The results support the assertions in the literature (Al Ali, 2013; Sherif, 2013; Toledo, 2013) that the public sector's labor saturation and its downsizing through attrition has accompanied a transition of Emiratis from public to semi-government employment (Al Mazaini, 2013; Salem & Jarrar, 2009).

In general, marital status was nearly balanced with 47% of respondents being single and 49% married (4% divorced or widowed). Further analysis indicated that more participants in the public sector were married (53%), followed by 44% of the semi-government participants and 34% of the private sector participants. This could be because the public sector participants tended to be older or it could be because private sector employees tended to perceive their employment as not substantial enough to support marriage and family responsibilities (Daleure, Albon, & Hinkston, 2014; Obeidat et al., 2012)

Most participants (60%) had at least some college but no more than a bachelor's degree, as shown in Table 2.

**Table 2: Education Level**

Educational Level	Frequency	Percentage	Cumulative Percentage
Less than primary	6	0.5	0.5
Primary	22	1.9	2.4
Secondary	359	31.1	33.5
Some College	316	27.4	60.9
Bachelor's degree	381	33.0	93.9
Master's degree	62	5.4	99.3
Doctorate or M.D.	8	0.7	100
<b>Total</b>	<b>1,154</b>	<b>100</b>	

More than half (55%) were either continuing their education (32%) or planning to continue their education (23%) at a later date. Closer examination of data showed a tendency for younger participants to be more educated and more interested in continuing their education than older participants. This tendency suggests that the availability of public education at all levels, especially high-quality post-secondary education, has contributed to raising the education level of Emiratis entering the workforce.

The highest concentration of respondents lived in Sharjah (50%), followed by Ajman (11%), Dubai (10%), Umm Al Quwain (9%), Abu Dhabi (6%), and other mostly rural areas combined (14%). Appendix A shows the tendency for Emiratis to work in emirates other than those of their residence. For example, only 6% reported living in Abu Dhabi while 18% reported working in Abu Dhabi, and only 10% reported living in Dubai while 22% report working in Dubai. Closer examination of the data showed a tendency for participants, especially from rural or outlying areas, to work in larger urban centers. For example, participants from Umm Al Quwain worked in Ajman or Sharjah while participants from Ajman worked in Sharjah, and participants from Sharjah worked in Dubai or Abu Dhabi. Nearly all participants who worked in an Emirate other than their resident emirate worked in the semi-government or public sectors, suggesting that Emiratis accept the inconvenience of commuting to gain acceptable salaries, benefits, and/or working conditions (Al Ali, 2013; Behery, 2009; Elamin, 2011; Obeidat et al., 2012; Pech, 2009; Robertson, et al., 2001; Shallal, 2011).

Most respondents indicated working in the public sector (56%), followed by the semi-government sector (25%) and the private sector (19%). Several employment categories, including the "police," "military," and "oil industry" were classified by some respondents as public and others as semi-government. This overlap supports Salem and Jarrar (2009), who said that public sector entities were increasingly transitioning into semi-government entities to raise their efficiency and garner foreign investment.





Table 3 shows that about one fifth (21%) of the participants had held their current positions for more than 10 years, with another fifth (19%) having held their current positions from six to 10 years.

**Table 3: Years Employed**

Years Employed	Years in Current Job		Total Years Employed	
	Frequency	Percentage	Frequency	Percentage
Less than 1 Year	170	15.1	150	13.6
1 to 5 Years	510	45.2	437	39.6
6 to 10 Years	211	18.7	223	20.2
11 to 15 Years	93	8.2	108	9.8
16 to 20 Years	49	4.3	66	6.0
21 to 25 Years	49	4.3	49	4.4
26 to 30 Years	28	2.5	32	2.9
More than 30 Years	19	1.7	39	3.5
<b>Total</b>	<b>1,129</b>	<b>100</b>	<b>1,104</b>	<b>100</b>

Closer examination of the data shows that most participants reported having only one job in their lifetime (59%), with only 7% indicating having more than two jobs in their lifetime. Further analysis of the data show that most of the private sector employees have been in their current job for five years or fewer (74%), followed by 68% of the semi-government employees and 53% of the public sector employees. The results indicated that private sector participants changed jobs more frequently than semi-government or public sector employees. This private sector transience could be interpreted in two ways. The first interpretation could be that the private sector has more opportunities for growth and promotion, so Emiratis could have been promoted, causing a job change. This interpretation also explains the lack of job changes in the public sector, which the literature states is characterized by little upward mobility (Al Ali, 2013; Toledo, 2013). The second interpretation could be that, finding the workplace unsuitable, Emiratis employed in the private sector experience little organizational loyalty and quit one job when another job, perceived to be better, becomes available, as suggested by Robertson, et al. (2001).

Table 4 shows salary ranges for participants.

**Table 4: Salary Ranges**

Salary Range	Frequency	Percentage	Cumulative Percentage
Less than 5,000 AED	304	26.8	26.8
5,000 to 9,999 AED	533	47.0	73.8
10,000 to 14,999 AED	144	12.7	86.5
15,000 to 19,999 AED	45	4.0	90.5
20,000 to 24,999 AED	63	5.6	96.1
25,000 to More AED	46	4.1	100
<b>Total</b>	<b>1,135</b>	<b>100</b>	

Most participants earned 10,000 AED per month (approximately US \$2,725) or less (74%). Only about 10% of the participants earned 15,000 AED per month (approximately US \$4,087) or more. The most common benefits were annual leave (81%), training courses (61%), health insurance (59%), and on-the-job training (50%). Fewer than half of the participants reported receiving maternity/paternity leave, retirement, bonuses, paid holidays, housing, mentors, flexible timings, self-education, transport, children’s education, life insurance, and/or commission. Contrary to the expectation, most participants did not report earning the generous salaries and benefits described by the literature (Al Ali, 2013; Toledo, 2013; Sherif, 2013), although public sector participants did report slightly higher mean salaries than did private sector participants.

## Summary of General Statistics

The respondents were relatively young first- or second-time employees with nearly equal representation between males and females. The highest concentration of respondents resided in Sharjah, Ajman, Dubai, and Umm Al Quwain, respectively, with most having at least some college education. Most participants earned 10,000 AED (US \$2,725) per month or less. Fewer than half of the participants reported receiving common benefits including maternity/paternity leave, paid holidays, and retirement. Most respondents were employed in the public sector, followed by the semi-government sector and private sector, respectively.

Private sector participants tended to be in their current jobs for less time than public and semi-government participants had been. More females worked in the private sector while more males worked in semi-government and public sectors. Higher percentages of married employees worked in public and semi-government sectors than worked in the private sector. More public and semi-government participants commuted to another emirate to work, usually from rural or outlying areas to larger urban centers. Most participants, regardless of economic sector, earned 10,000 AED (US \$2,725) per month or less, with fewer than half receiving basic benefits.



## Satisfaction Rating Results

Overall job satisfaction criteria ratings were averaged in two categories:

- *Job satisfaction* (positive orientation items) at 2.96; above scale median 2.5
- *Job dissatisfaction* (negative orientation items) at 2.06; below scale median 2.5

This data indicates a consistency among responses and respondents' slight tendency toward job satisfaction. Overall satisfaction ratings were examined per specific satisfaction rating criteria by comparing the overall average satisfaction rating (2.96) with the average ratings within sub-groupings of each variable (overall average variance = 0.0841 for satisfaction criteria). The job satisfaction criteria that received the highest satisfaction averages were "free from harassment" (3.250) and "fair treatment" (3.231). The satisfaction criteria receiving the lowest satisfaction ratings were "salary" (2.641); "advancement opportunities" (2.606), and "benefits" (2.462). All ratings, except for "benefits," were above the scale median of 2.5.

## Job Satisfaction According to Demographic Variables

The relationships between job satisfaction criteria and demographic variables were examined by constructing a mean table. The average ratings for each item were arranged from greatest to least for satisfaction and least to greatest for dissatisfaction with significance determined as .75 (corresponding to a rating of three out of four or greater). The combined satisfaction rating for all variables was 0.740. The variables with the highest overall satisfaction ratings were salary of "25,000 AED or more" (0.781) and "3 or more jobs in lifetime" (0.764). The variables with the lowest overall satisfaction ratings were "education high school or less" (.690), "salary 5,000 AED or less" (.685), and "salary 5,000 to 9,999 AED" (.679). Participants with higher satisfaction ratings tended to be those who had more jobs in their lifetimes, perhaps due to promotion, or perhaps due to leaving one job for a higher paying job once more experience was gained. One interpretation of these results could be that participants who had lower education levels tended to get less desirable jobs offering lower salaries than participants with higher education levels.

The ratings table was expanded to show average satisfaction ratings for each demographic variable and for each rating criteria, with significant values set at the upper and lower quarter of the ranges for each.

## Job Satisfaction Ratings of Employment Criteria According to Demographic Variables

This subsection presents the results (averages) for high and low job satisfaction ratings. The high and low ratings are grouped by demographic variables to illustrate relationships that are described in this section.

**Salary.** Respondents with the lowest salary levels, salary of less than 5,000 AED, and salary from 6,000 to 10,000 AED, had the lowest satisfaction ratings at 13 job satisfaction criteria and 12 criteria respectively. The highest salary level, salary of 26,000 AED or more, had the highest satisfaction ratings at 11 criteria. Overall results suggest a positive strong relationship between salary and job satisfaction, which was expected since most of the participants (81%) indicated working in

the public or semi-government sectors. Participants working in the public and semi-government sectors were also older and had been in their current jobs longer.

**Marital Status.** Respondents who indicated that their marital status was divorced or widowed had high ratings for seven criteria and low ratings for five criteria. All of the high ratings were related to workplace conditions including feeling comfortable, being praised, feeling valued, having challenging work, and enjoying work while the low ratings were related to salary, benefits, awareness of labor laws, advancement potential, and job security. Results suggest that the widowed and divorced participants experienced an overall positive work experience but had concerns about adequacy of salaries, benefits, advancement, and job security.

**Continuing Education.** Respondents who indicated that they were continuing their education had high ratings in four criteria and low ratings in one criterion. The high satisfaction ratings applied to criteria related to workplace conditions and advancement. The low criterion was related to harassment in the workplace. Evidence suggests that respondents who were continuing their education were satisfied with their work environment and advancement opportunities but perceived some harassment. Perhaps these respondents, as students, requested and/or received incentives to study including a flexible schedule, days off to prepare for exams, shorter working hours, or other accommodations that may have led to resentment among other employees.

**Age.** Respondents age 20 years or fewer had high ratings in four criteria and low ratings in six criteria. High ratings were related to growth potential, motivation, and benefits while low ratings were related to fair treatment, challenging work, harassment, enjoyment of work, providing assistance, and being on time. Employees from 21 to 25 years old and 26 to 30 years old had high ratings in advancement potential and no low ratings. Employees from 36 to 40 years old and 41 years of age or older had high ratings in job stability and security but low scores in satisfaction for benefits. Results indicated that, as employees pass through age ranges, their satisfaction indicators shift from focusing on personal growth potential to having advancement potential to having job security.

**Total Time Employed and Time in Current Position.** Respondents who were employed in their current positions for 11 years or more and respondents who had worked 11 years or more in their lifetimes had low ratings in three criteria, which related to growth potential, advancement, and benefits. Respondents who had worked from six to 10 years in their lifetimes had high ratings in three criteria and no low ratings. Their high ratings were related to receiving praise, feeling valued, and advancement potential. Respondents who were employed 11 years or more in their lifetimes had no high ratings. Evidence suggests that employees who have worked longer than 11 years have not advanced in their careers and experience lower job satisfaction in other areas.

**Number of Jobs in Lifetime.** Fewer than 10% of the respondents indicated having three or more jobs over their lifetimes; however, those who did have multiple jobs gave high ratings for criteria related to growth potential, feeling valued, challenging work, and receiving praise. Respondents who indicated having two or more jobs over their lifetimes had high satisfaction ratings in two criteria—being motivated and advancement potential. Results indicated a relationship between having more than one job in one's lifetime and overall job satisfaction. One interpretation is that changing jobs happened as a result of being promoted or leaving one job for a better job. In

either case, higher job satisfaction seems to be the outcome.

**Gender.** Male respondents had one high rating criterion and no low criteria. The high rating was related to advancement opportunities. Results indicated that males may perceive having more advancement opportunities than females perceive having. Except for this single satisfaction criterion, gender was not related to job satisfaction.

**Employment Sector.** Satisfaction ratings among public, semi-government, and private sector employment are shown in Appendix B. Similarly high ratings were observed in all three sectors for the following items: motivation to work hard, harassment-free workplace, provision of assistance, and confidence in not being fired. Respondents in semi-government sector jobs reported high satisfaction ratings for having training opportunities and enjoying their work. In the public sector, two additional criteria received high ratings: feeling welcome in the workplace and receiving praise. The criteria that received the lowest satisfaction ratings in all three sectors indicated that the participants felt they should be paid more.

The results indicated that participants were most satisfied with salaries in the public, semi-government, and private sectors, respectively. As shown in Table 5, twice the number of participants working in the private sector reported earning salaries of 5,000 or less compared to those working in the public sector, while only half as many private sector workers reported earning salaries above 14,999 AED as did those in the public sector. Thus, researchers can expect

**Table 5: Salaries by Sector**

Salary Range	Private	Public	Semi-Government
Less than 5,000 AED	41.5%	20.8%	28.2%
5,000 to 9,999 AED	38.2%	49.4%	45.1%
10,000 to 14,999 AED	12.0%	12.9%	12.3%
15,000 to 19,999 AED	3.2%	5.4%	5.6%
20,000 to 24,999 AED	1.8%	7.2%	4.6%
25,000 to More AED	3.2%	4.3%	4.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
N=1,127			

that private sector respondents are less satisfied with salary than their public sector counterparts.

The amount of respondents receiving relatively low salaries was similar among the three sectors, with 80% of private sector, 73% of semi-government sector, and 71% of public sector workers earning less than 10,000 AED per month. Salaries for most public sector employees in the study, although slightly higher than private sector salaries, were relatively low compared with descriptions in the literature (Toledo, 2013; Sharif, 2013). One explanation is that this is due to the relatively young participant sample. Perhaps the high average public sector salaries reported

in the literature mask the relatively low entry level salaries that are earned by new or younger employees like the participants in this study.

**Correlational Analysis.** Correlational analysis revealed some unexpected relationships. Employment length was strongly correlated with age (0.7571,  $p < 0.01$ ). However, unexpectedly, a respondent's salary was less than moderately correlated with the length of his/her career (the time employed in a lifetime) (0.4751,  $p < 0.01$ ); with his/her age (0.4208,  $p < 0.01$ ); and with his/her education level (0.4248,  $p < 0.01$ ). Results suggest that salary was not strongly related to age, length of career, or education level. Results of correlational analysis and other descriptive results suggest that since most participants, regardless of sector, reported having only one or two jobs in their lifetime, they did not advance in their careers. Perhaps participants were not motivated to advance or, more likely, according to the literature, advancement opportunities did not exist.

## Summary of Composite Ratings and Correlational Analysis

Combining the results of the composite ratings tables and correlational analysis shows that high overall job satisfaction ratings are the result of criteria related to work environment. The majority of participants employed in the public sector indicated low job satisfaction in advancement potential but high job satisfaction in other work environment criteria. Most participants indicated having only one or two jobs in their lifetime, supporting the evidence that the desire for relatively high salary and favorable working conditions are more important to Emiratis than advancement potential and personal growth and development.

## Summary of Findings

Results indicated that the most significant criteria in terms of high satisfaction ratings were related to work environment, with most dissatisfaction related to salaries and benefits. Respondents who were younger, had spent less time in their current positions, and had shorter careers expressed more satisfaction with their workplace conditions relative to other respondents, while respondents who were older and had spent more time in their current positions and careers expressed relatively more satisfaction with their job security. The greater the number of jobs that a respondent had had in his/her lifetime, the more criteria he/she gave high satisfaction ratings; the fewer the number of jobs a respondent had had, the more criteria he/she gave low satisfaction ratings.

Results indicated that participants placed the greatest emphasis on their satisfaction with salary, benefits, and job security, followed by workplace conditions. Correlational analysis results supported this finding, showing only moderate correlations between salary and key variables including length of employment, age, and education. In other words, salary did not appear to be more satisfying for participants who had been employed longer, participants who were older, or participants who had higher levels of education, and this indicates that respondents had received little advancement and few pay increases. Open-ended responses supported descriptive and correlational findings, adding that shorter working hours were important to participants and that many participants believed that working in the public sector supports the national economy more than working in the private sector does.



## Conclusion and Recommendations

---

It is recommended that the study be repeated with a larger sample size and greater demographic diversity, i.e. age, salary, length of career. Representation from the private sector should include as many types of businesses as possible. The survey instrument should be revised in the following ways:

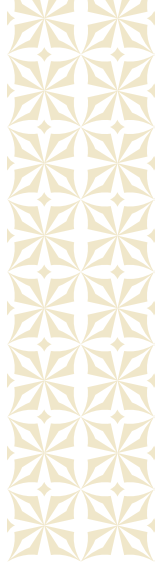
- Add working hours to demographic variables
- Remove items with low differentiation (all or nearly all the same response)
- Remove all open-ended items except for one giving the participant an opportunity to offer additional information he/she deems relevant.
- Use the information gathered from the open-ended items in this study to create new ratings items that replace open-ended items.
- In the ratings section, include more focused items such as:
  - *“To build the economy, more Emiratis should work in the private sector,” and, “It is not important for Emiratis to work in the private sector to build the economy.”*
  - *“I chose my job based mostly on my skills and interests.”*
  - *“It is important for me to work at a job that I like.”*

Based on the results of the study, the following are recommended:

- Promote awareness of the importance and benefits of increasing Emirati participation in private sector employment at the secondary and post-secondary levels.
- Provide incentives for community-based work experience (in addition to work placement) in the private sector.
- Encourage alternate work arrangements in the private sector for Emiratis desiring part-time employment or employment with shorter working hours, i.e. students, mothers with young children, retired Emiratis desiring to work at a second job, Emiratis with challenges or special needs, or Emiratis desiring experience in other fields.
- Increase awareness among private sector employers of the importance of supporting the local community by making the workplace more attractive to Emirati employees in order to enhance sustainable development.
- Provide incentives for private sector companies to sponsor post-secondary students, ensuring that they have experience and will begin their careers in the private sector.

The findings of the study revealed participants’ priorities in employment. Although the results may not be easily generalized to the entire Emirati workforce, the study provides primary data on the subject of Emirati job satisfaction, which is difficult to find. For Emiratis, job satisfaction criteria related to work environment, salary, benefits, and job security were more important than other job

satisfaction criteria, including growth potential and opportunities for advancement. The majority of respondents were willing to work in a single job with little possibility of advancement as long as the salary and workplace conditions were suitable. For the largest number of participants, the most important workplace conditions were shorter working hours. According to the open-ended items, important reasons for choosing employment were having shorter working hours in order to spend time with family and to manage personal affairs. In addition, there seems to be a perception, based on the open-ended responses, that working for the public sector contributes to the country more than working in the private sector does.





## Appendix A: Descriptive Table

### Residence and Work Locations

Location	Residence Location		Work Location	
	Frequency	Percent	Frequency	Percent
<b>Urban Centers:</b>				
Sharjah	571	49	449	39
Ajman	130	11	67	6
Dubai	110	10	259	23
Umm Al Quwain	109	9	68	6
Abu Dhabi	79	7	200	17
<b>Rural Areas:</b>				
Ras Al Khaimah	61	5	32	3
Dhaid	28	2	16	1
Fujairah	13	1	7	1
Kalba	13	1	4	<1
Madam	12	1	4	<1
Al Ain	10	1	26	2
Dibba	9	1	5	<1
Malaiha	8	1	6	1
Outside UAE	1	<1	0	<1
<b>Total</b>	<b>1,154</b>	<b>100</b>	<b>1,143</b>	<b>100</b>

## Appendix B: Rating Table

### Ratings by Sector (Positive Orientation)

Sector	Private				Public				Semi-Government				Total			
	Mean	N	Std. Dev.	Rating	Mean	N	Std. Dev.	Rating	Mean	N	Std. Dev.	Rating	Mean	N	Std. Dev.	Rating
19 Welcome, comfortable	2.95	214	.780	.738	3.04	624	.782	.760	2.97	286	.776	.741	3.00	1124	.780	0.751
21 Challenging, interesting	2.88	215	.806	.720	2.94	623	.800	.734	2.91	282	.830	.727	2.92	1120	.809	0.73
23 Motivated, work hard	3.21	216	.754	.803	3.18	625	.778	.796	3.17	284	.784	.792	3.19	1125	.774	0.796
25 Confident not fired	3.03	217	.894	.758	3.22	617	.796	.804	3.15	280	.813	.788	3.16	1114	.822	0.791
28 Know labor laws	2.72	217	.832	.681	2.86	621	.859	.715	2.76	279	.874	.691	2.81	1117	.859	0.702
29 Free from harassment	3.19	216	.826	.796	3.31	627	.796	.828	3.31	283	.744	.827	3.29	1126	.790	0.822
31 Enjoy work	2.98	218	.806	.744	3.11	624	.768	.777	3.02	284	.730	.754	3.06	1126	.768	0.765
33 Provide assistance	3.06	217	.724	.764	3.15	624	.718	.788	3.16	286	.735	.789	3.14	1127	.724	0.784
35 Receive praise	2.92	217	.747	.729	3.00	626	.717	.749	2.87	285	.739	.717	2.95	1128	.730	0.737
37 Satisfied salary	2.47	217	.948	.618	2.71	627	.838	.677	2.58	286	.936	.644	2.63	1130	.890	0.658
39 Satisfied benefits	2.56	215	.794	.640	2.61	624	.820	.655	2.72	279	.806	.679	2.63	1118	.813	0.658
41 Can advance	2.73	196	.861	.682	2.87	548	.792	.717	2.90	254	.766	.725	2.85	998	.801	0.712
43 Training opportunities	2.92	213	.797	.731	2.99	623	.776	.747	3.04	284	.742	.759	2.99	1120	.772	0.747
45 Stay long time in job	2.52	215	.932	.629	2.83	629	.856	.708	2.70	284	.916	.675	2.74	1128	.894	0.685

## References

---

- Al Ali, J. (2008). Emiritization: Drawing UAE nationals into their surging economy. *International Journal of Sociology and Social Policy*, 28(9/10), 365-379.
- Al Ali, J. (2013). *Localizing the GCC workforce: A study and a manual for employers, employees, and job seekers*. Dubai: Masar Printing and Publishing.
- Al Mezaini, K. (2013). Private sector actors in the UAE and their role in the process of economic and political reform. In Hertog, S., Luciani, G., & Valeri, M. (Eds.), *Business Politics in the Middle East* (pp. 43-66). London: C. Hurst & Co. Publishers.
- Al Sayegh, F. (1998). Merchants' role in a changing society: The case of Dubai, 1900-90. *Middle Eastern Studies*, 34(1), 87-102.
- Al Sayegh, F. (2012). Women of the Gulf during the first half of the twentieth century: A comparative study of American missionary archives and local memory. In A. E. Sonbol, (Ed.), *Gulf Women* (pp. 241-276). Qatar: Bloomsbury Qatar Foundation Publishing.
- Al Shareef, Z., Daleure, G., & Alaskar, S. (2013). Exploring under-representation of Emiratis in the UAE private sector by examining Emirati job satisfaction. *2nd Annual Conference on Human Capital and Sustainable Development*, Sharjah, United Arab Emirates.
- Obeidat, B., Shank, R., Masadeh, R., & Al Jarrah, I. (2012). Toward better understanding for Arabian culture: Implications based on Hofstede's cultural model. *European Journal of Social Sciences*, 28(4), 512-522.
- Bayt.com Happiness Survey in the Middle East and North Africa*. (2013). Dubai: Bayt.com & YouGov.
- Behery, M. H. (2009). Person/organization job-fitting and affective commitment to the organization: Perspectives from the UAE. *Cross Cultural Management: An International Journal*, 16(2), 179-196.
- Brief survey of needs of working women in the federal government sector*. (2011). Abu Dhabi: Federal Authority for Government Human Resources.
- Daleure, G., Albon, R., & Hinkston, K. (2014). *Reshaping attitudes, beliefs, and opinions: The key to Emiratization in the private sector* (Policy Paper No. 8). Retrieved from Sheikh Saud bin Saqr Al Qasimi Foundation for Policy Research website: [http://www.alqasimifoundation.com/Libraries/Publications/Policy\\_Paper\\_08\\_with\\_bios\\_02\\_25\\_14\\_Online.sflb.ashx](http://www.alqasimifoundation.com/Libraries/Publications/Policy_Paper_08_with_bios_02_25_14_Online.sflb.ashx)
- Daleure, G., Kane, P., Abdalla, H., Rashid, M., Alaskar, S., & Anwar, M. (2014, November). *Using holistic sustainability to preserve cultural identity in the global economic and social environment of the United Arab Emirates*. Presented at the meeting of the 4th Annual Leadership in Learning in the Asian Century, Penang, Malaysia.
- Elamin, A. M. (2011). Effects of nationality on job satisfaction: Domestic versus expatriate bank employees in the United Arab Emirates. *International Journal of Management*, 28(1), 20-39.
- Madsen, S. R. (2010). Leadership development in the United Arab Emirates: The transformational learning

experiences of women. *Journal of Leadership and Organizational Studies*, 17(1), 100-110.

Pech, R. (2009). Emiratization: Aligning education with future needs in the UAE. *Education, Business, and Society: Contemporary Middle Eastern Issues*, 2(1), 57-65.

Ridge, N. (2010). *Teacher quality, gender, and nationality in the United Arab Emirates: A crisis for boys (Working Paper 10-06)*, Retrieved from Academia.edu: [https://www.academia.edu/1496346/Teacher\\_Quality\\_Gender\\_and\\_Nationality\\_in\\_the\\_UAE\\_A\\_Crisis\\_for\\_Boys](https://www.academia.edu/1496346/Teacher_Quality_Gender_and_Nationality_in_the_UAE_A_Crisis_for_Boys)

Robertson, C. J., Al Khatib, J. A., Al Habib, M., & Lanoue, D. (2001). Beliefs and values in the Middle East and the convergence versus divergence of values. *Journal of World Business*, 36(3), 223-244.

Salem, F., & Jarrar, Y. (2009). *Cross-agency collaboration in the UAE government: The role and impact of technology*. Dubai: Dubai School of Government in partnership with Cisco Systems, Inc.

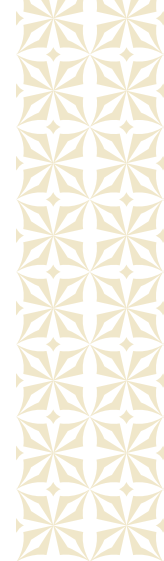
Shallal, M. (2011). Job satisfaction among women in the United Arab Emirates. *Journal of International Women's Studies*, 12(3), 114-134.

Sherif, S. (2013). Macroeconomic policy, localization, and reducing unemployment: The crucial human resource issues for the UAE. *Competitiveness Review: An International Business Journal*, 23(2), 158-174.

Swan, M. (2014, February 2). Job opportunities overseas will draw Emiratis to private sector. The National. Retrieved from <http://www.thenational.ae/uae/government/job-opportunities-overseas-will-draw-emiratis-to-private-sector> .

Toledo, H. (2013). The political economy of Emiratization in the UAE. *Journal of Economic Studies*, 40(1), 39-53.

*UAE Vision 2021*. (2010). Retrieved from <http://www.vision2021.ae/en> .







SHEIKH SAUD BIN SAQR AL QASIMI  
FOUNDATION FOR POLICY RESEARCH

Tel: +971 7 233 8060, Fax: +971 7 233 8070  
P.O. Box 12050, Ras Al Khaimah, United Arab Emirates

E-mail: [info@alqasimifoundation.rak.ae](mailto:info@alqasimifoundation.rak.ae)  
[www.alqasimifoundation.com](http://www.alqasimifoundation.com)