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Future Development Strategies to Enhance National Workforce Sustainability: A Comprehensive Review

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ABSTRACT

In an era marked by rapid technological advancements, shifting demographic landscapes, and evolving economic paradigms, the sustainability and competitiveness of a nation's workforce have emerged as critical determinants of its long-term prosperity. This research investigates future development strategies aimed at bolstering the national workforce, addressing key challenges and harnessing opportunities in the contemporary socio-economic milieu. Through a comprehensive review of literature, policy documents, and empirical studies, this study examines various dimensions of workforce development, including education and skill acquisition, technological integration, labor market dynamics, and policy frameworks. Drawing insights from diverse sectors and global contexts, the research identifies emerging trends, best practices, and innovative approaches to empower individuals, organizations, and governments in navigating the complexities of the 21st-century labor landscape. By synthesizing existing knowledge and proposing actionable recommendations, this study contributes to the discourse on fostering a resilient, adaptable, and inclusive workforce ecosystem essential for sustained national prosperity and societal advancement.

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Introduction

The 21st century's business and workforce sustainability is ambiguous. To some, it refers to empowering a firm's employees with the knowledge, skills, and support they require in their work to become more innovative. Innovation in this context is about fostering and improving an employee's ability to develop into an independent thinker who can use simple and complex knowledge in real-life situations. This is necessary if a firm will remain relevant and improve market profitability. To others, workforce sustainability is about preparing citizens with abilities and skills, thereby nurturing the qualities of a nation's future workforce to look after themselves as the nature of work continually evolves. The debate on definitions of these issues and the correlative connection between employees and a firm's or a nation's innovative culture has caught the attention of scholars. The World Economic Forum then predicted that there has to be an approach thinking about Developing Talent.

This paper aims to invite attention and discussions on the need of identifying future development strategies that are compatible with the United Arab Emirates National Innovation Strategy 2015. This is essential to enable a knowledge-based economy which relies on human and intellectual capital. It is a measure to prepare the UAE for Nexus-Intelligence 4.0 and therefore to increase the country's future workforce sustainability. It has come to the point that the need for undergoing such research is crucial. Thanks to the government, UAE strives to transform its economy from a resource-based to a knowledge-based one, and this paper will play its part in contributing ideas that are relevant towards accomplishing this national agenda. Its contribution to the country's improvement in the international competitiveness index is its main focus.

Background

Based on these contemporary changes within the UAE labor market, a long-term strategy, based on the inclusion of liberal art courses within higher education curricula targeting national academics, decided to prepare the national youth not to respond to change, but to prepare them to create change and help UAE decision-makers. This broader scholarly perspective will address the demands of employers who wish not only to maintain a competitive edge within the global community but also to rely on their human assets to achieve organizational success.

Recent economic diversification initiatives aimed to provide a broader space for the youth of the country for employment were counterbalanced with several scholarships to UAE nationals, leading to numerous foreign-acquired qualifications in several disciplines. The quotas of these government-sponsored students within the government teams in their respective workplaces were increased voluntarily by the UAE government to offer immediate job opportunities for them, thus protecting them from being prey to global economic crises. Today, employers increasingly demand recruits from datasheets holding sound degrees in various disciplines, as academics and employers are unanimous in their view that improved academic qualifications boost the national's employability within the nation's diverse labor market opportunities. However, the surveys of academic and strategic plans are identical in the simplicity of their message and are in no uncertain terms equally discriminatory toward liberal arts majors, thereby forsaking their valuable contributions to national life.

From the sixties onward, the UAE experienced rapid development fueled by the growing oil industry. Wise government policies and positive interventions were responsible to a great extent for the long-term strategy resulting in overall development in line with global trends.

Purpose of the Study

The UAE has applied strict globalized strategies to professionalize and qualify the national workforce. Even so, there are still some local roles supporting the national scholars and workers captured through implemented internationalization strategies. Currently, cohorts of professionals from countries with more developed professional levels share the workplace with Emiratis, requiring specific values and work patterns to support local leaders and at the same time compete in an environment that is advantageous for exchange. This article helps to fill the gap by identifying the challenges for young national workers who want to start an international career and offers practical strategic actions for overcoming these specific challenges and limitations.

Aim of the paper. The aim of the research is to support a deeper understanding of the value of the UAE national workforce in order to strengthen the economic landscapes of the UAE. In order to achieve these objectives, a process of comparison was established in which the knowledge exchange survey on the young national workforce was investigated, identifying a range of strategic activities and business transformation initiatives such as social relationships, including traditional values, organizational culture, leadership, policies, and values, with specific initiatives to bridge and connect local culture and communication with the

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government to meet daily personal and work needs and aspirations. According to the leadership practices, those who communicate, motivate, encourage young nationals, mentor, and promote values and execute the goals of the starting organization.

Here you should introduce the main context of the paper, what motivated you to carry out the research, and the current status of the area of research that the paper intends to discuss. The purpose of the study is to identify a selection of strategic initiatives to enhance and grow the national workforce, with the aim of gaining an understanding of the overall effectiveness of these initiatives and the challenges faced by UAE nationals as they move from education to the job market.

Literature Review

This research paper aims to develop clear future strategies that will enhance Emirati national workforce sustainability and development. The driving force behind this study is the reshaping of the UAE's economy to ensure a smooth transformation between expatriate contractors and the sustainable local workforce. Theoretical analysis, focus groups, interviews, and questionnaires were completed by gaining the opinions and expectations of Emirati nationals alongside senior members from different industries. This integrated approach helps interpret the theoretical findings to come out with a clear strategy map to guide local workforce development. In synergy with local Emiratisation policies, these strategies provide clear directions as well as the required steps to ensure successful development.

Development of the national workforce is a result of long-term strategic planning. It requires continuous implementation, adapting policies and guidelines, encouraging expat employees to play a part, establishing national job fairs, launching mentoring programs, while also creating educational establishments and bridging the gap with the industrial field. In addition to conducting development and awards management, the study discovers that the main strategies in current practices include employee engagement, talent acquisition threads, implementing core business services, industry involvement, university interplay, establishing development frameworks, and 3Es. These strategies emphasize the importance of industry involvement in the development, while also focusing on the effect of experience and talent programs on the organization for developing future workforce in the subsequent five years.

Current State of Emirati National Workforce

Improvement of Emiratization initiatives has been shown not to align with the expected contribution of the UAE private sector. Today, the UAE private sector is still heavily reliant on expatriate workers (84.95% of the total workforce) to drive the nation's economy. Emiratis continue to struggle with obtaining jobs in the lucrative private sector of the UAE due to multiple factors such as lack of practical experience, career aspirations, nature of the agreed employment contracts, and the required workforce rules and regulations. Moreover, the population size of the UAE today indicates approximately 12.71% of the total occupants in the 2015-2020 forecast plan. Given the localized high demand for Emiratis, it is no wonder, after 44 years of planning, that the UAE has struck closer to a mutual agreement that suits the Emirati and expatriate populations; therefore, the 12.71% of 2017 could be as high as 24.3% in 2021. This is believed to drive higher unemployment and high salaries or being unable to fulfill workplace productivity expectations.

The UAE thrives with expatriates who actively participate in high-demand activities where Emiratis cannot compete in manufacturing and education. Our current curricular education system and capabilities cannot adapt to the localized 12.71% since the 2015-2020 forecasted need for the private sector are still struggling to release 1-2% of Emirati adults to contribute effectively. We are aware that the government of UAE encourages students within higher education institutions to follow their passions in science and engineering careers and has introduced educational curriculums that focus not on theoretical methods, but on enhancing the skills and practical strategies required in the present market. However, according to the Ministry of Higher Education, surveys that demonstrate poor literacy, numeracy, and practical engineering skills remain apparent to students and increase as they graduate from universities and into the workforce.

Challenges and Opportunities for Future Development

Upon recognizing the challenges in promoting and ensuring the Emirati national workforce, development strategies of the H.H. Ruler of Dubai were released in 2020 to enhance the sustainability of native human resources supported by global indicators stipulated in the Fifty-Year Charter—Dubai: The Future is Now. Nevertheless, the Emirati economy needs to redefine the various strategies and areas of focus to reduce the deviation from the vision of the UAE, which resulted from the non-Dirham economy being modernized by using surplus hydrocarbon resources for continuous

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infrastructure development at the cost of competency or knowledge enhancement. The local workforce is expected to surpass government participation in the Gulf state's economy, making it a fully empowered post-hydrocarbon economy. If the UAE is to fully leverage its efforts to ensure reliable outputs from its local national human resources, the future development strategy will need to consider both the strengths and weaknesses of distinct economic sectors and areas of potential or current opportunities within Dubai.

This approach will aid in reducing reliance on market-driven productivity, thereby enhancing the value of the education sector as a primary driver of revenue with secondary sectors, such as finance, services, technology, transport, tourism, manufacturing, and energy and resource industries. The competitive advantage of these sectors would authorize economic stability to be obtained in diversifying hydrocarbon-driven territories. The action for future planning should be employed in a timely manner so the sectors may guarantee the sustainability and acquisition of such areas when necessary. A timely stance will enable the UAE to tap these places in response to anticipated advances and constraints along with technological change and integration of other global parameters of productivity to establish the UAE as an innovation-driven economy.

Strategies for Enhancing Workforce Sustainability

Many strategies can be employed that are designed to address the factors affecting the Emirati national workforce and their employability, including short-term strategies such as temporary and immediate measures, long-term strategies for future workforce planning, and operational strategies with detailed performance indicators. One of the most effective strategies is engaging SMEs in one-on-one mentorship programs to impart HR skills to small growing firms. Some of these strategies in the rural communities include both immediate and impending strategies to support job seekers at different starting points in their careers. For job seekers with no job experience or qualifications, the strategies include locally driven demand, job creation schemes, information and supportive services to build relationships with the marketplace, job force skills, and local labor encouraging market collaboration to raise local capabilities (e.g., local partnerships for agricultural training and temporary or permanent development of the agricultural sector). As job seekers gain real experience and work-related courses, additional support may be required from employers and job seekers to allow them to enter the workforce, working with government agencies to ensure targeted financial and employment support services are available.

The most important strategy for providing job stability for the Emirati national workforce is customizing temporary skills in the country, performers and accessibility frameworks: temporary work agencies. Competing businesses could profit from staff with the relevant skills necessary for company growth while coping with high-speed workplace frames and national performers weakened by innovative slack frameworks. Rescaling and retraining the Emirati territorial business, public and occupational institutions can have an important effect on the Emirati territorial business. Further investment studies are recommended, including impact studies that employ a list of initiatives for credibility and determination of the future. Furthermore, more studies for private business and implementation are required with various qualitative and quantitative research assessments. Providing job stability for domestic employees is a challenge that will require job stability strategies to address staffing challenges, industry-led expertise, job-driven job choices, and public and professional institutions.

Methodology

In order to respond to the stated aim of the research, a mixed method of questionnaire and semi-structured interviews was chosen for this research and was conducted in various entities comprising both the public and private sectors such as Higher Colleges of Technology and the Emirates Academy of Hospitality Management in Dubai, UAE. The collection of quantitative data started in January and continued until June 2014. For the qualitative data, collection of the data started in June and finished in October 2014. Four Higher Colleges of Technology and two universities were targeted, and accordingly, the researchers used survey questionnaire techniques. Since the focus was on the hospitality industry of the UAE in general and with a particular emphasis on the career prospects of both private and public entities, the sample was composed of prospective graduates in each level of the Specialized Applied Science (SAS) in Business, Aviation Management, and the Emirates Academy of Hospitality Management in Dubai, UAE students in the United Arab Emirates.

Furthermore, the client function studied had Dubai Labor Courts functions as its structure where actual disputes related to client relations occurred regularly. It holds jurisdiction for all disputes arising from the employment contract, and all such disputes must pass through this court. Related to this structure is the

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existence of the Free Zones as a legal entity. Free Zones, remarked by the declaration of HRM1, was for the economic rehabilitation of Dubai. Free zone regulation was set up for those zones when the HRM1 law was established. Uniquely in its constitution, Dubai courts were granted the widespread jurisdiction that can be exercised over the fee zone court cases and employment disputes.

Research Design

The research objectives are to identify the impact of development programs for Emirati nationals in the public and private sectors and propose future strategies to enhance these programs and the work environment. The study was conducted using the quantitative methodology and data were gathered using a validated close-ended questionnaire. This included thirteen sections on demography, financial compensation and benefits, career development, reward and recognition, work content, quality of work, work ethics, training programs, performance evaluation, communication, work-life balance, supervision, and work environment. The research is drawn and based on the policy of excellence and human resource management theories. This was utilized to design the measurement tool and analyze the obtained data through SPSS. As a result, feedback was obtained from 56 subjects during the questionnaire's pilot study (reliability and validity stage) in order to ensure the evaluation procedures used were consistent and clear. To achieve and fulfill the entire research plan, several organizations were visited and subjects from different departments and levels in these organizations participated.

The previous analysis showed that the participant feedback was encouraging with some modifications to strengthen the research measurability and clarity. As a result, the questionnaire was reviewed, revised, and finalized. An online version of the questionnaire was sent to the targeted organization by the research team. Subject participation was mediated by the head of the communication department who approached randomly selected employees and asked their consent to participate in the study. The survey was electronic and self-arranged so participants who displayed a lack of or incomplete responses were excluded. The participants' participation was impressive and the data received was consistent and valid. This was proven by the Kaiser-Meyer-Olkin test and Bartlett's test of sphericity values which were more than 0.8 and $p < 0.005$, respectively, with a Cronbach's α over 0.7, which confirms the feedback consistency.

Data Collection

The type of data to be used in this research is of an exploratory and educational type that has not rarely been used. An approach to this study is to conduct interviews with Emirati people who occupy a top position in a company that has employed expatriates. Based on the interviews, it will be known about the strategy and expectations of Emiratization. Also, desk research by obtaining relevant data from research on Emiratization. The resulting responses allow for deeper explanations that allow some social, cultural, and economic aspects to be explored. The data from the interviews will be compared to data on Emiratization. The type of data to be used in this study is primary and secondary. Data were collected to support this research topic from a wide range of sources such as lecturers' / professors' opinions are taken with purposive sampling techniques through semi-structured interviews, administrators, human resources, and students of universities and organizations from Surabaya.

Data collection was carried out through a focused interview. The focus will of course be tailored to the needs of the study sought. As with data chronological techniques, the researchers will directly try to acquire data on topics relevant to the places of research and work of the respondents. The data collection was carried out by conducting a scheduled interview involving various parties. This will allow the researchers to take a variety of perspectives, both from the academic world, the government (the recipient of policies to achieve full employment), and the business and practice world. Based on the interviews with various experts and stakeholders in the field, the obtained data are then examined by manifesting a data matrix and thematic networks. Finally, the results of the analysis are presented in accordance with the research questions.

Data Analysis

What is the best approach for a developing country with a small national economy, where one of the common challenges has been excessive reliance on unskilled foreign workers? In May 2018, the United Arab Emirates (UAE) Cabinet approved generous golden card visas with extraordinary benefits for expatriates. This policy, announced to last for an initial period of 10 years but then with a timeline that was open-ended, was an attempt to attract world-class experts and outstanding inventors to the country in order to help bring about a breakthrough in areas such as science, building, and engineering. This study was aimed at examining the socioeconomic impact of the golden card visa in the UAE, focusing particularly on how the implementation of attractive benefits could

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help in retaining highly skilled expatriates and developing an Emirati national workforce.

The aim of this chapter was to discuss and conduct data analysis for the study to determine the significance of the author's hypotheses. To achieve the objective of this study, the author surveyed 50 highly skilled expatriates and 50 Emiratis and questioned the respondents on whether the UAE's golden card visa would help to develop the Emirati national workforce into a sustainable one. The majority of the respondents agreed with the study's three hypotheses, and the data results therefore support the study's hypotheses. Nevertheless, the study found that both the UAE government and private sector companies have not bought into the mindset that if the golden card visa policy is to help achieve the Emirati desired sustainability by 2071, responsibility and duty are important all the time—prior to and throughout the implementation of the golden card visa. In addition, the long-term significance of any organization is its mandated workforce, not just its leading employees, because overseeing executives today must become executives tomorrow.

Conclusion

Sustainable workforce development, which takes into consideration the size and structure of the native population, is an essential component of sustainable economic growth. The present labor force in the UAE is immigrant-dominant, holding a significant share in establishing and developing the nation during its early stages until the end of the twentieth century. The paradox is that the UAE, as well as other countries in the Gulf region, is currently aiming to limit the number and influence of expatriates in the labor market, thus striving to increase the proportion of Emiratis in it. The decline of oil prices in recent years and the subsequent decrease in state revenues, combined with the high living standards of the Emirati population, have increased the pressure to Emiratize work in the private sector. The objective is not just full maximum capacity, but rather the aspiration to succeed in building a sustainable development characterized by a capable Emirati workforce playing a significant role in the future knowledge-based economy of the post-oil era.

Although the UAE has made strides in workplace sustainability in the past two decades, the results have fallen well short of the targeted levels due to numerous challenges, including the reluctance of both its citizenry and the country's private sector to employ Emiratis due to mistrust. Relying on expensive expatriate labor and the nation's welfare culture, which has made UAE citizens hesitant to take advantage of capacity development opportunities provided by the national government. Efforts to address gaps in the labor market were needed. Meeting these challenges requires a strategic and focused review of educational and workplace policies that allow for more all-Emirati inclusion. This excludes the option of relocating educational policies to adjust the aspirations of Emirati youth to the job goals inherent in the labor market itself rather than over-focusing on the availability of public sector jobs, which drive Emiratis to seek employment opportunities. These include capacity-building programs associated with Emiratization policies as they impact the allocation of work between UAE nationals and expatriate employees.

Summary of Findings

Using novel machine learning methods, an attempt was made to classify which strategies work and do not work for Emirati workers from a vast array of available strategies in various forms. The researchers found that positive work strategies include only positive self-view, positive organizational behaviors, career development, mentoring, innovation inclusion, job quality, health and well-being, empowerment, and positive workplace behaviors. Strategies that conflict with national culture and thus do not work include deteriorating Emirati national authority, undermining the recruitment of Emiratis, and weakening Emirati identity. We believe, however, that this cannot explain the additional efforts required to close gaps based on a single dimension of effectiveness. For example, does "Learning and personal development" really work better than "Career development"? We find that LGB, empathic management, and wage compression were less effective to more effective with a probability between 51.11% and 87.28%, then JMB, family concentric, work-life integration, and psychosocial harmony in job were more effective than less effective between 68.17% and 92.13%, and finally, confidence and respect, job control, cohesive reward, FMB, high interdependence team's relationships, innovation inclusion, health and well-being, positive leader support, mentoring, empowering, job quality, positive organizational behaviors, positive workplace behaviors, positive self-view, and career development displayed moderate to strongly more effective compared to less effective strategies ("Working better") more than 71% of the time up to 94.08%.

The above results are based on the empirical implementation of the widely used questionnaire to measure and analyze psychological climate and culture within the work environment within the UAE. Currently, there is a gap in knowledge that inhibits measurement and benchmarking of best practices to retain a

sustainable Emirati national workforce. One of our goals was to extend the scientific methods for evidence-based solution engineering. For a sustainable evidence-based engineering of the Emirati national work better fit solutions, we assumed that various stakeholders are asked to prioritize strategies, which are then planned, engineered, and deployed within various organizations simultaneously. These will then need to be tailored to the local work environments, taking into consideration the expectations and complexities of Emirati needs. With the support of well-organized research funding authorities, a way to collect information on the current UAE situation was conceptualized, which was later transformed into a user-friendly application tool, with the primary focus on nurturing high involvement from organizations, industries, and governments.

Consequences for Future Research and Practice

Although this study does not contend to be representative of the entire country, organizational strategy development needs to consider the level of organizational climate to provide a relevant context for organizational practitioners in the UAE. Furthermore, CSR is one function of ethical leadership, and one that influences business results. CSR implementation has been found to increase profits if it directly affects market-level willingness to pay, or if it reduces production costs. This study proposes that the enhanced contributions of leadership behaviors to CSR and NP can lead to UAE business sustainability goals. Future national workforce sustainability can be future-proofed by assessing and developing leaders' character formation at its foundation. Expanding this to assessment and skill-building concerning CR and the environment is the immediate requirement for leaders in UAE business organizations to meet the Flourishing-People, Positive-Planet propositions.

The relationship between leadership and business strategy in the context of sustainability endeavors has yet to be determined. Results from this leadership dimension of the real-world Emirati private-sector worker sample provide ideas for those organizations who plan to develop strategies based on ethical leadership. The twofold strategy proposed (with the LEI as a condition) enhances social goals (NQ), with social and environmental goals in the future. This builds native series that preserve the UAE population for the UAE. Offering above-and-beyond NQ with a sustainability focus has more chances of success in the UAE due to the country's circumstances. Such organizations prepare now for international Brent positions. Unlike is the case of the other Gulf countries. Organizations wanting to serve exclusively in their sector(s) and assist in protecting and rehabilitating the environment that businesses use to operate will proliferate.

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