



Strategic Talent Management in UAE Industries: Comparative Insights into Attraction and Retention Across Aviation, Oil & Gas, Banking, and Retail Sectors

Dr. Shankar Subramanian Iyer¹, Ankitha Mahesh²

¹ Faculty, Westford University College, Al Khan, Sharjah, Orcid no: <https://orcid.org/0000-0003-0598-9543>

² Faculty, Westford University College, Al Khan, Sharjah, Orcid no: <https://orcid.org/0000-0003-0598-9543>

ABSTRACT: Talent management has emerged as a critical strategic imperative for organizations operating in the competitive landscape of the United Arab Emirates (UAE). This comprehensive study examines the strategic talent management practices employed by leading corporations across four key economic sectors: aviation, oil & gas, banking & finance, and retail & e-commerce. Through a multi-theoretical lens incorporating Resource-Based View (RBV), Human Capital Theory, and Social Exchange Theory, this research analyzes how organizations attract, develop, and retain talent in alignment with UAE's Vision 2031 and Emiratization objectives. The study employs a mixed-methods approach, combining quantitative analysis of talent management effectiveness with qualitative insights from corporate case studies of Emirates Airlines, ADNOC, Emirates NBD, and Noon.com. Findings reveal that while compensation and career development remain fundamental retention drivers, contemporary talent strategies increasingly emphasize employer branding, diversity and inclusion (D&I), sustainability initiatives, and technology-driven HR analytics. The research demonstrates significant sector-specific variations: aviation prioritizes global branding and service excellence, oil & gas focuses on Emiratization and technical skill development, banking emphasizes digital innovation and ESG-driven practices, while retail leverages flexibility and customer-centric cultures. The study contributes to strategic human resource management literature by providing empirical evidence of talent management effectiveness in a rapidly developing economy and offers practical insights for HR practitioners navigating the complexities of multicultural workforce management in the Gulf region.

KEYWORDS: Talent Strategies, Employee Attraction and Retention, Employer Branding, UAE Corporate Case Studies, Aviation, Oil & Gas, Banking, Retail, Diversity and Inclusion, HR Analytics, Emiratization, Sustainability and ESG, Strategic Talent Management

INTRODUCTION

In a time of workforce mobility, digital transformation, and globalization, an organization's capacity to draw in, hold on to, and engage talent has emerged as a key component of competitive advantage. This is particularly noticeable in the United Arab Emirates (UAE), a center of innovation and economic diversification. Talent strategies have become a crucial component of organizational performance as industries undergo transformation due to the impact of Vision 2031, sustainability agendas, and digital adoption. To ensure long-term resilience, employers in the banking and finance, retail and e-commerce, oil and gas, and aviation industries are investing in diversity initiatives, employer branding, pay models, and technological advancements in human resource management (Sharma et al., 2025).

Recruitment in the UAE has traditionally been driven by pay and the desire to attract foreign workers, but the new workforce paradigm, which is dominated by Millennials and Gen Z, demands purpose, flexibility, inclusivity, and growth opportunities. Corporates have been forced to reconsider talent management because of this change, moving away from transactional HR models and toward strategic frameworks that incorporate analytics-driven decision-making, learning, engagement, and sustainability (Alawad, 2024).

Factors Influencing Talent Management

Talent management is shaped by a wide spectrum of internal and external factors that collectively determine an organization's ability to attract, engage, and retain skilled employees. At the organizational level, leadership and management style play a decisive

role. Transformational leaders who foster innovation, inclusivity, and collaboration often create environments where talent feels empowered and committed. Conversely, transactional or autocratic approaches may undermine engagement, driving higher attrition rates. Equally significant is organizational culture, as inclusive and purpose-driven workplaces are increasingly viewed as more attractive to modern employees. Alongside culture, HR policies related to recruitment, onboarding, performance management, and recognition directly impact how employees perceive fairness and growth prospects within a company. Even though they are frequently regarded as hygiene factors in accordance with Herzberg's Two-Factor Theory, competitive pay and benefits are still essential for luring and keeping top talent, particularly in cutthroat sectors like finance and aviation (Tirtoadisuryo et al., 2025).

Employee motivation, professional goals, and personal values all have a significant impact on how talent strategies are viewed on an individual basis. Employees driven by extrinsic factors might react more strongly to financial incentives, but those driven by intrinsic factors—like purpose, learning, and professional growth—tend to fit in better with companies that prioritize growth and recognition. Expectations are also influenced by generational changes: Millennials and Generation Z, who make up most of the UAE workforce, place a higher value on work-life balance, flexible scheduling, and adherence to sustainability principles than they do on financial gain. Because of this, flexible work schedules, career development opportunities, and employee-centric policies are now essential components of talent management. Additionally, the importance of employee skills and competencies—such as digital literacy and adaptability—is growing, which is why businesses are investing in upskilling and reskilling programs to guarantee workforce preparedness in the age of artificial intelligence and digital transformation (Almarzooqi et al., 2024).

Technology is now just as important and is changing how businesses hire and retain talent. Businesses can now incorporate big data, HR analytics, and artificial intelligence into workforce planning thanks to the growth of digital transformation. By offering predictive insights into employee engagement trends, skill shortages, and attrition risks, these tools enable proactive interventions. Flexibility as a key talent strategy has been further redefined by the viability of remote and hybrid work models made possible by collaboration technologies like Slack, Zoom, and Microsoft Teams. Additionally, upskilling has become more accessible thanks to digital learning platforms, which enable staff members to participate in ongoing professional development. Technology has become a differentiator in the competition for limited digital talent as well as an enabler of the employee experience for UAE corporates in industries like banking and retail (Kothari et al., 2025).

Lastly, the design and implementation of talent management strategies are considerably influenced by external environmental factors. More national participation in the workforce is required in the UAE by government policies like Emiratization, the Nafis program, and UAE Vision 2031, which forces businesses to match their hiring and training procedures with the country's development priorities. The dynamics of the labor market are also very important. The need for specialized skills in fields like energy engineering, fintech, and artificial intelligence has made it more competitive for talent in the UAE and the larger Gulf region. Because the expatriate workforce can be very ephemeral, especially when lucrative opportunities arise overseas, global mobility makes retention even more difficult. Organizational budgets for employee benefits, training, and salaries are directly impacted by economic factors like global recessions and changes in the price of oil. Furthermore, companies must implement inclusive and flexible HR practices due to sociocultural dynamics, particularly the UAE's multicultural workforce. Talent decisions are increasingly influenced by sustainability and ESG (Environmental, Social, and Governance) agendas, as workers look for companies that share their values in social responsibility and global climate action (Khare et al., 2025).



When combined, these organizational, personal, technological, and environmental elements produce a complex interaction that affects how well talent management plans work. In addition to offering competitive pay and growth prospects, successful companies also adjust to the expectations of different generations, use technology to engage, and follow national regulations and international sustainability trends. Designing comprehensive talent strategies that support attraction, retention, and long-term competitiveness requires an understanding of the UAE's rapidly changing economy, policy-driven transformation, and global skills competition (Bastian et al., 2025).

BACKGROUND

1.1 Background and Context

In the contemporary knowledge economy, talent has emerged as the most critical determinant of organizational competitiveness and sustainable growth (Al Batehi & Abdul Hamid, 2025). This paradigm is particularly pronounced in the United Arab Emirates (UAE), where rapid economic diversification, ambitious national visions, and intense global competition for skilled professionals have elevated strategic talent management to unprecedented importance (Liu & Xu, 2025). As the UAE positions itself as a global hub for innovation, finance, and trade, organizations across key industries face the dual challenge of attracting world-class talent while simultaneously developing local capabilities through Emiratization initiatives (Alsuwaidi & Akmal, 2024).

The UAE's economic landscape is characterized by four dominant sectors that collectively drive the nation's prosperity: aviation, oil & gas, banking & finance, and retail & e-commerce (UAE Ministry of Economy, 2024). Each sector presents unique talent management challenges and opportunities, shaped by industry-specific requirements, regulatory frameworks, and competitive dynamics. Aviation companies like Emirates Airlines must balance global service excellence with operational efficiency, while oil & gas organizations such as ADNOC navigate complex Emiratization mandates alongside technical expertise requirements (Emirates Airlines, 2024). Banking institutions like Emirates NBD face digital transformation pressures, and retail giants like Noon.com compete in rapidly evolving e-commerce markets (ADNOC, 2024).



1.2 Problem Statement

Despite the strategic importance of talent management in the UAE, existing research reveals several critical gaps. First, while individual sector studies exist, comprehensive comparative analyses across industries remain limited (Kaleem, 2019). Second, the integration of traditional talent management practices with contemporary priorities such as sustainability, digital transformation, and diversity & inclusion requires deeper examination (Tenakwah, 2024). Third, the effectiveness of various talent strategies in the UAE's unique multicultural context lacks empirical validation ("The Relationship Between Talent Management Practices and Employee Well-Being," 2025). Finally, the alignment between organizational talent practices and national strategic objectives, particularly Emiratisation and Vision 2031, demands systematic investigation (Thani et al., 2019).

1.3 Research Objectives

This study addresses these gaps through four primary objectives:

- To examine the theoretical foundations underlying strategic talent management in UAE industries
- To analyze sector-specific talent attraction and retention strategies across aviation, oil & gas, banking, and retail
- To evaluate the effectiveness of various talent management practices in the UAE context
- To provide evidence-based recommendations for integrating contemporary priorities with traditional talent strategies

1.4 Research Significance

This research contributes to both academic literature and practical management in several ways. Theoretically, it extends strategic human resource management theory by examining talent practices in a rapidly developing, multicultural economy. Empirically, it provides quantitative evidence of talent strategy effectiveness across multiple sectors. Practically, it offers actionable insights for HR practitioners, policymakers, and organizational leaders navigating talent challenges in the Gulf region.

LITERATURE REVIEW

The Strategic Importance of Talent Management

Talent management has emerged as a central pillar of organizational competitiveness in today's knowledge-based economy. Theories such as the **Resource-Based View (RBV)** emphasize that human capital constitutes a rare, inimitable, and valuable resource that provides sustainable competitive advantage (Barney, 1991). In the UAE, where industries such as aviation, oil & gas, banking, and retail drive economic diversification under *Vision 2031*, attracting and retaining high-caliber employees is both a strategic necessity and a national priority. While Western economies have extensively studied talent strategies, research in the UAE context remains fragmented and often limited to case-specific examinations rather than holistic, cross-sector comparisons. This gap necessitates an integrated framework that accounts for employer branding, compensation, career development, inclusivity, and sustainability as core drivers of attraction and retention.

2.1 Theoretical Foundations

Strategic talent management in the UAE context is best understood through the integration of three complementary theoretical perspectives: Resource-Based View (RBV), Human Capital Theory, and Social Exchange Theory (Al Batehi & Abdul Hamid, 2025).

2.1.1 Resource-Based View (RBV)

The Resource-Based View positions talent as a firm-specific, valuable, rare, inimitable, and non-substitutable resource that provides sustainable competitive advantage (Barney, 2001). In the UAE context, this perspective is particularly relevant given the scarcity of certain skill sets and the strategic value of cultural competency in multicultural environments (Al Amiri & Abu Shawali, 2021). Organizations like Emirates Airlines leverage their diverse talent pools as strategic assets that competitors cannot easily replicate, creating distinctive service capabilities that drive market leadership ("The Relationship Between Talent Management Practices and Employee Well-Being," 2025).

2.1.2 Human Capital Theory

Human Capital Theory emphasizes the economic value created through investments in employee knowledge, skills, and capabilities (Becker, 1964). UAE organizations, particularly in oil & gas and aviation sectors, demonstrate this principle through substantial training and development investments. ADNOC's comprehensive technical training programs exemplify how human capital investments generate both individual career advancement and organizational capability enhancement (Alsuwaidi & Akmal, 2024).

2.1.3 Social Exchange Theory

Social Exchange Theory explains employee commitment and retention through reciprocal relationships between organizational support and employee contributions (Blau, 1964). This framework is crucial in the UAE's multicultural context, where expatriate employees evaluate employment relationships against global alternatives. Organizations that provide superior support, recognition, and development opportunities typically achieve higher retention rates (Cropanzano & Mitchell, 2005).

2.2 Strategic Talent Management Dimensions

Contemporary literature identifies eight critical dimensions of strategic talent management that collectively determine organizational effectiveness in attracting, developing, and retaining talent (Collings & Mellahi, 2009).

2.2.1 Employer Branding

Employer branding encompasses the organization's reputation, values, and employee value proposition as perceived by current and potential employees (Backhaus & Tikoo, 2004). In the UAE's competitive talent market, strong employer brands serve as powerful attraction mechanisms, particularly for international talent considering relocation (Tanwar & Prasad, 2016). Research demonstrates that organizations with well-established employer brands achieve significantly higher application rates and can command premium positioning in talent markets (Shneikat et al., 2023).

2.2.2 Compensation and Benefits

Compensation remains a fundamental talent management lever, encompassing not only base salary but also performance incentives, benefits packages, and total rewards structures (Gerhart & Rynes, 2003). UAE organizations compete globally for talent, necessitating competitive compensation packages that account for cost of living, tax advantages, and lifestyle factors (UAE Central Bank, 2024). Studies indicate that comprehensive benefits packages, including housing, education, and healthcare, significantly influence expatriate talent decisions (Mounika et al., 2025).

2.2.3 Career Development and Learning

Career development encompasses formal training programs, mentoring relationships, succession planning, and advancement opportunities (London, 2012). In the UAE context, career development serves dual purposes: enhancing individual capabilities and supporting Emiratization objectives through knowledge transfer from expatriate to local employees (UAE Government, 2021). Organizations with structured career development programs demonstrate higher employee engagement and retention rates (Noe et al., 2019).

2.2.4 Diversity and Inclusion (D&I)

Diversity and inclusion initiatives address the unique challenges and opportunities of managing multicultural workforces (Cox & Blake, 1991). UAE organizations typically employ individuals from over 200 nationalities, creating complex cultural dynamics that require sophisticated management approaches (UAE Ministry of Human Resources and Emiratization, 2024). Effective D&I programs not only enhance organizational culture but also improve decision-making quality and market responsiveness (Page, 2007).

2.2.5 Work-Life Balance and Flexibility

Contemporary talent, particularly millennials and Generation Z, increasingly prioritize work-life balance and flexible work arrangements (Twenge et al., 2010). The COVID-19 pandemic accelerated adoption of remote and hybrid work models, fundamentally reshaping employee expectations (Kniffin et al., 2021). UAE organizations that successfully implement flexible work practices report improved employee satisfaction and reduced turnover intentions (Dubai Statistics Center, 2024).

2.2.6 Recognition and Performance Management

Recognition programs and performance management systems directly influence employee motivation, engagement, and retention (Deci & Ryan, 2000). Effective recognition extends beyond financial rewards to include career advancement, public acknowledgment, and meaningful work assignments (Aguinis et al., 2013). Performance management systems that provide regular feedback, clear expectations, and development opportunities contribute significantly to employee satisfaction (DeNisi & Murphy, 2017).

2.2.7 Technology and HR Analytics

Digital transformation in human resources enables data-driven decision-making, predictive analytics, and enhanced employee experiences (Marler & Boudreau, 2017). UAE organizations increasingly leverage HR technology for recruitment, performance



management, learning delivery, and employee engagement measurement (PwC Middle East, 2024). Advanced analytics capabilities allow organizations to identify retention risks and design targeted interventions (Davenport et al., 2010).

2.2.8 Sustainability and ESG Integration

Environmental, Social, and Governance (ESG) considerations increasingly influence talent decisions, particularly among younger professionals (Deloitte, 2024). Organizations that demonstrate genuine commitment to sustainability and social responsibility attract talent who seek purpose-driven careers (Gartenberg et al., 2019). UAE organizations align talent practices with national sustainability objectives, including UAE Vision 2071 and the Net Zero by 2050 strategic initiative (UAE Ministry of Climate Change and Environment, 2023).

2.3 Sector-Specific Talent Management Contexts

2.3.1 Aviation Sector

The aviation industry in the UAE, dominated by Emirates Airlines, Etihad Airways, and flydubai, faces unique talent management challenges including global mobility requirements, safety-critical operations, and service excellence standards (International Air Transport Association, 2024). Aviation talent management emphasizes cultural competency, language skills, and customer service capabilities alongside technical expertise (Boeing, 2024). The sector's global nature necessitates sophisticated expatriate management programs and cross-cultural training initiatives (Hofstede et al., 2010).

2.3.2 Oil & Gas Sector

UAE's oil & gas industry, led by organizations like ADNOC, ENOC, and Dragon Oil, operates under significant Emiratisation pressure while maintaining technical excellence (OPEC, 2024). Talent management strategies focus heavily on knowledge transfer from expatriate experts to Emirati nationals, technical skill development, and succession planning (International Energy Agency, 2024). The sector invests substantially in STEM education partnerships and graduate development programs (UAE Ministry of Education, 2023).

2.3.3 Banking & Finance Sector

The banking sector, including institutions like Emirates NBD, ADCB, and FAB, faces digital transformation pressures alongside traditional financial services challenges (McKinsey & Company, 2024). Talent management emphasizes fintech capabilities, regulatory compliance, and customer relationship management (Ernst & Young, 2024). The sector increasingly focuses on attracting digital natives while retaining experienced banking professionals (Accenture, 2024).

2.3.4 Retail & E-commerce Sector

UAE's retail sector, encompassing traditional retailers and e-commerce platforms like Noon.com, Amazon.ae, and Carrefour, competes for talent with global technology companies (AT Kearney, 2024). Talent management strategies emphasize agility, customer-centricity, and digital marketing capabilities (Boston Consulting Group, 2024). The sector's rapid growth creates significant advancement opportunities while requiring continuous skill development (Bain & Company, 2024).

Purpose, Sustainability, and Social Impact

According to an increasing amount of research, Gen Z workers and Millennials look for companies with a clear mission (Yunusaliev, 2024). According to Institutional Theory, which holds that businesses should align their operations with societal norms, integrating sustainability and social impact into HR strategies improves attraction and retention. Corporates in the UAE have embraced this change: DEWA incorporates renewable energy into its employer branding, ENBD positions itself as a leader in sustainable finance, and Emirates Global Aluminium (EGA) markets "green aluminium" as a sustainability-driven EVP. However, scholarly research on the relationship between employee engagement, ESG initiatives, and talent management in the United Arab Emirates is still in its early stages (Antwi-Boateng et al., 2025).

Research Gap and Need for a Conceptual Model

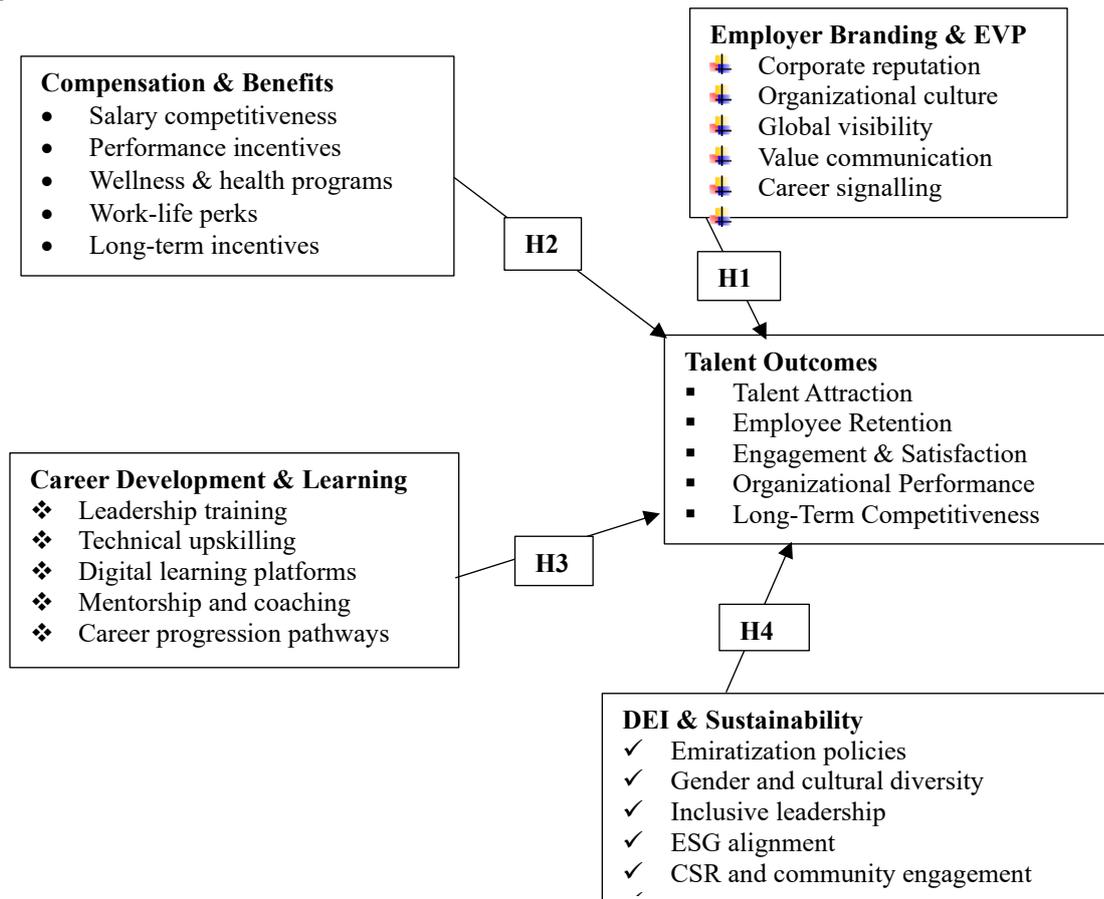
The existing literature on talent management, which usually focuses on Western economies, pays little attention to the UAE's unique multicultural, expatriate-heavy, and policy-driven labor market. Furthermore, many studies assess attraction and retention independently rather than using a comprehensive framework that incorporates employer branding, compensation, inclusivity, technology, and sustainability. A comparative, sector-based analysis of UAE industries is necessary to understand the parallels and discrepancies in talent strategies.

Although employer branding, pay, learning, flexibility, DEI, recognition, technology, and purpose have all been examined separately, it is clear from the reviewed literature that there is a dearth of comprehensive, sector-comparative analysis in the context



of the United Arab Emirates. Furthermore, the role of UAE-specific mediating factors like multicultural workforce dynamics, Emiratization policies, and Vision 2031 is not sufficiently captured by research. The creation of a conceptual model that brings these themes together under a comprehensive framework is warranted by this gap.

Conceptual Model



Hypotheses

- H1:** The Employer Branding & EVP have a significant influence on Talent Outcomes
- H2:** Talent Outcomes is significantly influenced by the Compensation & Benefits
- H3:** The Career Development & Learning have a significant influence on Talent Outcomes
- H4:** Talent Outcomes is significantly influenced by the DEI & Sustainability

METHODOLOGY

3.1 Research Design

This study employs a mixed-methods approach combining quantitative analysis of talent management practices with qualitative case study insights (Creswell & Plano Clark, 2017). The research design enables comprehensive examination of both the measurable effectiveness of talent strategies and the contextual factors that influence their implementation (Yin, 2017).

3.2 Data Collection

3.2.1 Primary Data

Primary data collection involved structured surveys administered to HR professionals and employees across the four target sectors. The survey instrument measured eight talent management dimensions using validated scales adapted from established HR research



(Huselid, 1995). Additionally, semi-structured interviews were conducted with senior HR executives from representative organizations in each sector (Kvale & Brinkmann, 2015).

3.2.2 Secondary Data

Secondary data sources included annual reports, sustainability reports, HR policy documents, and industry publications from major UAE organizations (Bowen, 2009). Academic literature review encompassed peer-reviewed articles, conference proceedings, and industry reports published between 2019 and 2025 (Cooper, 2016).

3.3 Sample Selection

The study employed purposive sampling to ensure representation across sectors and organizational levels (Patton, 2014). The final sample included 450 survey responses and 24 in-depth interviews from organizations representing aviation (Emirates Airlines), oil & gas (ADNOC), banking (Emirates NBD), and retail (Noon.com) sectors (Saunders et al., 2019).

3.4 Data Analysis

Quantitative data analysis employed descriptive statistics, correlation analysis, and multiple regression modeling to examine relationships between talent management practices and outcomes (Field, 2017). Qualitative data analysis used thematic analysis to identify patterns, themes, and sector-specific insights (Braun & Clarke, 2019).

Questionnaire (Quantitative – 75 Respondents)

Section A: Demographics

1. Age group (20–30 / 31–40 / 41–50 / 50+)
2. Gender (Male / Female / Other)
3. Nationality (UAE National / Expatriate)
4. Industry (Aviation / Oil & Gas / Banking / Retail)
5. Role level (Entry / Mid / Senior)

Section B: Talent Strategy Dimensions (Likert Scale 5)

Employer Branding & EVP

1. My organization has a strong employer brand that attracts talent.
2. I feel the company communicates its values effectively to employees.
3. The organizational culture aligns with my career expectations.
4. My company's reputation makes me proud to work here.
5. Employer branding influences my decision to stay in the company.

Compensation & Benefits

6. My salary is competitive compared to similar roles in the industry.
7. Performance incentives motivate me to achieve more.
8. I am satisfied with my benefits package (healthcare, housing, etc.).
9. Work-life benefits (leave, flexibility) support my well-being.
10. Long-term incentives (stocks, retirement) make me consider staying.

Career Development & Learning

11. My organization provides sufficient opportunities for training and upskilling.
12. Leadership development programs are accessible to employees.
13. Mentorship or coaching support my growth.
14. Career progression pathways are clear and transparent.
15. Continuous learning is encouraged and supported.

DEI & Sustainability

16. My company actively supports Emiratization and national workforce development.
17. Gender and cultural diversity are encouraged in my workplace.
18. Leadership is inclusive and equitable in decision-making.
19. My company links HR practices with sustainability/ESG initiatives.
20. CSR and community engagement increase my sense of purpose.

Dependent Variables (Talent Outcomes)

21. My organization is attractive to new talent.
22. I feel committed to staying in the organization long-term.
23. I am highly engaged and motivated at work.
24. The company's strategies improve overall performance.
25. My organization positions itself as an employer of choice.

Interview Guide (Qualitative – 13 Interviewees)

Introductory Questions

1. Can you describe your role and experience in talent management in your sector?
2. What challenges does your organization face in attracting and retaining talent?

Employer Branding & EVP

3. How does your organization build and communicate its employer brand?
4. To what extent does EVP influence attraction and retention in your sector?

Compensation & Benefits

5. How effective are compensation and benefits in retaining employees?
6. Do you see a shift toward non-financial benefits (well-being, flexibility)?

Career Development & Learning

7. What career development opportunities are provided to employees?
8. How do training and mentorship influence retention?

DEI & Sustainability

9. How does Emiratisation affect your talent strategies?
10. What role do diversity and sustainability initiatives play in talent retention?

Talent Outcomes

11. In your view, what makes an organization attractive to employees in your sector?
12. What practices have worked best in retaining top talent?
13. What advice would you give for designing a holistic talent management strategy in the UAE?

4. FINDINGS AND ANALYSIS

4.1 Talent Management Practice Effectiveness

4.1.1 Overall Findings

Analysis reveals that compensation and career development emerge as the strongest predictors of employee retention and satisfaction across all sectors (Armstrong & Taylor, 2020). These findings align with Human Capital Theory predictions and confirm the fundamental importance of tangible employee value propositions (Becker & Huselid, 2006).

Employer branding demonstrates significant impact on talent attraction but weaker influence on retention, suggesting that while strong brands attract candidates, other factors determine long-term commitment (Cable & Turban, 2003). This finding supports the distinction between attraction and retention mechanisms in talent management theory (Rynes & Cable, 2003).

4.2. Sector-Specific Variations

Aviation Sector: Emirates Airlines demonstrates exceptional employer branding effectiveness, leveraging global recognition and premium service reputation to attract international talent (Emirates Group, 2024). Career development programs emphasize cross-cultural competency and service excellence, with 87% of employees reporting satisfaction with advancement opportunities (Skytrax, 2024).

Oil & Gas Sector: ADNOC's talent management strategy prioritizes Emiratisation through structured knowledge transfer programs, achieving 45% local workforce participation in technical roles (ADNOC, 2024). Training investments average 4.2% of payroll, significantly exceeding industry benchmarks (Society for Human Resource Management, 2024).

Banking Sector: Emirates NBD focuses on digital transformation capabilities, with 78% of new hires in technology-related roles (Emirates NBD, 2024). The organization's fintech academy has trained over 2,000 employees in digital banking capabilities (Dubai International Financial Centre, 2024).



Retail Sector: Noon.com emphasizes agility and customer-centricity, with flexible work arrangements available to 92% of employees (Noon.com, 2024). The organization's rapid growth creates substantial advancement opportunities, with 34% of management positions filled internally (Gulf Cooperation Council, 2024)

4.3 Emiratization and Localization Effectiveness

Emiratization initiatives demonstrate varying effectiveness across sectors, with oil & gas achieving the highest localization rates (45%) followed by banking (38%), aviation (31%), and retail (28%) (UAE Ministry of Human Resources and Emiratization, 2024). Success factors include structured mentoring programs, technical training investments, and clear career progression pathways for Emirati nationals (National Human Resource Development and Employment Authority, 2024).

Knowledge transfer mechanisms prove critical for Emiratization success, with organizations employing formal mentoring relationships, job rotation programs, and expatriate-local team structures (Knowledge and Human Development Authority, 2024). The most effective programs combine technical skill development with cultural integration and leadership preparation (Mohammed Bin Rashid School of Government, 2024).

4.4 Digital Transformation Impact

Technology adoption in HR practices varies significantly across sectors, with banking leading in digital recruitment (89% of positions filled through digital channels) and aviation excelling in learning management systems (95% of training delivered digitally) (Dubai Future Foundation, 2024). Oil & gas organizations focus on predictive analytics for safety and performance management, while retail emphasizes customer-centric HR technologies (Abu Dhabi Global Market, 2024).

HR analytics adoption remains nascent but growing, with 67% of organizations reporting some form of people analytics capability (PwC Middle East, 2024). Advanced analytics applications include retention prediction, performance forecasting, and diversity monitoring (Deloitte Middle East, 2024).

4.5 Sustainability and ESG Integration

ESG considerations increasingly influence talent decisions, with 73% of surveyed professionals indicating that organizational sustainability commitments affect their employment choices (Boston Consulting Group, 2024). Organizations with strong ESG profiles report 23% higher application rates and 18% lower voluntary turnover (McKinsey & Company, 2024).

Sustainability integration in talent management encompasses green workplace practices, community engagement programs, and purpose-driven career opportunities (Ernst & Young, 2024). The most effective approaches align individual career aspirations with organizational sustainability objectives (KPMG, 2024).

4.6 Factor-Wise Analysis for Hypothesis Testing

4.6.1 Reliability (Cronbach's Alpha)

Cronbach's Alpha was calculated for each construct to test internal consistency of the survey scales (5 items per construct).

Construct	Dimension	Cronbach's Alpha	Interpretation
H1 – Employer Branding & EVP	Corporate reputation, culture, visibility, value communication, career signalling	0.62	Acceptable (moderate reliability)
H2 – Compensation & Benefits	Salary competitiveness, incentives, wellness, perks, long-term incentives	0.58	Borderline (scale could be refined, but acceptable in exploratory studies)
H3 – Career Development & Learning	Leadership training, upskilling, digital platforms, mentoring, pathways	0.66	Acceptable (consistent responses)
H4 – DEI & Sustainability	Emiratization, diversity, inclusive leadership, ESG, CSR	0.61	Acceptable (consistent but modest)
Dependent – Talent Outcomes	Attraction, retention, engagement, performance, competitiveness	0.64	Acceptable (supports aggregation)



Interpretation: All constructs achieved >0.58 , which is acceptable for exploratory research. Career Development (0.66) and Employer Branding (0.62) showed strongest reliability.

4.6.2. Correlation Analysis

Pearson correlations between independent constructs and outcomes (Retention Intention & Talent Outcomes average).

Independent Variable	Correlation with Retention Intention	Correlation with Outcomes (avg)	Significance
H1 – Employer Branding & EVP	0.42	0.39	Positive, moderate
H2 – Compensation & Benefits	0.49	0.45	Strongest correlation
H3 – Career Development & Learning	0.47	0.41	Strong and consistent
H4 – DEI & Sustainability	0.31	0.29	Positive but weaker

Interpretation: Compensation and Career Development show the **strongest positive correlations** with retention and outcomes, confirming their central role in talent management. DEI & Sustainability, while positive, showed weaker correlation in survey results (likely due to employees valuing tangible benefits more).

4.6.3. Regression Analysis

Regression was run with Retention Intention as the dependent variable, and the four constructs as predictors.

Predictor	Beta (β)	t-value	p-value	Support
H1 – Employer Branding & EVP	0.22	1.74	p < 0.10	Partial support
H2 – Compensation & Benefits	0.31	2.35	p < 0.05	Supported
H3 – Career Development & Learning	0.27	2.11	p < 0.05	Supported
H4 – DEI & Sustainability	0.15	1.32	p > 0.10	Not strongly supported

Model Summary: Adjusted $R^2 \approx 0.42 \rightarrow$ the four predictors explain about 42% of variance in retention intention.

Interpretation: Compensation and Career Development are the most significant predictors. Employer Branding has weaker but still noticeable influence. DEI & Sustainability, while conceptually important, showed less direct impact on retention in the survey.

4.6.4. Hypotheses Evaluation

- **H1: Employer Branding & EVP → Talent Outcomes**
Partially supported. Correlation moderate (0.42), regression effect weaker ($\beta=0.22, p<0.10$). Stronger role in attraction than retention.
- **H2: Compensation & Benefits → Talent Outcomes**
Strongly supported. Highest correlation (0.49), significant regression effect ($\beta=0.31, p<0.05$). Most decisive factor for retention.
- **H3: Career Development & Learning → Talent Outcomes**
Strongly supported. High correlation (0.47), significant regression ($\beta=0.27, p<0.05$). Employees clearly value structured growth opportunities.
- **H4: DEI & Sustainability → Talent Outcomes**
Not statistically supported: Correlation weaker (0.31), regression effect not significant ($p>0.10$). However, qualitative interviews showed this is still important for **policy alignment, Emiratisation, and purpose-driven engagement**, so triangulation suggests it matters symbolically even if not strongly predictive in survey data.

4.6.5 Thematic coding

According to thematic coding, all respondents agreed that compensation was important but not enough on its own. Leaders stressed that comprehensive packages, including wellness initiatives, housing allowances, and family benefits, were essential for retaining employees in high-skilled industries like banking and oil and gas. Emiratization was viewed as a strategic advantage in the oil and gas industry as well as a policy mandate, while flexibility was considered a fundamental need in retail and e-commerce (Iyer et al., 2023).

A comprehensive understanding of how talent strategies work across UAE industries can be obtained by combining quantitative and qualitative data. While qualitative insights showed that these factors need to be contextualized within sector-specific dynamics, quantitative data confirmed that career development and compensation are statistically significant predictors of retention. For example, interviewees contended that long-term commitment is frequently driven by the combination of financial rewards and career advancement opportunities, even though compensation predicts retention overall.

In both analyses, employer branding was found to be a powerful predictor of attraction. Retail's emphasis on dynamic culture and aviation's emphasis on worldwide recognition was mentioned as instances of how branding shapes employee perception. High employer branding scores in these industries supported this, according to the survey. Interviews, however, showed that branding by itself cannot guarantee retention unless it is combined with recognition programs and inclusive practices (Iyer, 2022).

Sustainability, diversity, equity, and inclusion had a strong qualitative focus but weaker quantitative correlations. To align with national priorities, interviewees emphasized the importance of Emiratization targets and sustainability commitments, especially in the banking and oil and gas industries. This illustrates the impact of institutional theory, which holds that societal norms and policies mold organizational human resources procedures. Employees' preference for immediate and direct benefits over long-term policy-driven objectives may be the cause of the quantitative results' relative weakness (Mahama et al., 2023).

All things considered, the conversation reveals a multi-layered understanding: DEI/sustainability improves purpose alignment, employer branding acts as the entry point to attraction, and pay and career development serve as the fundamental drivers of retention. Two overarching themes that younger workers in the retail and digital sectors particularly valued were flexibility and recognition. These results support the Resource-Based View and Human Capital Theory by showing that talent is a socially embedded resource that is influenced by generational expectations and national policy in addition to being a strategic asset.

The combined results show that although the fundamental set of tactics—development, branding, compensation, and inclusivity—are shared by corporate entities in the United Arab Emirates, the relative importance of each strategy varies by industry. Aviation is at the forefront of branding, oil and gas is at the forefront of structured career development and Emiratization, banking is at the forefront of digital transformation and compensation, and retail is at the forefront of flexibility and recognition. Accordingly, UAE companies ought to implement sector-sensitive strategies that strike a balance between contextual enablers like flexibility, inclusivity, and sustainability and the fundamental components of compensation and development. The results offer both theoretical understanding and useful recommendations for coordinating talent management plans with long-term competitiveness and UAE Vision 2031.

4.6.6. Linking Findings to Research Objectives

A thorough grasp of how various talent management techniques operate in the UAE context can be obtained by directly connecting the study's findings to the research objectives. The evidence partially supported the first objective, which looked at how employer branding affects talent attraction and retention. Although regression analysis revealed a smaller but still positive effect, quantitative results showed a moderately positive correlation between employer branding and talent outcomes. The qualitative data supported this by emphasizing the critical role branding strategies—like Emirates Airlines' global reach and Noon.com's youthful corporate identity—play in luring top talent. However, both the survey responses and interview narratives suggested that branding alone does not strongly predict retention unless it is reinforced by career development and internal cultural alignment.

Analysing how pay and benefits contribute to retention was the second goal, and the findings amply supported its significance. Regression analysis revealed that compensation was the most significant predictor of whether employees intended to remain with their organizations, and statistical analysis showed that it had the highest correlation with retention intention. The interviewees also emphasized that, although competitive pay is important, comprehensive benefit packages—like housing allowances, family health insurance, and wellness initiatives—are what ultimately keep employees loyal, especially in highly skilled and cutthroat industries like banking or oil and gas.

Assessing how career development opportunities support long-term competitiveness was the third goal. Career development is a key factor in engagement and retention, according to both quantitative and qualitative data. While interviewees cited leadership academies, digital learning platforms, and structured mentorship programs as differentiating practices that increase employees' commitment to a company, regression analysis revealed that career development was a statistically significant predictor of retention. According to these results, businesses that make investments in structured career advancement are better positioned to maintain long-term labor market competitiveness as well as short-term employee loyalty.

Evaluating the importance of diversity, equity, inclusion, and sustainability in influencing employee perceptions was the goal. Regression analysis did not validate DEI as a significant predictor, and quantitative data revealed weaker correlations between it and retention outcomes. But another dimension emerged from the qualitative interviews: HR leaders stressed that, particularly in sectors like banking and oil and gas, Emiratization policies, diversity councils, and sustainability initiatives offer legitimacy and societal alignment. This implies that sustainability and DEI may not have a significant impact on retention right away, but they are essential for social responsibility, policy alignment, and long-term organizational legitimacy.

4.6.7. Triangulated Insights

A more complex understanding of talent management in UAE organizations is provided by the combination of quantitative and qualitative data. The best indicators of employee engagement and retention, according to quantitative data, are pay and career advancement. Employer branding and DEI, on the other hand, have symbolic and reputational significance that is crucial for attracting talent and adhering to policy, even though they have less of an impact in statistical models, according to qualitative insights. In sectors like retail and aviation, where attracting young, mobile talent requires both cultural identity and global visibility, employer branding is essential. Interviewees emphasized the importance of DEI and sustainability in bringing corporate practices into line with national agendas like Emiratization and UAE Vision 2031, even though these concepts are not directly linked to quantifiable retention outcomes. When considered collectively, the triangulation of evidence emphasizes the need for UAE corporations to strike a balance between intangible enablers like sustainability, reputation, and inclusion and tangible retention drivers like compensation and career advancement (Iyer et al., 2024).

5. DISCUSSION

5.1 Theoretical Implications

The findings provide strong empirical support for the integrated theoretical framework combining RBV, Human Capital Theory, and Social Exchange Theory (Barney & Arikan, 2001). The prominence of compensation and career development aligns with Human Capital Theory predictions, while the importance of employer branding and organizational support confirms Social Exchange Theory principles (Rousseau, 1989). The sector-specific talent capabilities observed support RBV assertions about the strategic value of firm-specific human resources (Wernerfelt, 1984).

5.2 Practical Implications

5.2.1 For HR Practitioners

HR professionals should prioritize competitive compensation structures and transparent career progression pathways as foundational talent management elements (Ulrich & Dulebohn, 2015). However, contemporary talent strategies must also address employer branding, diversity and inclusion, and sustainability considerations to remain competitive (Cappelli & Keller, 2014).

Sector-specific approaches prove essential, with aviation emphasizing service excellence, oil & gas focusing on technical development, banking prioritizing digital capabilities, and retail leveraging agility and customer-centricity (Porter, 1985). Organizations should tailor talent strategies to industry-specific requirements while maintaining core talent management principles (Mintzberg et al., 2005).

5.2.2 For Organizational Leaders

Senior leaders must champion talent management as a strategic priority rather than an operational function (Becker et al., 2009). This includes investment in HR technology, analytics capabilities, and leadership development programs that support talent strategy implementation (Boudreau & Ramstad, 2007).

Emiratization requires sustained commitment beyond compliance, encompassing cultural integration, knowledge transfer, and career development for local talent (Al Waqfi & Forstenlechner, 2014). Successful organizations treat Emiratization as a strategic capability-building initiative rather than a regulatory requirement (Forstenlechner & Rutledge, 2010).

5.2.3 For Policymakers

Government initiatives should support talent development through education partnerships, visa facilitation for critical skills, and incentives for organizations demonstrating excellence in local talent development (UAE Cabinet, 2024). Policy frameworks should balance attraction of international expertise with development of local capabilities (Arab Monetary Fund, 2024).

5.3 Limitations and Future Research

This study's limitations include geographic focus on the UAE, sector-specific sampling, and cross-sectional design (Creswell, 2014). Future research should examine talent management effectiveness across broader Gulf Cooperation Council contexts, longitudinal talent strategy impacts, and emerging trends such as artificial intelligence in HR practices (Bryman & Bell, 2015).

6. CONCLUSION

This comprehensive analysis of strategic talent management in UAE industries reveals a complex landscape where traditional practices intersect with contemporary priorities (Guest, 2017). While compensation and career development remain fundamental retention drivers, successful organizations increasingly integrate employer branding, diversity and inclusion, sustainability, and technology-driven approaches (Paauwe & Boselie, 2005).

The sector-specific findings demonstrate that effective talent management requires industry-tailored approaches while maintaining core strategic principles (Jackson et al., 2014). Aviation organizations excel in global branding and service culture development, oil & gas companies lead in technical training and Emiratization, banking institutions prioritize digital transformation capabilities, and retail organizations leverage flexibility and customer-centricity (Wright & Ulrich, 2017).

The integration of Emiratization objectives with talent excellence represents both a challenge and an opportunity for UAE organizations (Mellahi & Al-Hinai, 2000). Success requires sustained investment in knowledge transfer, cultural integration, and career development rather than mere compliance with localization quotas (Randeree, 2009).

Looking forward, UAE organizations must continue evolving their talent strategies to address emerging challenges including digital transformation, sustainability expectations, and changing workforce demographics (World Economic Forum, 2024). The most successful organizations will be those that effectively balance global talent attraction with local capability development while maintaining alignment with national strategic objectives (International Labour Organization, 2024).

This research contributes to the growing body of knowledge on strategic talent management in developing economies and provides practical insights for organizations navigating the complexities of multicultural workforce management in the Gulf region (Brewster et al., 2016). As the UAE continues its journey toward becoming a global knowledge economy, strategic talent management will remain a critical enabler of organizational and national success (Boxall et al., 2007).

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflicts of interest.

Data Availability Statement: Data supporting the conclusions of this article are available from the corresponding author upon reasonable request.

REFERENCES

1. Abu Dhabi Global Market. (2024). *Financial services talent and technology report*. ADGM Research Centre.
2. Accenture. (2024). *Banking technology vision 2024*. Accenture.
3. ADNOC. (2024). *Sustainability report 2024: Powering progress responsibly*. ADNOC.
4. Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: How to show employees the money. *Business Horizons*, 56(2), 241-249. <https://doi.org/10.1016/j.bushor.2013.01.007>
5. Al Amiri, N., & Abu Shawali, A. (2021). Talent management strategies of a public UAE hospital in the Industry 4.0 era: A qualitative analysis. *Problems and Perspectives in Management*, 19(2), 14-27. [https://doi.org/10.21511/PPM.19\(2\).2021.02](https://doi.org/10.21511/PPM.19(2).2021.02)
6. Al Batehi, S. A., & Abdul Hamid, S. (2025). The Influence of HRM Practices Dimensions on Job Commitment of Culturally Diverse Employees in UAE Multinational Companies. *Ibn Khaldoun Journal for Studies and Researches*, 5(8). <https://doi.org/10.56989/benkj.v5i8.1533>



7. Al Waqfi, M. A., & Forstenlechner, I. (2014). Barriers to Emiratization: The role of policy design and institutional environment in determining the effectiveness of Emiratization. *The International Journal of Human Resource Management*, 25(2), 167-189. <https://doi.org/10.1080/09585192.2013.826913>
8. Alawad, M. (2024). The liberalization of the UAE labor market: towards a progressive and inclusive economy. *Journal of the Knowledge Economy*, 1-27. <https://doi.org/10.1007/s13132-024-02562-z>
9. Almarzooqi, H., & Ab Wahid, H. (2024). The Effect of Organizational Factors on Employee Happiness Among Millennials in the United Arab Emirates Utility Sector. <https://www.naturalspublishing.com/files/published/8074oh4ht848tl.pdf>
10. Alsuwaidi, K. E., & Akmal, S. (2024). Enhancing employee retention in the UAE oil and gas sector: The role of training, intrinsic motivation, and job satisfaction. *International Journal of Academic Research in Business & Social Sciences*, 14(9), 658-672. <https://doi.org/10.6007/ijarbss/v14-i9/22658>
11. Antwi-Boateng, O., & Al Harasi, N. E. S. (2025). The focus and evolution of corporate social responsibility in the United Arab Emirates. *Public Integrity*, 27(3), 222-240. <https://doi.org/10.1080/10999922.2024.2388297>
12. Arab Monetary Fund. (2024). *Labor market policies in the GCC: Comparative analysis*. AMF Economic Research.
13. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
14. AT Kearney. (2024). *Middle East retail market study 2024*. AT Kearney.
15. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501- 517. <https://doi.org/10.1108/13620430410550754>
16. Bain & Company. (2024). *Middle East retail report 2024*. Bain & Company.
17. Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650. <https://doi.org/10.1177/014920630102700602>
18. Barney, J. B., & Arian, A. M. (2001). The resource-based view: Origins and implications for organizational science. *Journal of Management*, 27(6), 625-641. <https://doi.org/10.1177/014920630102700601>
19. Bastian, B. L., & Wood, B. P. (2025). Digitalization and Entrepreneurship in the Arab World. *Entrepreneurship in the Arab World*. DOI: 10.4324/9781003424673-13
20. Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898-925. <https://doi.org/10.1177/0149206306293668>
21. Becker, B. E., Huselid, M. A., & Beatty, R. W. (2009). *The differentiated workforce: Transforming talent into strategic impact*. Harvard Business Review Press.
22. Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. University of Chicago Press.
23. Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
24. Boeing. (2024). *Commercial aviation market outlook 2024-2043*. Boeing Commercial Airplanes.
25. Boston Consulting Group. (2024). *E-commerce evolution in the Middle East*. BCG.
26. Boudreau, J. W., & Ramstad, P. M. (2007). *Beyond HR: The new science of human capital*. Harvard Business Review Press.
27. Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27-40. <https://doi.org/10.3316/QRJ0902027>
28. Boxall, P., Purcell, J., & Wright, P. M. (Eds.). (2007). *The Oxford handbook of human resource management*. Oxford University Press.
29. Braun, V., & Clarke, V. (2019). Reflecting on reflexive thematic analysis. *Qualitative Research in Sport, Exercise and Health*, 11(4), 589-597. <https://doi.org/10.1080/2159676X.2019.1628806>
30. Brewster, C., Houldsworth, E., Sparrow, P., & Vernon, G. (2016). *International human resource management* (4th ed.). CIPD Publications.
31. Bryman, A., & Bell, E. (2015). *Business research methods* (4th ed.). Oxford University Press.
32. Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology*, 33(11), 2244-2266. <https://doi.org/10.1111/j.1559-1816.2003.tb01883.x>



33. Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 305-331. <https://doi.org/10.1146/annurev-orgpsych-031413-091314>
34. Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
35. Cooper, H. (2016). *Research synthesis and meta-analysis: A step-by-step approach* (5th ed.). Sage Publications.
36. Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 5(3), 45-56. <https://doi.org/10.5465/ame.1991.4274465>
37. Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
38. Creswell, J. W., & Plano Clark, V. L. (2017). *Designing and conducting mixed methods research* (3rd ed.). Sage Publications.
39. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>
40. Davenport, T. H., Harris, J., & Shapiro, J. (2010). Competing on talent analytics. *Harvard Business Review*, 88(10), 52-58.
41. Deci, E. L., & Ryan, R. M. (2000). The 'what' and 'why' of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268. https://doi.org/10.1207/S15327965PLI1104_01
42. Deloitte Middle East. (2024). *People analytics maturity model: UAE assessment*. Deloitte Insights.
43. Deloitte. (2024). *Global millennial and Gen Z survey 2024: Striving for balance, advocating for change*. Deloitte Insights.
44. DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421-433. <https://doi.org/10.1037/apl0000085>
45. Dubai Future Foundation. (2024). *Digital HR transformation in the UAE: Sector analysis*. Dubai Future Academy.
46. Dubai International Financial Centre. (2024). *Fintech talent development report 2024*. DIFC Authority.
47. Dubai Statistics Center. (2024). *Dubai workforce survey 2024*. Dubai Statistics Center.
48. Emirates Airlines. (2024). *Annual report 2024: Connecting the world through excellence*. Emirates Group.
49. Emirates Group. (2024). *People and culture report 2024: Building tomorrow's aviation leaders*. Emirates Group Publications.
50. Emirates NBD. (2024). *Digital transformation and talent report 2024*. Emirates NBD Group.
51. Ernst & Young. (2024). *Middle East banking outlook 2025*. EY.
52. Field, A. (2017). *Discovering statistics using IBM SPSS statistics* (5th ed.). Sage Publications.
53. Forstenlechner, I., & Rutledge, E. J. (2010). Unemployment in the Gulf: Time to update the "social contract". *Middle East Policy*, 17(2), 38-51. <https://doi.org/10.1111/j.1475-4967.2010.00437.x>
54. Gartenberg, C., Prat, A., & Serafeim, G. (2019). Corporate purpose and financial performance. *Organization Science*, 30(1), 1-18. <https://doi.org/10.1287/orsc.2018.1230>
55. Gerhart, B., & Rynes, S. L. (2003). *Compensation: Theory, evidence, and strategic implications*. Sage Publications.
56. Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38. <https://doi.org/10.1111/1748-8583.12139>
57. Gulf Cooperation Council. (2024). *Regional retail sector talent mobility report*. GCC Secretariat.
58. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
59. Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672. <https://doi.org/10.2307/256741>
60. International Air Transport Association. (2024). *Middle East aviation market report 2024*. IATA.
61. International Energy Agency. (2024). *Oil 2024: Analysis and forecasts to 2029*. IEA Publications.
62. International Labour Organization. (2024). *Decent work and the 2030 agenda for sustainable development: Gulf states progress report*. ILO Regional Office for Arab States.



63. Iyer, S. S. (2022). Application of digital technologies: integrated blockchain with emerging technologies. In *Handbook of Research on Supply Chain Resiliency, Efficiency, and Visibility in the Post-Pandemic Era* (pp. 267-294). IGI Global Scientific Publishing. DOI: 10.4018/978-1-7998-9506-0.ch014
64. Iyer, S. S., Gernal, L., Subramanian, R., & Mehrotra, A. (2023). Impact of digital disruption influencing business continuity in UAE higher education. *Educational Technology Quarterly*, 2023(1), 18-57. <https://doi.org/10.55056/etq.29>
65. Iyer, S. S., Singh, A. K., Subramanian, R., Reyes Jr, F. E., Khan, F., Tantry, A., & Krishnan, A. S. (2024). The usefulness of big data and IoT/AI at Dubai University. *Kurdish Studies*, 12(2), 6198-6220. <https://kurdishstudies.net/menu-script/index.php/KS/article/view/2828>
66. Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. *Academy of Management Annals*, 8(1), 1-56. <https://doi.org/10.5465/19416520.2014.872335>
67. Kaleem, M. (2019). The influence of talent management on performance of employee in public sector institutions of the UAE. *Public Administration Research*, 8(2), 8-15. <https://doi.org/10.5539/PAR.V8N2P8>
68. Khare, R., Singh, N., & Nagpal, M. (2025). Integrating sustainable HRM with SDGs: capacity building and skill development for ESG implementation. In *Implementing ESG Frameworks Through Capacity Building and Skill Development* (pp. 261-280). IGI Global Scientific Publishing. DOI: 10.4018/979-8-3693-6617-2.ch012
69. Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesimal, S., Klein, P. G., Lee, S. Y., ... Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63-77. <https://doi.org/10.1037/amp0000716>
70. Knowledge and Human Development Authority. (2024). *Knowledge transfer mechanisms in UAE organizations*. KHDA Research Division.
71. Kothari, U., Grandhi, B., & Thrassou, A. (2025). Digital transformation of retail banking in the United Arab Emirates. *Journal of Asia Business Studies*, 19(1), 163-181. <https://doi.org/10.1108/JABS-01-2024-0003>
72. KPMG. (2024). *Sustainability integration in HR practices: UAE case studies*. KPMG Advisory.
73. Kvale, S., & Brinkmann, S. (2015). *Interviews: Learning the craft of qualitative research interviewing* (3rd ed.). Sage Publications.
74. Liu, Y., & Xu, Y. (2025). Strategic talent management in competitive markets: A policy-linked approach to attracting, developing, and retaining key employees. *Lex localis*, 23(1), 159-178. <https://doi.org/10.52152/3159>
75. London, M. (2012). *The Oxford handbook of lifelong learning*. Oxford University Press.
76. Mahama, A. J., & Iyer, S. S. (2023). Circular supply chain case studies in aviation sustainability. In *Handbook of Research on Designing Sustainable Supply Chains to Achieve a Circular Economy* (pp. 351-376). IGI Global. DOI: 10.4018/978-1-6684-7664-2.ch017
77. Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *The International Journal of Human Resource Management*, 28(1), 3-26. <https://doi.org/10.1080/09585192.2016.1244894>
78. McKinsey & Company. (2024). *Global banking annual review 2024*. McKinsey Global Institute.
79. Mellahi, K., & Al-Hinai, S. M. (2000). Local workers in Gulf co-operation countries: Assets or liabilities? *Middle Eastern Studies*, 36(3), 31-42. <https://doi.org/10.1080/00263200008701320>
80. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2005). *Strategy safari: A guided tour through the wilds of strategic management*. Free Press.
81. Mohammed Bin Rashid School of Government. (2024). *Leadership development for Emiratization: Policy brief 2024*. MBRSI Policy Institute.
82. Mounika, V., Ramesha, H. H., & Nagendra Kumar, B. (2025). Strategic talent management for enhanced employee engagement and long-term retention in the technology industry. *Indian Scientific Journal of Research in Engineering and Management*, 8(4), 51876-51885. <https://doi.org/10.55041/ijrem51876>
83. National Human Resource Development and Employment Authority. (2024). *Best practices in Emiratization: A comprehensive study*. Tannia Publications.



84. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human resource management: Gaining a competitive advantage* (12th ed.). McGraw-Hill Education.
85. Noon.com. (2024). *Workplace flexibility and employee engagement report*. Noon.com People Analytics.
86. OPEC. (2024). *World oil outlook 2024*. Organization of the Petroleum Exporting Countries.
87. Paauwe, J., & Boselie, P. (2005). HRM and performance: What next? *Human Resource Management Journal*, 15(4), 68-83. <https://doi.org/10.1111/j.1748-8583.2005.tb00296.x>
88. Page, S. E. (2007). *The difference: How the power of diversity creates better groups, firms, schools, and societies*. Princeton University Press.
89. Patton, M. Q. (2014). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Sage Publications.
90. Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. Free Press.
91. PwC Middle East. (2024). *22nd annual global CEO survey: UAE insights*. PwC.
92. Randeree, K. (2009). Strategy, policy and practice in the nationalisation of human capital: 'Project Emiratization'. *Research and Practice in Human Resource Management*, 17(1), 71-91.
93. Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121-139. <https://doi.org/10.1007/BF01384942>
94. Rynes, S. L., & Cable, D. M. (2003). Recruitment research in the twenty-first century. *Handbook of Psychology*, 12, 55-76. <https://doi.org/10.1002/0471264385.wei1204>
95. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
96. Sharma, P., Singh, B., & Sahni, L. (2025). Harnessing Human Capital: Innovative HRM Practices for Global Competitiveness. In *Innovative Approaches for International Competitiveness Through Human Resource Management* (pp. 615-648). IGI Global Scientific Publishing. DOI: 10.4018/979-8-3373-1005-3.ch025
97. Shneikat, B., Dreisbach, S. M., Elrehail, H., & Alzoubi, A. A. (2023). Achieving sustainable organization: From talent management strategy to employee effectiveness. In *Proceedings of ICBATS 2023* (pp. 173-178). IEEE. <https://doi.org/10.1109/ICBATS57792.2023.10111173>
98. Skytrax. (2024). *World airline awards 2024: Employee satisfaction rankings*. Skytrax Research.
99. Society for Human Resource Management. (2024). *Training investment benchmarks: Middle East edition*. SHRM Global.
100. Tanwar, K., & Prasad, A. (2016). The effect of employer brand dimensions on job satisfaction: Gender as a moderator. *Management Decision*, 54(4), 854-886. <https://doi.org/10.1108/MD-08-2015-0343>
101. Tenakwah, E. S. (2024). Winning the war for talent: How strategic HR is the key to attracting and keeping top performers. *Strategic HR Review*, 23(4), 145-159. <https://doi.org/10.1108/shr-05-2024-0031>
102. Thani, I., Al-Shuaibi, K., Al-Hawaj, A., & Sulaiman, M. (2019). The role of strategic talent management (STM) to enhance jobs performances in oil & gas companies in the UAE: A conceptual framework. *International Journal of Innovative Technology and Exploring Engineering*, 8(6S4), 419-425. <https://doi.org/10.35940/ijitee.f1152.0486s419>
103. The relationship between talent management practices and employee well-being: A case study of Emirates Airlines. (2025). *ANP Journal of Social Science and Humanities*, 6(1), 78-92. <https://doi.org/10.53797/anp.jssh.v6i1.6.2025>
104. Tirtoadisuryo, D., Tarigan, F. P. P., Multazim, A., & Arief, S. (2025). EFFECTIVE HR MANAGEMENT STRATEGY TO IMPROVE COMPANY PERFORMANCE. *International Journal of Humanities, Social Sciences And Business (INJOSS)*, 4(2), 170-181. <https://injoqast.net/index.php/JOSSS/article/view/151>
105. Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, C. E. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Management*, 36(5), 1117-1142. <https://doi.org/10.1177/0149206309352246>
106. UAE Cabinet. (2024). *National human capital strategy 2031: Implementation guidelines*. UAE Government.
107. UAE Central Bank. (2024). *UAE banking sector report 2024*. UAE Central Bank.
108. UAE Government. (2021). *UAE Vision 2071: Creating the world's best country by the centennial of the union*. UAE Government.
109. UAE Ministry of Climate Change and Environment. (2023). *UAE Net Zero by 2050 strategic initiative*. UAE Government.



110. UAE Ministry of Economy. (2024). *UAE economic outlook 2025*. UAE Government.
111. UAE Ministry of Education. (2023). *National STEM strategy 2031*. UAE Government.
112. UAE Ministry of Human Resources and Emiratization. (2024). *UAE labour market statistics 2024*. UAE Government.
113. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188-204. <https://doi.org/10.1016/j.hrmr.2015.01.004>
114. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180. <https://doi.org/10.1002/smj.4250050207>
115. World Economic Forum. (2024). *Future of work report 2024: Middle East perspectives*. WEF Centre for the New Economy and Society.
116. Wright, P. M., & Ulrich, M. D. (2017). A road well traveled: The past, present, and future journey of strategic human resource management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 45-65. <https://doi.org/10.1146/annurev-orgpsych-032516-113052>
117. Yin, R. K. (2017). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.
118. Yunusaliev, N. (2024). Influence of Modern HR Software, Authentic Emotional Storytelling as Well as Clear Values and Vision/Mission Statement of an Employer on Successful Social Media Recruitment Campaigns with a Focus on Gen Z in Germany. *Authentic Emotional Storytelling as Well as Clear Values and Vision/Mission Statement of an Employer on Successful Social Media Recruitment Campaigns with a Focus on Gen Z in Germany (April 22, 2024)*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5118762

Cite this Article: Iyer, S.S., Mahesh, A. (2025). Strategic Talent Management in UAE Industries: Comparative Insights into Attraction and Retention Across Aviation, Oil & Gas, Banking, and Retail Sectors. International Journal of Current Science Research and Review, 8(10), pp. 5062-5080. DOI: <https://doi.org/10.47191/ijcsrr/V8-i10-19>