

# Emerging portfolios in SHRM practices in the Middle East Public Sector

**Mahesh Ramakrishna Pillai**

Associate Professor: American University in the Emirates (AUE), Dubai, UAE,  
[mahesh.pillai@aue.ae](mailto:mahesh.pillai@aue.ae)

**Tahir Masood Qureshi**

Associate Professor: American University in the Emirates (AUE), Dubai, UAE,  
[tahir.masood@aue.ae](mailto:tahir.masood@aue.ae)

---

## Abstract

In the rising world economy, the contribution made by the public sector institutions to this relentless growth has been phenomenal. The administrative vision, organizational goals, leadership practices and effective management differentiates the public sector undertakings in the Middle East from rest of the world. In global scenario industries in public and private sector emphasis on acquiring the right talent, developing the HR practices and maintaining innovative techniques in talent identification and management. It has proved over a period of time that for the public sector organizations to keep pace with the private initiatives, best talent is the first and foremost need. This study looks into a means, methods and importance of the talent acquisition and management in public sector undertakings to address the challenges.

**Key words:** Human Resource Management, Strategic HRM, Middle East, Talent Management, Talent Acquisition, Public Sector, Recruitment and Retention

---

## Introduction

Industries need resources to perform and the resources for industries are many. The major and main resource that is needed is the talented manpower. Obtaining or searching for best of the talent is the challenge among industries. Over a period of time the talent acquisition has emerged as a separate special area for understanding, collecting, evaluating and hiring candidates to fix-up vacancies to meet company goals and objectives. In the present scenario, talent acquisition practices have emerged into the area of talent management and maintenance to ensure that newly recruited professionals are effectively utilised to adjust to the organizational environment, to perform in complete ability. Talent acquisition is being considered to be one of the six key processes in human capital management. In usual practices, this contains the processes of on-boarding, talent assessment and talent search. In the regular context on-boarding and its related activities are referred to the practices of talent acquisition. Additionally, as over a period talent acquisition become more strategic, many organizations started referring to workforce planning as a practice of

talent acquisition. In the present practices workforce planning is considered as dependent variables to talent acquisition. The associated measures seem to be utilised in other SHRM practise.

The origin of talent management (TM) was explained for the first time in the organizational activities carried out during 1865, further this concept is important to be studied because it has discrepancies with some other concepts (Dries, N. 2013) in addition to its importance. This later emerged as a specialized discipline and getting extended to all fields of professionalism may it be arts, science, management, sports and entertainment, literature, education, marketing and sales, advertisement, public sector offices and every related fields of activity. Talent management emerged as a specialized area in business management activity even much later. Much before its emergence as a specialized area, talent management was in existence and continued as a generalized area of human resources management. The acceptance of the subject as a specialized area in HR in business contexts came into acceptance during 1990s' through one of the most appreciated study

---

The current issue and full text archive of this journal is available at <http://aocrj.org/archive/>

Academy of Contemporary Research Journal  
V IV(IV), 31-37, ISSN: 2305-865X  
© Resource Mentors (Pvt) ltd (Publisher)



entitled “The War of the Talent,” by (Michaels et. al, 2001). This study was carried out during the boom time period of technological talents, suggested that the demand exceeded the supply developing a shortage of talented employees either naturally or artificially. Realizing the importance of technically qualified and trained man-power need in the employment scenario, studies started coming-up from HR practitioners and consultants to involving to develop mechanism to exploring the shortages (Tarique, I., & Schuler, R. 2010). This has led to the situation of making the words and phrase of talent acquisition, retention, management, and development as popular terminologies in strategic human resources management. There is a growing consensus regarding global talent management as an emerging discipline. As on date there is no consensus regarding the exact definition or extremes of global talent management. The debate is still going around the definition of the term. Later more studies in this area were conducted, which gave different dynamic interpretations of global talent management Tarique, I., & Schuler, R. (2013). Dychtwald, K., Erickson, T. J., & Morison, R. (2013) conceptualized talent management as a process of finding and acquiring skilled human labor for organizational needs and to meet labor demand.

The public sector initiatives world over really keep the value and culture of the nation as well it is all set to provide the proper assistance and support to the people in the country. The specific difference of the public sector initiatives in United Arab Emirates as well with emerging countries is that the sector really works for the people through diversified methods and means. Thus the biggest boom of the country is that the public sector is controlled and managed by the National Government (Hajimirab, S. M., Nobar, M. N., & Ghalambor, M. A., 2011). The best examples of the public sector undertakings in United Arab Emirates is the RTA, DEWA, KHDA, ADEC, MOHER, SEWA, TECOM, Dubai Metro, Dubai Residency, Emirates Post, Etisalat, Du, Etihad Railways etc. On evaluating the performance of these institutions, it is obvious that the system is working perfectly for most of the customers. The research rationale is to investigate into the existing talent acquisition (TA) framework in public sectors and suggest means of improvement or build an alternative plan for TA in public sector organizations in Dubai. Customer satisfaction surveys have proved that the service quality of Dubai public sector and its employees are of an excellent standard. At the same time there are ongoing efforts to acquire the best talent to provide much better customer care with technical expertise. The new methods of TA practices in the public sector needs to address the needs of the advanced job settings and must search for talents who have the capability of meeting the most advanced job requirements. Thus it is very evident that talent management and acquisition have developed over a period, from the earlier practices of job interviews and skill tests to the level of advanced job performance measures.

Major talent related concerns: -

- How talent can be expressed as gaining knowledge and understanding in any specialized area of activity or is related to acquiring new skills and knowledge in any specific area of domain.
- Is there any significant influence of nationality and / or the cultural and social background of people in the organization which express any direct influence in better organizational performance?
- Is it possible to substitute talent practices of similar organizations in different cultural settings?
- Influence of academic qualifications and social and cultural setting of the employees and its reflection on performance in organizations?

### Literature Review

Talent acquisition and management has become an Industry driven phenomena over the last two decades. From the level of the personnel management, organizations later shifted the people scenario in a much wider and larger frame with more talent search activities, taking it to the level of human resources management. Later over a period of time, the concept of industries even changed from the mere production centers to multidimensional product and design centers. The tasks, work culture, work ethics, employment practices changed, inviting dynamic changes in human resources area making the same more resourceful with strategic human resources management. The most advanced employment sourcing, recruitment, selection, training and development and retention practices emerged with dynamic core human values and concepts. Now the whole practices are discussed as talent acquisition and management.

### Recruitment and Selection Practices in public sector

The talent acquisition projects have been a wider priority of well-established organizations. Over a period of time recruitment process gained importance due to the need for technically competent and professional equipped man power. Even the recruitment programs had to become technically competent with more advanced approach in selecting the right candidates to the job. Fisher et al., (2008) conducting a study in this direction emphasized the need for a “Recruitment Process Evaluation. Public sector undertakings also need to move in to search for much qualified and talented persons to the specific job requirements. As mentioned above usually the hiring practices are not planned. The adhoc mechanism brings in unqualified man power into the system affecting the overall performance of the system. Knowles, M. S., Holton III, E. F., & Swanson, R. A. (2014) developing human is a one the best solution for higher performance, in addition to recruiting super match, hence government could establish specialized agencies with specialized knowledge and expertise at low costs to run recruitment activities for organizations and introduce adjustments to the study educational

curriculum to enhance candidates' soft and communication skills.

### **Policies and Practices in HRM.**

Marchington, M. (2015) human resource management is always considered as interface between conflicting forces between organizations, however implementation of HRM practices is major challenges (Bhatti, K. K., & Qureshi, T. M., 2007). In large companies where organizational structure and activities are more complex, it may be more important to establish formal and explicit HRM policies and practices, so that they can be communicated to employees at all levels and guide them in the achievement of desired organizational and HR outcomes. Shen, J., & Edwards, V. (2004) conceptualized recruitment and selection in multinational enterprises (MNEs) as the result of the interaction of corporate policies and practices and a range of industry specific and location related factors. This includes international strategy, level of internationalization, degree of dependence on international trades, a host country's political, administrative, legal, economic, religious and sociocultural conditions and so on.

Kang, H., & Shen, J. (2013) mention that due to the fact that the International Human Resource Management (IHRM) policies and practices are greatly influenced by host contextual factors (Ngo, H. Y., Turban, D., Lau, C. M., & Lui, S. Y., 1998), the findings presented here may not represent Korean MNEs' staffing practices. Kim, K., & Slocum, J. W. (2008) found that English fluency is a key criterion in selecting expatriates to work in the USA. However, this criterion may be not important for Chinese operations. While addressing to situations in Brazil, based on the studies conducted in few Brazilian companies, the aim is to place find alignment of HR practices systematically with regard to control environment. Based on the study done by (James, P., *et al.*, 2009). environmental management was appreciated as an organization-wide process to achieve sustainability, reduce the waste, increase responsibility and to improve competitive advantage through continuous learning and development. This research was actively supported through different studies concluding that the recruitment as an organizational activity aimed to locate as well as encourage potential and employable persons for vacancies and preferred job vacancies. This makes it more specific that the recruitment process must influence the value and type of candidate for any special vacancy.

### **Employee Selection Processes**

Beer et al., (1984) observed that recruitment and selection can not only plan to attract, recruit and maintain the human resources required in organizations to obtain strategic goals. It also has significant impact on the workforce composition. This is seemed as the ultimate fit with the organization's needs, culture, and long-range employment stability. Hsu, Y. R., & Leat, M. (2000) in his area of research expressed that every major firms appear to use 'aptitude tests', 'psychometric

tests' and 'skill or knowledge tests' more frequently than do small firms for recruitment and selection. Large firms mainly depend on 'panel interviews', 'assessment centers' and 'medical examinations' more often to select the potential applicants at various levels than do small firms. In addition to ownership pattern, the size of the organization has significant effects on the recruitment and selection techniques utilized. It could be anticipated that, as the company expands then variety of recruitment methods and selection techniques gets into practice.

### **Human Resources Practices**

Talent management is considered new title of human renouncement management (Iqbal, S., et al., 2013; Qureshi, T. M., et al., 2013) and the concept is under practice in public and private both secotors. Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2015) emphasized on public sector human resource management as source of higher performance and employees commitment. Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014) explains that investment in TM practices can help to achieve outcomes such as employee satisfaction, engagement, motivation, commitment and perceived organizational support (POS). The five approaches through which HR management explains the direct influence on talent growth are training system, performance management, promotion system, team management and compensation system. Compensation is the basic guarantee for employees' retention and development. There were earlier studies on employee performance make a distinction between typical and maximum job performance. Supporting to the Srivastava, P., & Bhatnagar, J. (2008) observations, that if better is the recruitment-culture-need fit, the higher would be the engagement and lesser will be attrition. Talent has become the key differentiator for human capital management and leveraging competitive advantage, additionally emphasized that talent is inherent in each person to be successful in the future.

### **Talent Acquisition and Talent Management**

Talent Acquisition and Talent Management as a practice has emerged as a separate and specific discipline over a period of time. Now it has become one of the elaborate areas in HR practices as understood from the research studies carried out by researchers across the nations. According to studies carried out by Strack, et al., (2011) that the millennial generation of workers in the developing economies and countries provide additional challenges to the TM function. People are lacking adequate skills and competencies required to meet the job requirements. Therefore need of the TM provoked in organizations to find means and methods to develop skills of young employees as per organizational and national culture.

### **Conceptual Framework**

Numerous studies have been conducted to describe and discuss the man power planning, recruitment process,

people engagement and other related TM activities. These studies conducted were either experimental or analytical research aimed at understanding the TM skills, practices, measures that need to be utilized for industrial improvement. The industrial culture gained momentum in the UAE and in Middle East in the last three decades. This was the time when more industries were established with the help and support of industries from abroad. Thus the new industries had the culture from their parent companies. Later over a period of time the UAE government started working from various dimensions to improve the work culture in industries in UAE. These improvements were aimed at improving the productivity without disturbing the work culture. Yu-Ru Hsu et al., (2000) explains the need for integration between HRM policies and corporate strategy and the importance of HRM in decision making at board level. Furthermore, having the qualified people at required position at right time emerged as the key to a company's growth (Shen et al., 2004) conceptualized that selection and recruitment in MNEs as the result of the interaction of domestic industrial policies and practices. It always range from a firm-specific and host country factors, which include global strategy, level of internationalization, degree of dependence on international markets, a host country's political, legal, economic and socio-cultural conditions and so on. The conceptual frame work was developed based on the literature review.

The talent acquisition frame work consists of work force planning, recruitment & selection, top management commitment, employee feedback and organizational characteristics, in this study it will be discussed that how public sector is using these factors and based on literature review and few observations recommendation will be made.

### Workforce Planning

Workforce Planning is a continual process. It is used to align the needs and priorities of the organization with those of its workforce. This is to ensure it can meet its organizational objectives through better adaption of legislative, regulatory, service and production requirements. In the recent years the workforce planning has emerged far from a homogeneous activity. It covers a wide range of activities from individual up to a national and international organizations. In general, a well-developed work force plan will have clear statement of goals and objectives to be achieved. Further it needs to specify the value and the worth of the human capital in monetary and fiscal terms. This is true in the case of the hiring policies and practices in the Dubai government departments. In the national sector the work force planning is planned and decided as per the national policies of the government in consultation with the related departments. According to public sector in Dubai Government DG HR Legislation said that each government department needs to have an annual human resources budget in accordance with the organizational structure of that specific department. The human resources budget needs the official approval

from the highest office of the country, thus each of the governmental departments needs to set an annual hiring plan on the basis of the approved budget. Any amendments to the budget or the plan needs the approval of the Director-General or his authorized representatives.

### Recruitment and Selection

The selection and recruitment practices are of great importance at the private and or even at the public sector initiatives. Due to this importance, it is really essential to develop a policy in recruitment practices. According to DG HR Legislation, recruitment and selection process at the government sector explained qualification to a job as "person who will be employed in any government job will have the best skills and functional capabilities, possession of these skills qualify him for the job". The recruitment and selection of staff will be in accordance with the fair terms and condition. In this ever-dynamic business environment organizations need to have a well-defined recruitment policy. It is important to have a clear and concise recruitment policy in place to recruit the best talent. Creating a suitable recruitment policy is the first step in the efficient hiring process. A clear and concise recruitment policy helps ensuring a sound recruitment process. It specifies the objectives of recruitment and provides a framework for implementation of recruitment program (Kinemo, S., 2015). Further the research states that the recruitment policy needs to involve an organizational system with specific recruitment programs and procedures to fill-up vacancies with best qualified people. There has been a load of studies in this area for a much applicable recruitment policy to govern the recruitment activities. Organizations follow different practices to obtain best of the talents in the market. Sometimes through advertising, networking, friends on board, from campuses, internet, jobs sights, etc. The best and the most economical method designed by the company based on its products and markets to obtain the best person to take the product to the right customer at the right time is termed as acquisition practices. These practices vary from industry to industry and from organization to organization. Thus it is very evident that the major result of the effective recruitment and selection is the reduced labor turnover and excellent employee morale towards better employee engagement (Shepherd (J. L., & Mathews, B. P., 2000).

### Employee Feedback

Ruth Mayhew (2007) explains that as a general practice in industries, the process of feedback starts on completion of the training and even on completion of annual year of services. The training or the probation is a period that is provided for the employees to understand the company and the company to understand the employee. If a mismatch between the employee and the industry happens, people can leave. The feedback mechanism helps to understand each other better and to help in decision making.

The entire scenario is changing now. Industries are evaluating the employee performance from day one. The HR department is making practices to evaluate the job and industrial concept the employee has as a pre-employment survey and a post-orientation survey. The changes in the mindset of the employees are assessed and analyzed to understand their opinion they had about the job scenario before and after a certain period of time.

Sally A Carless (2007) Feedback can be designed into a work process or a measurement system so that it is received automatically by the employee. Employees can make their own measurements of their performance in the system. Effective feedback mechanism improves individual and team performance, which will improve organization's effectiveness.

### Top Management Commitment

According to Shen et al., (2004) the top management of MNEs was usually under great pressure in the expatriation selection process to assign employees who have a good relationship with senior management rather than being qualified for an overseas assignment. Existence and emergence of any organization always depends on the level of support and co-operation exhibited by the people at the top of the activities. Thus commitment by the top management means the direct participation by the highest level of executives in a specific and critically important aspect or activity of the organization.

### Organizational Characteristics

Johnson (2011) said for companies to achieve long-term success, they must create and maintain healthy environments in the workplace. Healthy organizations understand that it takes a collaborative efforts to compete in their market segment and produce continuous profits. Healthy organizations have certain characteristics ingrained in their corporate culture. Recognizing and understanding the characteristics of healthy organizations can help to detect problems in the company if it is unprofitable and take corrective steps to operate a successful business.

### Discussion

Public sector establishments usually follow the similar HR practices for sourcing and identifying talents. As a usual procedure in most of the public sector undertakings, recruitment or even search for candidate begins only after the vacancy arises. At this point the talent acquisition practices across the organizations are getting importance. The public sector undertakings globally exhibits a single phenomenon for TM which makes it responsible for the organizations to follow the policy of the ruling government of the nation. As a regular custom, government sector organizations initiate recruitment process only at the time of the arrival of a vacancy either due to the retirement or death or the incapacity of any person to perform his duties and responsibilities. Regular policies as per the rules of any country is to consider the nationality of the applicant

and to categorize the people into minorities, handicapped, widow, under-privileged, women etc. and then to rank from the category list, who otherwise have no chance of getting a job. The change is inevitable in the TA practices since the business scenario is also ever-changing. The major changes in the recruitment policies were brought in by the private sector to meet the competition. Now it is the turn of the public sector units to start utilizing the best practices in talent acquisition and management. Now it is the time for survival of fittest, as public sector started having completion with the private sector in the market and started hiring people of content and value to perform. On the whole when the global market became a competitor's place, Public Sector institutions too started feeling the market pressure of challenges and competitions. This made the Public systems to utilize the best of the talents.

UAE as a nation is developing in terms of industrialization and business prospects. The development of nation is much visible from the growth of the country. Development can be felt in terms of investments in buildings, offices, theme parks, education infrastructure and in many other diversified projects which has provided enough room for development. This diversified expansion has brought in all-round development and in other ways brought better employable opportunities and business ventures. Every nation as part of the development process invests in the infrastructure development namely transport, roads, educational system, telecommunications, metro rail system, postal system, electricity and water etc. This brought in a dynamic increase in the need of qualified manpower to the country. This in other ways increased the need of facilities leads to the increase for the need of trained and qualified manpower to handle the system. Over a period of time the Public Sector undertakings started thinking of managing and maintaining a list of competent persons who can be hired for jobs. This lead the top management to revise the policies in hiring and recruitment. It was always an understanding for the top management for instigating better hiring practices to keep pace with private sector initiatives. In Public Sector undertakings, job vacancy arises due to multifarious situations like retirement, resignation, death etc. of any employee from the organization. The recruitment programs in the industrial sector faced problems as the companies search for replacement starts only after the vacancy is created. Further the top management is always keep regular plan for the expansion, diversification and globalization programs of the organization. The top management in consultation with the Strategic HR Department needs to finalize the job positions and the recruitment plan. This recruitment practices make the hiring easy and effective.

### Present talent acquisition in Public Sector

The hiring pattern in government is almost similar across the nations, with some cultural differences. The organizations usually hire people only when need

arises. At times these practice leads to urgency or even make the office vacant for a long time. When the need becomes urgent, competency needs to be at times compromised. In case of not following a right approach, leads to placement of a wrong person at the wrong position leading to the industrial disaster. Now there has been a quite good evolution in the hiring pattern even in the governmental concerns. Government even started outsourcing the hiring process to obtain best of the talents. Government machineries too understood the fact that talented people are the best part of the organization for the offices to function. This lead to a man hunt for trained and qualified man-power into the institutions. Now the government organizations are more realistic and futuristic. They too initiated steps to plan projects and implement the same with better resources and manpower. This made the organizations to grow globally. Based on the expansion plans, these government sector organizations stated having a recruitment plan to have right person at the right job at the right time. By opening the economy to the large scale players, not only the quality and standards of product increased, it also increased the overall competition by brining much better resources and climate to the market. To meet with the challenges, the public sector undertakings had to enhance the present TM activities with the gap to improve the performance. Industries started engaging professionally qualified, technically competent manpower from the freshman to the experienced personnel in the talent pool. The new market trend in hiring practices brought importance for the public sector companies to revamp its TA practices and to accommodate the best available talent in the global employment market. Thus over a period of time, the public sector units can emerge as a global benchmark to providing quality work standards and culture.

### Conclusion

The study on talent management practice is inspired by the competition in the business environment between the private and public sector initiatives and the diversified approaches industries has to follow to obtain the best talent in the market. The research inquisitiveness is aimed at theoretical and practical interest to justify the concern for the present talent management practices, training, recruitment and retention of talent for the success of public sector. The major focus of the study aimed to improve the talent management practices which have direct and indirect impact on attraction outcomes and institutional performance. The study seems as the pilot attempt in this area related to organizational performance and its implications in improving government sector and reflects the efforts to search and place the right talent for the jobs in designed for public sector organizations. Talent management acquisition is considered as one of the major areas for concentration in the Strategic HRM during the last decade. It is quite evident the involvement for the private initiatives in recruiting the best talents since many years. Now this practices are

being followed even in the public sector due to the strict competition and need of quality management in the human resources practices. This in turn aimed to develop and deliver the best possible infrastructure to the public sector thereby improving the national infrastructure. The study was aimed to understand the talent acquisition practices in the public sector institutions organizations specifically in Middle East. The study tried to explore in detail the circumstances and the situations which make the public sector to hire the best talent from the employment market. The main discussions were concentrated on work force planning, attraction, recruitment, retention and development. Further the study concentrated on the commitment from the top management in delivering the better output through quality professionals. The employee engagement was reviewed through talent acquisition practice, feedback mechanism, and organizational characteristics. The major focus was on organizational need in public sector undertakings in the Middle East. It was further intervened to gather an idea on the best practices for selecting employees' specifically local people in general and expat population particular from the international job pool. The industrial characteristics as well as the recruitment practices related to the hiring process were looked up on while collecting the data. The study identified the existing practices in the public sector in Middle East and concluded with recommendations to implement best practices in the sector for exceptional growth and prosperity.

### Reference

- i. Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review*, 23(4), 272-285.
- ii. Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*. Harvard Business Press.
- iii. Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of world business*, 45(2), 122-133.
- iv. Tarique, I., & Schuler, R. (2013). The global context and impact of emerging markets on Talent Management Strategies—pressure points and impact. *Strategic Talent Management: Contemporary Issues in International Context*. Cambridge: UK.
- v. Dychtwald, K., Erickson, T. J., & Morison, R. (2013). *Workforce crisis: How to beat the coming shortage of skills and talent*. Harvard Business Press.
- vi. Hajimirarab, S. M., Nobar, M. N., & Ghalambor, M. A. (2011). Identifying and improving the talent management indicators. *Business and management review*, 1(4), 1-8.
- vii. Knowles, M. S., Holton III, E. F., & Swanson, R. A. (2014). *The adult learner: The definitive classic in adult education and human resource development*. Routledge.
- viii. Marchington, M. (2015). Human resource management (HRM): Too busy looking up to see where it is going longer term?. *Human Resource Management Review*, 25(2), 176-187.

- ix. Shen, J., & Edwards, V. (2004). Recruitment and selection in Chinese MNEs. *The International Journal of Human Resource Management*, 15(4-5), 814-835.
- x. Kang, H., & Shen, J. (2013). International recruitment and selection practices of South Korean multinationals in China. *The International Journal of Human Resource Management*, 24(17), 3325-3342.
- xi. Ngo, H. Y., Turban, D., Lau, C. M., & Lui, S. Y. (1998). Human resource practices and firm performance of multinational corporations: Influences of country origin. *International Journal of Human Resource Management*, 9(4), 632-652.
- xii. Kim, K., & Slocum, J. W. (2008). Individual differences and expatriate assignment effectiveness: The case of US-based Korean expatriates. *Journal of World Business*, 43(1), 109-126.
- xiii. James, P., Tzoulas, K., Adams, M. D., Barber, A., Box, J., Breuste, J., ... & Handley, J. (2009). Towards an integrated understanding of green space in the European built environment. *Urban Forestry & Urban Greening*, 8(2), 65-75.
- xiv. Beer, M., Spector, B., Lawrence, P. R., Mills, D. Q., & Walton, R. E. (1984). A conceptual view of HRM. *Managing Human Assets*.
- xv. Shepherd, J. L., & Mathews, B. P. (2000). Employee commitment: academic vs practitioner perspectives. *Employee relations*, 22(6), 555-575.
- xvi. Hsu, Y. R., & Leat, M. (2000). A study of HRM and recruitment and selection policies and practices in Taiwan. *International Journal of Human Resource Management*, 11(2), 413-435.
- xvii. Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. *Journal of World Business*, 49(2), 173-179.
- xviii. Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2015). *Human resource management in public service: Paradoxes, processes, and problems*. Sage Publications.
- xix. Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, 40(5), 253-260.
- xx. Kinemo, S., Ndikumana, E., Kiyabo, H., Shillingi, V., Kwayu, M. D., & Andrea, P. T. (2015). Human Resource Management in a Decentralized Context: Case of Dodoma Municipal and Chamwino District Councils. Available at SSRN 2564984.
- xxi. Sally A Carless. (2007) Graduate recruitment and Selection in Australia. *International Journal of Selection and Assessment* 15:10.1111/ijsa.2007.
- xxii. Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54-68.
- xxiii. Iqbal, S., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2013). Talent management is not an old wine in a new bottle. *African Journal of Business Management*, 7(36), 3609.
- xxiv. Qureshi, T. M., & Rehman, S. U. (2013). Human Resources Leaves Managers & Companies, Not the Job: Role of Affective & Normative Commitment in Employees Retention. *Academy of Contemporary Research*. VII, 98-105.