CHAPTER II

REVIEW OF RELATED LITERATURE

2.1 Introduction

The review of literature discusses the works done by the earlier researchers in the field of human resource management practices followed in the construction industry among labour migrants. It provides clear knowledge about the concepts and problems existing related to human resource management practices in the construction sector. Earlier studies conducted in different countries are reviewed and it also includes studies of Indian states and in various parts of Tamil Nadu in the present decade. Overview of review of literature reveals that, the studies related to the HRM practices among labour migrants working in Dubai in the construction industry are rather limited. The present research tries to fill the lacuna in the existing knowledge in the selected area of research. This chapter reviews the literature on labour migration and human resource management (HRM) practices. HRM practices have been reviewed on different individual HRM practices. These HRM practices were obtained from various studies which showed significant effectiveness/anticipated significant effectiveness of these practices on labour migration.

Porter et al. (1976) compare employees who stay with those who quit, in three stages: employees who were to be terminated within 1 to 1.5 months were found to be least committed to their work. Employees who were to be terminated within 2 to 3.5 months were found to be less committed to their
work than workers who were to stay. The difference between the two sets of workers to be terminated is insignificant: if the termination was six months ahead, commitment was found to be the same as that of stayers. The explanation given by Porter et al. (1976) is that safety is more important than the enjoyment of work. Mowday et al. (1982), dispute this, arguing that if two workers have a high level of commitment towards their work the expectation is that they will cling to the job at any point in time, but, if, say, one of the workers loses organisational commitment two months after the data is collected, then the result will be in opposition to the findings. This shift of enthusiasm will affect fellow workers and create problems in maintaining the commitment–turnover relationship.

Affective commitment approach was studied extensively (Mowday, et al., 1979) and organizational commitment was defined as “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al., 1979, p.226). Therefore, a person who is affectively committed or emotionally attached to the organization, believes in the goals and values of the organization, works hard for the organization, and intends to stay with the organization (Mowday et al., 1982).

Werbel and Gould (1984) shows a clear inverse association between management enthusiasm and turnover in his study of nurses, and Cohen (1991) adds that this association is stronger among younger employees (that is, up to 30 years old) than in any other age group. Mathieu & Zajac (1990) and Randall (1990) find that in some studies methodological ingredients, such as creative
look, the operational characterization of organizational commitment, sample choice, and observation tools are all neglected, with the result that there is significant variance in measurement of the extent to which commitment to work affects healthy relationships in organizations.

Based on the exchange theory approach to commitment, Ogilvie (1986) proposed the importance of perceptions of HRM practices by individual employees. Of the few studies, Chang (2005) examined HRM practices as a whole, measured at an organizational level and found significant positive relationship with employees’ overall perception of the organizations’ HRM practices measured at an individual level. Overall perception of employees about the organizations’ HRM practices indicates an employee’s overall perception of the organization’s diverse HRM practices and it was considered an important factor in understanding employee behaviors at the workplace as they are exposed to diverse HRM practices rather than a single practice (Chang, 2005). Secondly, Chang (2005) also examined the effects of overall perception on organizational commitment.

Prior research studied the influence of individual HRM practices on OC: training and OC (Bartlett, 2001), salary levels and OC (Ritzer & Trice, 1969), performance-reward contingencies and OC (Lee, 1971; Rhodes & Steers, 1981), promotion and OC (Kanter, 1977) and profit sharing and OC (Coyle-Shapiro, et al., 2002). Arthur (1994) proposed that specific combinations of policies and practices are useful in predicting differences in performance and turnover. This suggests that, instead of studying the influence of single HRM
practice on employees’ OC, the influence of a combination of specific HRM practices on OC needs to be examined, as an organization uses diverse HRM practices and not a single HRM practice. Therefore, this study uses a combination of eight HRM practices.

Moreover, in this study, instead of asking employees about their overall perception of the organizations’ HRM practices effectiveness, employee perceptions about training, employee perceptions about performance appraisal, employee perceptions about rewards, employee perceptions about benefits, employee perceptions about working conditions, employee perceptions about equal employment opportunity, and employee perceptions about information sharing, was included in the study. Hence, in this study, a combination of eight HRM practices will be used to examine the influence on organizational commitment. 

Eisenberger et al. (1986) suggested that employees’ perceptions of their organization’s commitment to them are referred to as POS (Shore & Wayne, 1993). They proposed “employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well being” (Eisenberger et al., 1986, p.501). The authors used a social exchange framework to argue that employees who perceive a high level of support from the organization tend to feel obligated to the organization, and they not only return the favor in terms of affective commitment, but also by engaging in work related behavior that support organization goals (Eisenberger et al., 1990). The development of an employee’s commitment as a result of an exchange relationship has been extensively studied by scholars (Gouldner,
1960; Rousseau, 1990) and most of the researches in this area have focused on social exchange theory (Wayne et al., 1997). As described by Blau (1964) social exchanges involve unspecified obligations; when an individual does another a favor, there is an expectation of some future return. The future return is based on the individual trusting the other party to fulfill their obligations in the long run (Coyle-Shapiro and Conway, 2005). In relationships based on social exchange, “each party must offer something the other party sees as valuable and each party must see the exchange as reasonably equitable or fair” (Graen and Scandure, 1987, p. 182).

Organisational enthusiasm is related to turnover, as many studies have proven. The potential worth of any interaction involved in creating enthusiasm at workplace is to be nurtured (Blau and Boal, 1987). Their report considers that the conjunction of the many initiatives nurtured at a single place of work to facilitate this enthusiasm is unique. For example, employees who show high job nurturing enthusiasm are usually least prone to quit their company as they are committed to the management and have freedom while involving themselves in their work. Blau and Boal (1987) term those employees who have more responsibilities but less commitment towards their work ‘lone wolves’, who are likely to resign. Corporate employees have a tendency to identify themselves with the organisation in which they work, and are less prone to resignation than lone wolves.

In a similar study, Koys (1988) found that employees’ organizational commitment was related to their perceptions that the organization used their
HRM practices to attract and retain good employees and to be fair in their
treatment of employees. Based on these findings Meyer and Smith (2000)
suggested that the assumption of a direct influence of the implementation of a
particular HRM practice on employees’ organizational commitment cannot be
made. Instead, the implementation of a particular HRM practice may make
employees think about the actual motive of the organization. Employee
perceptions about the motive of the organization may have a direct influence on
their commitment level. Hence, commitment might be influenced more by the
message that HRM practices send to employees than by the HRM practices
themselves (Guzzo & Noonan, 1994). Thus, according to the literature
employee perception that the organization is committed to them through their
HRM practices may result in an increase in POS. An increase in POS can make
the employees feel obligated and they might return the favour in terms of
higher organizational commitment, thus indicating that an increase in POS
might result in an increase in OC.

Blau and Boal (1989) find that the relationship between management
commitment and turnover goes well beyond the major effects of gender,
marital condition, enthusiasm, tenure, and job involvement. Beneath the related
evidence Blau (1986) and Mathieu and Zajac (1990) absenteeism was checked
by making the commitment of the employee to the organisation more effective.

Bartlett (2001) explored effects of training on organizational
commitment and found that perceived access to training produced the highest
correlations with OC. The results showed that employees perceived the
availability of training as support from their employer, which made them more committed to their organization. A significant positive relationship was also reported between OC and perceived support for training from colleagues and management. The results implied that employee perceptions, that the management strongly supports training programs, influence employee attitude and their participation in training.

Psychological Contracts (PCs) are an individual’s belief regarding the terms and conditions of an exchange relationship between the employee and the organization (Rousseau, 1989). The psychological contract is a form of employee-employer exchange which focuses on mutual obligations between an employee and his or her employer. “Contract” pertains to relations between labor unions and organizations employing union members whereas “PC” is another less formal contract that underlies the relationship between every employee and their organization (Sims, 1994). Unlike formal employee-employer contracts, the PC is inherently perceptual and therefore one individual’s interpretations of the terms and conditions of the obligations within the contract may not be similar to the other individual (Kickul et al., 2004).

Scholars have given considerable attention to the study of OC, and many conceptualizations and measures have been proposed and tested (Meyer & Allen, 1991; Shore & Wayne, 1993). Commitment has been conceptualized in two general themes, affective commitment and continuance commitment (Meyer & Allen, 1984). Affective commitment is defined as “an affective or
emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization” (Allen & Meyer, 1990).

Kopelman, Brief, and Guzzo (1990) and Kerr and Slocum (2005) argue that the culture and core values present within an organisation can have a direct influence on employee retention. An organisation’s values are at the heart of many activities that take place within their value chain, especially human resources activities such as employee selection, retention, training and development, and compensation systems. Different strategies within these policies can profoundly affect the way in which employees react to work challenges, and their levels of commitment to the organisation as a whole.

Based, on the social exchange framework, Eisenberger et al. (1990) suggested that perceived organizational support (POS) is an antecedent of organizational commitment. Thus employees tend to seek a balance in their exchange relationships with their organizations, by having their attitudes and behaviors based on their employer’s commitment to them individually (Eisenberger et al., 1990). According to Wayne et al., (1997), employee perceptions of being valued and cared about by their employers also enhances employee’s trust that the organization will fulfill its exchange obligations of recognizing and rewarding desired employee attitudes and behavior. Thus Eisenberger et. al. (1986) argued that these employee beliefs, based on employee perceptions of the organization’s commitment to them, contribute to the employee’s commitment to the organization. Therefore, the literature
provides considerable support for the positive link between POS and OC (Eisenberger et al., 1986; 1990; Shore & Wayne, 1993). Therefore, the following hypothesis is proposed.

Continuance commitment is defined as “a tendency to engage in consistent lines of activity (Becker, 1960) based on an individual’s recognition of the costs (or lost side bets) associated with discontinuing the activity” (Allen & Meyer, 1990). This construct was more appropriately defined by Kanter (1968) as “cognitive-continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving”. Therefore, affective commitment is emotion-based view of organizational commitment while continuance commitment emphasizes more on the calculative aspect of a relationship between employees and an employer (Meyer and Allen, 1984). The calculative aspect of the employment relationship can be explained by individuals’ intention to stay with their current employers based on perceived economic advantages accumulated in their current job, relative to alternate employment opportunities (Becker, 1960; Meyer and Allen, 1984). Allen and Meyer (1990) proposed that continuance commitment develops on the basis of two factors: number of investments (side-bets) individuals make in their current organization and perceived lack of alternatives. These investments can be anything that the individual considers valuable (e.g., development of organization-specific skills or status, use of organizational benefits such as reduced mortgages, contributions to no vested pension plans, etc.) that would be lost by leaving the organization, which
makes the employees perceive those investments as costs associated with leaving their current job, which in turn makes them stay with their current employers (Meyer and Allen, 1984). Similarly, lack of employment alternatives also increases the perceived costs associated with leaving the organization and therefore increases the continuance commitment of employees to the organization (Allen and Meyer, 1990). Meyer, et al., (1989) argued that an employee with a strong affective commitment remain with his or her organization longer because he or she wants while an employee with a strong continuance commitment stay with the organization because he or she needs the employment for economic reasons. Although there are several conceptualization and measures to OC research and there are several different definitions of OC, these various definitions and measures share the common theme of psychological attachment to an organization that means a psychological bond linking individuals and their organizations (O’Reilly and Chatman, 1986). According to Mowday et al., (1982), employees who are committed to an organization tend to strongly believe and accept the organization’s goals and values exert considerable effort on behalf of the organization and maintain membership in the organization. Thus, organizational commitment not only enhances employee intentions to exert effort on behalf of an organization but also influence employees’ intentions to stay with the organization.

An employee’s commitment to an organization develops as a result of an exchange relationship (Gouldner, 1960; Shore and Tetrick, 1991). This
exchange relationship has been investigated in the light of social exchange theory (Blau, 1964; Gouldner, 1960; Rousseau, 1990). According to Blau (1964), social exchanges entail unspecified obligations, in which an individual does another a favour and there is an expectation of some future return, though the time of occurrence and the form is often unclear. Social exchanges may also involve reciprocity (Blau, 1964) which has been defined as the norm which obligates the recipient of benefit to repay the donor in some way (Gouldner, 1960). Therefore, employee-employer relationship might be viewed as social exchange. The employer may acknowledge the employee’s efforts by offering opportunities and benefits, and in return for these opportunities and benefits, employees may feel obligated to reciprocate and may become more committed to the organization (Tansky and Cohen, 2001). Eisenberger et al., (1986) suggested the importance of reciprocity for developing organizational commitment and argued that employees tend to commit to their organizations if they see that their efforts are acknowledged and reciprocated.

HRM practices and policies have been suggested as influencing factors to increase OC among employees (Ogilvie, 1986; Meyer and Smith, 2000; Arthur, 1994). Based on social exchange theory, Ogilvie (1986) proposed that employee’s perceptions of HRM practices reflect a sense of reciprocity and the level of organization’s commitment to the employees when an employee feels that the organization cares about their welfare and recognizes their contributions. Consequently, it leads to the belief that the organization will provide a variety of symbolic and tangible rewards in exchange of their efforts.
and commitment. Hence HRM practices are proposed as a practical approach to develop employee commitment and found significant positive relationship between HRM practices and OC. Indeed OC was found to have a positive relationship with training (Bartlett, 2001; Tannenbaum, et al., 1991), salary levels (Ritzer and Trice, 1969), performance-reward contingencies (Lee, 1971; Rhodes & Steers, 1981), promotion (Kanter, 1977) and profit sharing (Coyle-Shapiro, et al., 2002).

Grievance system and suggestion system effectiveness were included in this study as information sharing. The effect of information sharing on OC got more support from a study by Kinicki, et al. (1992). The results showed that employee work attitudes (OC) are influenced by actual human resource programs. Building on their results, the authors proposed that along with using other HRM practices (training, staffing, etc.), when an organization shares information with its employees and asks for employee suggestions, employees tend to believe that the organization supports them and are committed to them (POS). In turn, this positive impression results in positive employee attitudes. Therefore, information sharing was included in this study as the literature provided support of its significant effectiveness on OC and POS.

Arthur (1994) reported that organizations with “commitment” human resource systems, emphasizing the development of employee commitment, had higher productivity measured with lower scrap rates and lower employee turnover than firms with “control” systems, emphasizing efficiency and the reduction of costs, when he collected data from 30 steel mills. Thus, previous
studies have mostly reported the effect of HRM practices on firm performance and very few on employee attitudes (Arthur, 1994; Batt, 2002; Huselid, 1995).

Specific terms of the contract may vary depending on individual’s goals and goals and challenges of organizations (Shore and Tetrick, 1994). PCs can be operationalized from the perspective of the employee, the employer or both (Hui et al., 2004). However, this study concentrates only on the employees’ perspective. Researchers have increasingly adopted social exchange as a theoretical foundation for understanding employee-employer relationships (Coyle-Shapiro & Conway, 2005). According to Blau (1964), social exchanges entail unspecified obligations, in which an individual does another a favour and there is an expectation of some future return, though the time of occurrence and the form is often unclear. A social exchange is based on implicit obligations and trust (Tansky and Cohen, 2001). Social exchange has been defined as cooperation between two or more parties for mutual benefit (Robinson et al., 1994). An employer may acknowledge an employee’s efforts by offering opportunities and benefits, and in return for these opportunities and benefits, the employee may feel obligated to reciprocate and may become more committed to the employer (Tansky and Cohen, 2001). Using this social exchange framework, PC research investigates “the consequences of perceived contract fulfilment or breach (i.e., the extent to which the employee believes the other party has fulfilled or failed to fulfil one or more of its promised obligations) on employee attitudes and behavior” (Coyle-Shapiro and Conway, 2005, p. 775). PCs have two forms, transactional and relational (Guzzo and
Noonan, 1994). Transactional contract refers to a short-term exchange of specific benefits and contributions that are highly monetary or economic in focus, whereas relational contract refers to a long time arrangement without specific performance-reward contingencies with primary concern of a satisfying relationship between employees and employers (Guzzo and Noonan, 1994; Hui et al., 2004). PCs can be either transactional or relational, but Guzzo and Noonan (1994) argue that PCs include both the forms although they vary in proportion. Prior studies have reported a positive relationship between perceived contract fulfilment and employee’s organizational commitment (Coyle-Shapiro, & Kessler, 2000; Pathak et al., 2005) whereas a perceived contract breach resulted in reduced organizational commitment (Guzzo and Noonan, 1994).

A PC is created when organizations and their representatives convey promises of future inducements (hiring, training, job security, promotion etc.) to the employees in exchange for some contribution from the employees (e.g., meeting goals, learning new skills, etc.) which help them understand terms of their employment (Rousseau and Greller, 1994). Thus, Rousseau and Greller (1994) proposed HRM practices as contract-shaping events.

Guzzo and Noonan (1994) considered HRM practices as a communication channel between employer and employees. The authors further argued that the communication may be interpreted differently by individual employees, and those judgements of the extent to which one’s PC is being fulfilled can be expected to influence their commitment to the organization and
their intentions to quit. The transactional-relational balance within the PC also depends on the HRM practices and benefits that the organization provides an employee (Guzzo and Noonan, 1994). Guzzo and Noonan (1994) argued that the practices which are limited to basic, work related needs concern the transactional portion of PC whereas practices that go beyond employees’ basic needs and that are not in the employment agreement contribute to the relational portion of the PC. Therefore, it has been argued that HRM practices can send strong messages to individuals regarding what an organization expects of them and what they can expect in return, and hence HRM practices are seen to play an important role as message senders, shaping terms of the psychological contracts (Rousseau and Wade-Benzoni, 1994). Hence, a major function of HRM practices is to foster an appropriate PC (Rousseau and Greller, 1994), and employee interpretations of their employer’s HRM practices may affect their psychological contract with their employer, and ultimately their perception of contract fulfilment or breach may affect their commitment to their employer.

Turnover models have been extensively studied, and scholars have provided strong support for the proposition that behavioral intentions (intention to leave) are the most immediate determinant of actual behavior (turnover) (Igharia and Greenhaus, 1992; Lee and Mowday, 1987). Scholars have recommended using intent to leave attitudes rather than actual staying or leaving behavior because it is relatively less expensive to collect data on turnover intentions than actual turnover (Udo et.al., 1997). Prior researches also
have reported a positive relationship between intention to leave and actual turnover (Igharia and Greenhaus, 1992; Udo et al., 1997).

In organisations in the UAE, it is important to consider employee turnover rates in both private and public sectors. Although employees are given some minor benefits in the public sectors, these do not satisfy them greatly. In the private sector, although wages and income levels are high, there is always the fear of insecurity and job loss. For these reasons, employee turnover rates are higher in the private than in the public sector. Turnover rates differ in the manufacturing and service sectors. Employers and business owners do not focus on this critical issue, apparently not realising how destructive the effect of turnover is on the productivity of their organisations. Much research explores UAE organisations, but little is available on employee turnover and its causes.

However, all the above studies and most of the research in this area have concentrated on individual HRM practices. Wilkinson, et al. (1996) argued that specific styles of HRM are not appropriate in all circumstances. Ogilvie (1986) suggested that commitment levels could not be changed by a single HRM practice such as a training program or a new benefit program. HRM practices can best influence commitment levels when they are a part of a systematic program. Some studies have focussed on specific configurations or systems of such practices (Arthur, 1994; Becker and Gerhart, 1996). HRM practices affect organization performance greater when they are integrated and implemented together (Pathak, et al., 2005). Huselid (1995) analyzed the firm
level impact of HRM practices as a system, and found a strong relationship of high involvement HRM practices with organizational performance. A commitment HRM bundle includes diverse practices such as training, sharing information, employment security, performance based compensation, employee participation, and ensuring employees’ well-being (Chang, 2005).

Arthur (1994) suggested that traditional HRM practices focuses on reducing direct labor costs or improving efficiency whereas commitment HRM practices focuses on developing committed employees. MacDuffie (1995) argued that the bundle of commitment HRM practices would significantly enhance employees’ perceptions of HRM practice effectiveness, because the overall perception indicates an employee’s perception regarding diverse HRM practices instead of single HRM practice. According to Chang (2005), the overall perception of employees may be an important factor in understanding employee behaviors at the workplace because they are exposed to diverse HRM practices rather than exclusively to a single practice. Thus, an organization tends to enhance employment relationships through its commitment approach by including diverse HRM practices such as training, compensation, benefits, bonus, participation, advancement opportunities and job security (Arthur, 1994; Chang, 2005; Kinicki et al., 1992; Macduffie, 1995). An organization also expresses its commitment to the workforce through its HRM practices (Chang, 2005). Levinson (1965), argued that employees tend to view the behavior and actions of organizational agents as actions of the organization itself. Eisenbeger et al. (1990) found that,
employees’ beliefs that the organization was committed to its human resource programs made them more committed to their organization. Thus HRM practices are a way in which an organization displays commitment to its employees (Kinicki et al., 1992). Prior studies showed that organizational commitment is influenced not only by HRM practices but also by employee perceptions of these practices (Chang, 2005; Kinicki et al., 1992). Employees’ perceptions of an organization’s commitment to them are referred to as perceived organizational support (Eisenberger et al., 1986). Therefore, HRM practices may have a direct relationship with perceived organizational support. Recent empirical research has also established a positive relationship between HRM practices (training, developmental experiences and promotion) and POS (Wayne et al., 1997). The study was based on two key types of human resource practices. First was discretionary practices that imply an organization’s investment in employees (e.g., time off for education). Wayne et al. (1997) considered training and development as a type of discretionary organizational investment and called it developmental experiences. Second was organizational recognition (e.g., salary increases). According to Wayne et al. (1997) employees perhaps considered promotion to a higher position associated with an increase in salary, as the best way by which an organization could recognize employees’ accomplishments. Therefore, the literature provides considerable support for the positive link between HRM practices and POS (Chang, 2005; Kinicki et al., 1992; Wayne et al., 1997).
In spite of this evidence of the significant impact of HRM practices on POS, this relationship has not been studied in detail. Along with developmental experiences and organizational recognition, influence of other HRM practices (staffing, information sharing, good and safe working conditions, equal employment opportunity, etc.) also needs to be examined.

Secondly, employees’ overall perception of HRM practices effectiveness as a predictor of OC and POS may not be useful for the academicians and the industry, as it will be difficult to figure out which HRM practices are working for the organization and which are not. Therefore, use of a combination of HRM practices (HRM bundle) is recommended. Hence a combination of eight HRM practices was included in this study to examine the influence of HRM practices on POS and OC. More importantly, the extent of the impact of each HRM practice on POS and OC will be examined, to find the best HRM practices which will have greater impact than other HRM practices.

Although, previous studies have suggested that HRM practices are related to OC, some scholars have found that these relations are not necessarily direct. Kinicki et al. (1992) found that the relationship between HRM practices and work attitudes were mediated by employee perceptions of an organization’s commitment to its human resource practices that benefit employees.

Sriyan de Silva (1997) this paper deals with four main themes. First, why and in what sense industrial relations (hereinafter referred to as "IR") and human resource management (hereinafter referred to as "HRM") are changing
at least in respect of their focus and in some respects their role. It also covers current or emerging issues in both fields. Second, the influences which have shaped IR outcomes in Asia are discussed. The third addresses the differences and conflict between IR and HRM and the potential for reducing such differences and conflict. The final theme deals with some current and future issues - for employers but not only for them.

**Thompson, Beauvais, and Lyness (1999)** address the ways in which an individual’s work–life balance can influence performance at work. They introduce the concept of work–family culture. This notion has three dimensions: managerial support for work–family balance; the impact of accepting work–family benefits on an individual’s career and personal development opportunities; and the ways in which expectations that an organisation places upon an individual can interact with their ability to maintain personal commitments. Employees who work within an organisational culture that truly supports a work–family balance will be likely to make use of the family-friendly benefits on offer without fearing that taking advantage of such schemes will have a detrimental effect on their career (Thompson, et al., 1999). A similar concept developed by Allen (2001) looks at organisational family support and states that organisational culture will be affected by the organisation’s interest in helping employees achieve a true work–life balance (Allen, 2001).

Much research indicates that an organisation’s commitment to family needs and work–life balance will ultimately impact upon the commitment of
their employees and the retention rate (Haar & Spell, 2004; Rothbard, Phillips, & Dumas, 2005; Wang & Walumbwa, 2007). For example, one case of the type of support mechanisms that organisations can use to assist their employees to marry their personal and work demands is flexible working schedules, which Casework and Viator (2006) argue is one of the most effective policies for reducing employee turnover.

As supported by Lee and Lee’s (2007) work, the effect of HRM practices on business performance such as training and development, teamwork, compensation/incentive, HR planning, performance appraisal, and employee security helps improve firms’ business performance including employee’s productivity, product quality and the firm’s flexibility.

The overall purpose of HRM is to ensure that an organisation is able to achieve success through its people (Armstrong, 2009; Storey, 1992). A common theme in HRM literature has been the take-up of ‘new style’ HRM practices designed to achieve high levels of employee performance, flexibility, and commitment (Bach & Sisson, 2000). This means that contemporary HR practices have a much more direct relationship to organisational policymaking and performance issues than was the case with traditional approaches to personnel management (Bach & Sisson, 2000).

In organisations or firms, human resource management (HRM) practices function as a mediator between HRM strategies and HRM outcomes. Sheppeck and Militello (2000) divide HRM strategy into four groups: employment skill and work policies, supportive environment, performance
measurement and reinforcement, and market organisation. Guest (1997) divides it into three categories, differentiated by innovation, focus on quality, and cost reduction. There are many other definitions in previous research on HRM strategy, but all strategies are intended to achieve the same organisational goal. Sivasubramaniam and Kroeck (1995) and Guest (1997) consider the various perspectives on human resource management from the point of view of fit or integration. They suggest that various types of human resource management can be classified as having internal or external fit. External fit explains HRM as a strategic integration, whereas internal fit is an ideal of practices. Several researchers have tried to examine which fit is appropriate. Youndt et al. (1996), who observe external fit, produce results that show more particular fit between high performance HRM practices and quality strategy. Stavrou-Costea (2005) argues that effective human resource management can be the determining factor for the success of a firm.

Sheila M. Rioux (2000) Development Dimensions International (DDI) understands how difficult it is to keep up with the changing face of human resources; they keep track of new trends in order to keep our clients as well as the industry in general informed. Our clients, in particular, frequently ask us for benchmarking data and thought leadership on issues such as leader development, advanced learning technology, performance enhancement, workforce effectiveness, selection, promotion, and succession management. In addition to our established methods for tracking such trends, we began the DDI HR Benchmark Group. The group is an alliance of organizations committed to
sharing information and benchmarking current HR practices. These organizations, an international mix of DDI clients and non-clients, have agreed to respond to periodic surveys in order to provide current information in various areas of human resources. The organizations represent a geographical and industry cross section. Participation allows organizations in this alliance to provide current data through our surveys, to receive the results, and to help us choose future survey topics. The approach is systematic and easy, and response and interest have been outstanding. Many companies are focusing on developing their global talent internally, rather than seeking it from the outside labor pool. International assignments provide development opportunities for global leaders to expand their education and experience with different business challenges and cultures. Most of the international companies surveyed (83 percent) use expatriate assignments. International assignments generally last 1–5 years, with an average duration of 2.65 years.

Greater use of high commitment HR practices is likely to have two broad effects. First, as previous research suggests high involvement in or high commitment to work practices enhances employee retention (Arthur, 1994; Huselid, 1995; Shaw, Delery, Jenkins, and Gupta, 1998). At the same time, greater use of these practices may increase firms’ exposure to distributions associated with the loss of employees (Guthrie, 2001).

Hom and Kinicki (2001) point out that labour market variables influence employee turnover. One of the most important peculiarities of the modern labour market and labour relations is the absence of significant social
guarantees in the case of layoffs. This means that, to be effective in the labour market, employees need the capacity to learn, train, and adapt to new situations; and where such conditions are provided by the firm they become a good precondition for retention. As Schevish argues, good local labour market conditions improve organisational stability (Schervish, 1983).

Tanmia’s CLMRI report of 2002 states that there was no training-based career culture in the UAE because such jobs were filled by expatriates (Abdelkarim and Haan, 2002). Training was introduced for new technology, but not for already-present human resources on any long-term basis. Programs have been duplicated naturally because of insufficient instruction is provided trainers. Certified employees of business organisations question the value of the programs that are available, although those in English and information technology are taken up by these institutions. There is wide variation in the quality of courses, but they are still considered the best way to impart training.

Emebet Kebede (2002) this working paper is based on one of the country case studies. The countries covered included Bolivia, Costa Rica, Italy, Japan, Nicaragua, Ethiopia, Nigeria, the Philippines, Sri Lanka and the United Arab Emirates. The focus was on the situation of the women migrant workers in their families, workplaces, communities and societies in sending and receiving countries and also on the initiatives, policies and programmes, “good” and “bad” practices implemented by government, private recruitment and employment agencies and a wide range of social actors to assist and protect women migrants against exploitation and abuse and to prevent them from being
trafficked. The case studies represent a collaborative effort between the Gender Promotion Programme and the International Migration Branch, as well as a number of Areas and Regional ILO Offices. Katerine Landuyt had main responsibility for commissioning the case studies. Tanja Bastia provided technical guidance to the national consultants, while Minawa Ebisui and Tiina Eskola provided editorial and formatting assistance.

The gap between the demand for skilled labour and the available human resources has not been bridged by the government even after the establishment of the Institute of Administrative Development and the General Information Authority. UAE’s long-term needs for human skills has been taken up by the government, which is making a concerted and coordinated effort to provide the necessary education and training initiatives, according to Han and Abdelkarim (2002).

As discussed in the early section, organizational commitment has been extensively studied by scholars (Meyer and Allen, 1984; 1987; 1991) and it has been conceptualized and measured in various ways, but common to all the conceptualizations of commitment is a link with turnover that employees who are strongly committed are those who are least likely to leave the organization (Allen and Meyer, 1990; Tett and Meyer, 1993). There has been several studies confirming the important role of OC in influencing turnover intentions (Udo et al., 1997) and that OC is negatively related to turnover intentions (Igharia and Greenhaus, 1992; Loi et al., 2006; Meyer & Allen, 1997; Meyer et al., 1993.
So far, as noted by Legge (1998), the high commitment approach has principally been tested in private sector manufacturing organisations. Little attention has been given to evaluating their effects on performance in public sector organisations (Gould-Williams, 2004) or in economies such as the UAE’s. This is a significant omission in light of the claim that these practices are ‘universally applicable’ (Wood, 1995, p. 57). The present research examines whether the positive effects of high commitment HRM practices reported in private sector organisations are replicated in public organisations (Gould-Williams, 2004) in the UAE. This study goes some way to supplying the lack of research into the supposedly universal application of these HR principles.

Globally competing organisations are always on the lookout for the larger piece of the market share; however, this depends on employee loyalty and low turnover rates, as well as on hard work, increased productivity, and superior quality (Al-Kahtani, 2002).

Changing market relations as a result of globalisation, and flexible labour regulations and markets, pose new challenges to HR specialists who must develop effective policies and procedures with a view to creating favourable conditions for employees, to avoid suffering significant losses in human capital. This challenge is complex in the UAE because of the influence of Islam, where the type of work, sector of employment, and social interactions determine the social status of a person (Mellahi, 2007), possibly to a larger
extent than in other cultures; and where employees demand concessions not commonly found, such as flexibility in hours (Nelson, 2004).

According to Pong-Sul Ahn (2004), Poverty continues to act as a push factor for migration. As this paper highlights migration, however, has some benefits as well as dangers for both sending and receiving countries. The migrants themselves are often those who are on the losing side in terms of poor working conditions, exploitation and even trafficking. This needs not be so. The ILO approach is to create decent jobs and attack poverty in those countries that have traditionally been the source of migrant labour. The foundations of our approach are respect for equal rights for immigrant and native workers, solidarity and cooperation between nations (including a serious increase in development aid), and the battle to eliminate exploitation and human trafficking and to eradicate child labour. Migration is considered as part of a strategy for growth and development by many countries, both in the North and the South. What has to be done is to make sure that it takes place in a manner that fully respects the fundamental human rights, failing which it will merely bring about human suffering and undermine society. The rate of ratification of ILO conventions designed to protect migrant workers is not encouraging. Two ILO Convention, No. 97 and No. 143, are aimed in particular at migrant workers. So far they have only been ratified by 42 and 18 countries respectively. This would represent a first step in protecting own workers. Trade unions have a major role to play in defending and promoting the rights of migrant workers. This publication offers suggestions and proposals based on
the experience of the trade union movement. Trade union action can and does make a difference. Solidarity works.

**Brigitte Suter (2005)** Massive recruitment of foreign labour occurred in all Gulf States since the beginning of oil exploitation in 1973. In the United Arab Emirates (UAE) the foreign population accounted for up to 75 per cent of the total population and up to 90 per cent of the labour force in 2000. Even though the migration system is of temporary character, many foreign workers spend dozens of years in the country. This study aims to reveal two fundamental issues. On one hand, it will be shown why a sample of migrant workers came to the United Arab Emirates. Contemporary theories on international migration will be presented to analyze the results of the field study undertaken during four weeks in the emirate of Dubai. On the other hand, living and working conditions for those migrant workers in the UAE are presented. Formal regulations and international conventions are compared to the actual practices in the UAE.

**Chang (2005)** argued that employee organizational commitment was increased because of the commitment to HRM practices send messages to employees about the organization’s commitment to them, which in turn makes the employees more committed to their organizations. Despite the strong impact of HRM practices on employee commitment, very few researchers studied the relationship of HRM practices and OC (Arthur, 1994; Chang 2005; Meyer & Smith, 2000; Ogilvie, 1986). Rather most of the research has
emphasized the effect of HRM practices on organizational performance and very few on individual behaviors.

Eight HRM practices were obtained from other studies which showed significant effectiveness/anticipated significant effectiveness. Recruitment and selection, training and development, equal employment opportunities, and good and safe working conditions were included in the Edgar and Geare’s (2005) study of the influence of HRM practices. It was found that all four HRM practices had a significant positive relationship.

Performance appraisal effectiveness was included from Chang’s (2005) study of the influence of employees’ overall perception about the organization’s HRM practices on OC. It was found that employees’ beliefs that the HRM practices of the organization were effective, resulted in higher OC. Performance appraisal effectiveness was one of the factors included in the study along with training effectiveness, staffing, grievance system and suggestion system effectiveness.

Changes in the world economy, the decline of manufacturing, and the growth of IT and the service sectors have disrupted a long tradition of life-time employment in industrialized countries. They have forced changes in the relationship between companies and their employees (Pellegin, 1994). Ensuring the implementation of best HRM practices and procedures which are relevant to securing employee retention requires new approaches to career development, even in developed countries. The life-long employment model required a
framework of permanent rewards for workers based on seniority, loyalty, and performance.

Kerr and Slocum (2005) argue that the culture present in an organisation will have an influence on the type of employees that the company successfully retains. They believe that organisations that stress collective teamwork and responsibility while nurturing a sense of respect for one another will engender higher degrees of loyalty and higher levels of employee retention, regardless of the performance of the individual within the team unit. On the other hand, organisations that focus on individual performance and monitor achievements at individual level will be more appealing to entrepreneurial employees who operate for their own benefit and do not feel any loyalty to the organisation. In this situation, they argue, it is more probable that weak performers will leave the organization while strong performers remain, up to the point where they can achieve better rewards elsewhere. According to Kerr and Slocum (2005), employee retention rates of both strong and weak employees will be uniformly high in some organisations and varied in others.

The book by Pawan S. Budhwar et.al (2006) the objective of this book is to provide the reader with an understanding of the dynamics of HRM in fourteen countries in the Middle Eastern region: Iran, Oman, United Arab Emirates, Kuwait, Saudi Arabia, Qatar, Jordan, Turkey, Israel, Egypt, Sudan, Tunisia, Algeria and Morocco. It is intended that the reader acquires not only an understanding about the HRM functions in these countries, but also more
awareness of the diverse and unique configurations of national factors (cultural, institutional and business environment) which dictate HRM in cross-national settings. Such awareness will enable the reader to better understand the ‘context-specific’ nature of HRM in these countries and the need to acknowledge the strength of cross-national HRM differences. The main reasons that gave birth to this book include the scarcity of a single volume that highlighted the scenario of HRM in the Middle Eastern context that can be used on relevant courses. His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE vice-president and prime minister and ruler of Dubai, declared in 2001, ‘We must ease the lives of people and businesses interacting with the government and contribute in establishing Dubai as a leading economic hub’.

**Priyanko Guchait (2007)** the purpose of the study was to examine whether HRM practices influence employees’ organizational commitment, perceived organizational support, and psychological contracts; whether perceived organizational support and psychological contracts have relationship with organizational commitment; and whether organizational commitment influence to lower intention to leave. The total number of variables in this study was 18 (eight HRM practices, POS, PCs, OC, intention to leave and six demographic variables). The sample size of 131 in this study met the minimum requirement. Although, the sample size in this study meets the minimum requirement, the sample may not be representative of the population. Therefore, the findings of this study may not be generalized to the population. Therefore, it is recommended to apply the small sample size when results are
interpreted. The interesting finding of this study is the significant direct effect of HRM practices on OC, but out of eight HRM practices only performance appraisal emerged as a significant predictor of Organisational Commitment. The effect of HRM practices in a bundle is important because an organization uses several HRM practices and not a single HRM practice. These findings suggest that HRM practices are important determinants of Organisational Commitment. The findings are consistent with a study by Edgar and Geare (2005) which suggests that it is the quality of practice that counts and not the quantity. As suggested by Edgar and Geare (2005) HR managers need to conduct regular attitudinal surveys to assess employee reactions to current HRM practices and try to find out what is working and what is not.

An exploratory study Jasim Al-Ali (2008) of the views of 20 senior HR managers of statutory organisations in Dubai, with response rate of 85 per cent. Focused 13 variables were identified that have a significant impact on UAE nationals in the workforce. Based on these variables, the main survey questionnaire was developed and distributed to 1500 employees in seven private and public sector organisations and 930 correct responses were received, with response rate of 65 per cent. The results revealed five variables that significantly differ in impact between the public and private sectors: training and development, career development, English fluency, gender inequality, and trust. To attract and retain Emiratis in public sector organisations, the variables of age, gender inequality, trust, organisational culture and career development were found to be significant; whilst in private
corporations, trust, *wasta* (nepotism), organisational culture and remuneration were important in attracting and retaining UAE nationals. This study concludes by using these results to recommend policies that enhance Emirati workforce participation.

**Jie Shen et al (2009)** in reviews the literature on managing diversity through human resource management (HRM). We discuss the major issues and objectives of managing diversity and examine the state of human resource diversity management practices in organizations. Our review shows that inequality and discrimination still widely exist and HRM has focused mainly on compliance with equal employment opportunity (EEO) and affirmative action (AA) legislation. Less attention has been paid to valuing, developing and making use of diversity.

**Robbins and Coulter (2008)** describe organisational culture as a set of shared beliefs between members of an organisation who are operating as a group. The way in which these values shape employees’ perceptions of the issues and demands that they encounter on a daily basis underpins their behaviour and outlook (Scott-Findlay & Estabrooks, 2006). The core values of an organisation, as such, are linked to the way in which employees act within their organisational unit, and can have a heavy influence on the possibility of internal conflict (Watson, Clarke, Swallow, & Forster, 2005). It is therefore useful to address organisational culture when researching cultural issues in the workplace.
Sonia McKay (2009) conducted a study between April and September 2008, had as its principle aims to investigate the procedural and employment relations’ challenges surrounding the employment of migrant labour. The particular focus of the study was to consider both whether HR policies and practices influenced the employment of migrant workers; and also whether their use had a subsequent impact on HR arrangements. Although small in scale, and for this reason exploratory, the emerging data has provided a good basis upon which a more detailed and in-depth study could be developed. The study is based on six case study companies.

A typology was developed to categories the HR practices in the six case study companies. Company practices were identified as either: consultative, imposed or absent. The model has provided a useful heuristic device in differentiating between certain company practices. It is important to emphasis that, with an exploratory study involving a small number of case studies covering more than one sector, the analogies that can be drawn between practices in different companies are only tentative. Most of the participants were aware of Acas, few had used its services and half had difficulty in providing examples of where an independent organization such as Acas could provide them with assistance. Some participants expressed the view that Acas was not the organisation for them, either because their company was too large or because it was non-unionised and they associated Acas with the promotion of social partner relationships.
In contrast, as Vance and Paik (2010) suggest, modern global markets pose new challenges to companies; these include the need to produce flexible capital and provide the best conditions to ensure employee retention. Chew and Chan (2008) suggest that the risk inherent in developing human capital without also securing retention is inevitable, so that much depends on the success of HR policies. In this changed environment, emphasis is placed on an employee’s flexibility rather than on employment security. Workers must be competitive, which can be ensured by enhancing their competence and creating an attractive portfolio (Sparrow, Brewster, & Harris, 2004). Continuous education and training become necessary prerequisites of success, with consequent effects on retention. As employees become better educated, their employment options widen.

Anuradha Reddy (2011) aims to study and analyze the training and developmental practices in MNC’s (Multi National Corporations) and understand to what extent these trainings are effective in bringing out effective employee adjustment and performance in lieu of return on investment (ROI). Objectives are to study (i) importance of IHRM towards training and development in MNC’s (ii) importance and relationship between qualities of international training with that of expats performance, (iii) effectiveness of pre-departure training in expats, (iv) effect of expatriate's personality and social network on culture adjustment and (v) how to measure benefits of training (ROI). The study is completely based on review and analysis of past literature. Analysis of the review indicates that emphasis is put on the importance of
training both in general and training imparted by MNC’s to their employees before they are recruited from third countries to join overseas establishment. Importance of pre-departure training is to avoid any failures at host country level. In regards to issues like cost, time and difficulty, research studies are limited. It is viewed that cross-cultural training provided by most multinationals is insufficient, incomplete or simply non-existent. Further ROI evaluation specifies mostly on the descriptive evaluation but does not specify techniques for quantitative evaluation of training and developmental programs even at business impact level.

Ashraf T.K (2011) chairman of the health standing committee of the Corporation, states that the City Corporation has planned three medical camps for assessing the health conditions of the migrant work force. This is arranged to central government employers, including builders, have been asked to bring their labours to the camp sites for medical check-up the decision was taken following reports that migrant labours were found to be living in subhuman conditions in some of the construction sites in the city, said the Corporation officials had carried out inspection at the work sites to find out the living conditions of labours and issued notices to some builders. The builders had improved the basic amenities for labours following the intervention of the Corporation. This report states that health condition of migrant work force was poor and majority of the employers have no clear cut idea about the work force management and government policies.
According to Badreya Al-Jenaibi (2011) managing workplace diversity has become a priority concern among organizations in the United Arab Emirates (UAE) today. The UAE has one of the world’s largest net migration rates, and the number of workers from India, the Philippines, Indonesia, Australia, the USA, among other countries, has increased significantly in recent decades. The UAE’s cross-border mobility has resulted in the interaction of people with diverse language, customs and ethnic backgrounds. Although diversity has been shown to have a number of benefits, including enhanced employee creativity and competence, this recognition is often found more in theory than actual practice. Diversity can also lead to miscommunication, dysfunctional adaptation behaviors and the creation of barriers that reduce the benefits of diversity can bring to the organization. Due to the nature of the UAE workplace, which is dominated by foreign workforce, this study critically analyzes the benefits and challenges organizations face in the diverse workplaces of the United Arab Emirates. The study used a multi-method approach combining survey data from 450 surveys of foreign workers with qualitative data from interviews with native officials of organizations. It is an attempt to compare the views of UAE workplace experience from two different groups—non-native workers and native officials. The research found a generally favorable view toward workplace diversity from the perspective of surveyed employees. However, when asked more detailed questions about company policy, a significant segment of respondents expressed reservations
about their employer’s ability to implement successful intercultural communication and diversity practices.

**Dennis Arnold et.al (2011)** reviews current literature on the subject of precarious, informalizing and casualizing labor and its related categories and concepts—flexible, non-standard and contingent work. The emphasis is a survey of terms, concepts and definitions. There are four interrelated sections: Informal economy employment; flexible labor: informalization, contractualization, casualization; precarity; and labor market insecurity and precarious work. The purpose is to provide a broad overview of the contours of academic, International Labour Organization (ILO) and activist literature on these subjects. They seek to familiarize the reader with current theories of work while moving through the broad strokes of the debates—informal economy employment to informalization as a global process, and the insecurity of precarious work and social precocity as the new global labor paradigm.

**Sangeetha Vinod et.al (2011)** contributes to the literature of Quality of Work Life by testing the relationship between QWL and job security, autonomy in decision making, job satisfaction and attitude of management by using a questionnaire to survey a sample of 32 finance professionals in three multinational corporations (MNCs) in Dubai, United Arab Emirates. The global recession has created a major ruckus on these individuals in Dubai, as they had to endure tremendous pressures from banks, sub-contractors, and all other entities related to financial obligations of the organization due to huge outstanding accounts receivables, loans and payments to banks, redundancy
payments to employees who faced lay-offs and not to mention about the bounced checks and financial frauds/scams. The findings indicate that 72 percent of the finance professionals consider their Quality of Work Life good compared to their counterparts in the industry. Further the results indicated a significant positive relationship between QWL and Job security, Autonomy in decision making, Job satisfaction and Attitude of management.

Tarek Coury et.al (2011) developed a modified version of the standard Solow and Ramsey growth models suited for countries with high proportions of foreign workers: firms hire foreign workers who are assumed to send a proportion of their wages as remittances. The paper shows that as the (foreign) supply of labor becomes more elastic, per capita income growth along the transitional dynamics converges to zero, the effect of TFP growth on per capita growth gradually disappears and growth in overall output converges to an AK-style model of growth. The model yields several testable predictions: Empirically, we consider the case of the states comprising the Gulf Cooperation Council and show that growth experiences of these countries are consistent with the predictions of this modified growth model. The model sheds light on certain causes of the natural resource curse as they apply to these countries and helps in explaining growth experiences of countries with high proportions of foreign workers.

Waleed Alnaqbi (2011) in his study identify HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee retention in the UAE with emphasis on public
organizations, in a comparative study of Sharjah and Dubai. To accomplish this task, both quantitative and qualitative research approaches were employed. Of 300 targeted respondents, 154 completed the survey questionnaire, a 51.33 percentage response rate. In the second phase, in-depth interviews with fifty former employees, also from Sharjah, were conducted; in the third, semi-structured interviews with 7 HR professionals, also in Sharjah, were utilised; and the fourth research method used focus groups. The research used both quantitative and qualitative approaches to data gathering and analysis. The findings of this research have implications for both theory and practice. The main theoretical contribution that this research theory offers regards the connection between employee retention and leadership, job satisfaction, and organisational commitment. The secondary contribution is the study of employee turnover in the context of HR practices and the state of the labour market. The results also provide a practical guide to managers and policy makers, to enable them to recognise and initiate measures that will make the workplace experience a more pleasant one for workers, and so weaken employees’ intent to leave.

While Dubai is now an active trading hub, its phenomenal economic growth has been mainly due not to business development but to the discovery of oil in 1966. However, the wealth that oil has brought, coupled with sound government policy, has enabled the rapid development of a massive infrastructure that now supports a large non-oil economy. Dubai offers its citizens one of the highest per capita incomes in the world (Hallett-Jones,
This could not have been achieved without far-sighted leadership in the government of Dubai. Dr Anwar Gargash, minister of the Federal National Council (FNC), said that the rules of Dubai are such that ‘the elements of his [Mohammed Bin Rashid’s] leadership are rare for all to see, and it includes a combination of an inspirational message, stretching goals, belief in training and education as well as the necessity of building a competitive and tolerant society’ (Agarib, Nammour, Mussallam, and Arafah, 2007, p. 1).

Dubai has become increasingly popular as an operating hub for global companies (Greg, 2007). International companies are keen to attract the best talent on the market, and have adopted more creative approaches to HR practices than those of public firms. In a study of the UAE’s labour market, researchers found that executive expatriates on short-term assignments within the private sector confirmed that the average salary increased by 6% in a single year, and that increases in daily allowances reached 20% (Greg, 2007). These rates are not evident in local salary data, and show almost an 80% difference in favour of expatriate professionals (Manibo, 2007).

According to Lucero and Allen (1994) the number of employee benefits provided by employers and costs associated with these benefits has increased over the years. However, in order to cut labor costs, organizations are decreasing their benefits packages. However, many employees have become dependent on employer-provided benefits to help satisfy basic security needs. This has lead to a conflict between worker expectations and employer practices and it has resulted in violation of employee psychological contracts. The study
proposes ideas for resolution of this employee-employer conflict, and that would result in psychological contract fulfillment. One proposed idea was to lower the costs of employee benefits without eliminating them, e.g. trade-off unused benefits for pay, emphasis on wellness programs and preventive health care measures etc. Therefore, benefits were included in this study because of its anticipated significant effectiveness with psychological contract fulfilment.

A study by Landau and Hammer (1986) showed that employees who perceived opportunities of advancement in their organization were more committed to their organizations. Similarly, a study by Coyle-Shapiro, et al. (2002) showed the positive impact of profit sharing on OC. Arthur (1994) found that the impact of wages and bonus on organization performance. There is little research showing the impact of pay and bonus on OC, therefore the two factors were included in rewards as pay based on performance and bonus based on performance.

Abdullah Alanezi (2012) states that Job Localization policy in Saudi Arabia (commonly known as ‘Saudization’) has passed its fourteenth year aiming at replacing foreign employees in the private sector with local employees. This research attempts to identify the determinants of localization success within Multi-National Enterprises (MNEs) in Saudi Arabia. From institutional perspective, the research evaluates the impacts of Institutional determinants, HR practices, role of HR director, and firm characteristics on localization success. The study draws its conclusion from the analysis of
quantitative data collected from Human Resource Directors representing 157 MNEs. With regard to the first group of localization determinants, the results completely support the cause and control determinants while supporting only the consistency proposition in the content determinants. In regard to HR determinants, recruitment, training and the role of HR director were found to be powerful determinants of localization success. Finally, the results have shown that determinants related to MNEs’ characteristics, namely MNE size and MNE age, have no significant impact on localization success. We also found that MNEs which operate in the petrochemical sector are more likely to succeed in their localization polices than other industries, namely electronics, food, motor, paper products, real estate, business services, hotel, manufacturing, and agriculture industries.

Fauzia Jabeen et.al. (2012) in his study seeks to investigate the influence of personality traits on leadership effectiveness of Indian expatriates working in the United Arab Emirates. Survey data were collected from 152 Indian expatriates, who currently work in different organizations in the United Arab Emirates. In order to find out the relationship between leadership, personality traits and personal characteristics, Pearson’s correlation (two tailed) matrix methods was used and considered only 1% and 5% statistically significant results for interpreting the relationships. It was found that there was an association between personality traits and leadership effectiveness skills. Analysis demonstrated that the traits relating to pro-activity, extroversion and enthusiasm were the most significant predictors of leadership skills. The
sample size of Indian Expatriates is small in relation to the population it represents. Given the large expatriate workforce in the UAE, results of this study can be used in training and development when trying to enhance leadership capabilities in industries heavily staffed by expatriates. When expatriates are appraising themselves they may benefit from having a more realistic picture of their own capabilities. The findings will suggest initiating leadership and personality development programs to assist in developing the leadership areas in need of enhancement, and additionally the need for more appropriate succession planning within organizations. Established research on the connection between personality of expatriates and its effectiveness has been limited. This study is the first of its kind in the UAE and was conducted in a highly diverse work environment.

Hettige et.al (2012) analyse the different psychosocial issues that prompt / trigger labour migration, and also consequently the psychosocial issues that are caused by labour migration. Each stage of the labour migration cycle, pre-migration, in-service and return and reintegration has been considered, noting the specific problems and issues migrant workers and families face at each stage. The Paper also examines the difficulties of the different members of the labour migrant community be they spouses/partners, children, primary caregivers other than spouses, extended family and the migrant worker him / herself. The Paper confirms the findings of previous studies of the debilitating impact that the departure of a parent for labour migration has on the children. Field data gathered for this Paper shows that
children are not a part of the decision making process, nor are they prepared adequately for the impending departure of the parent resulting in diverse negative psychological reactions of children. The Paper also traces a multitude of issues ranging from loss of parental love and emotional nearness during formative years, stunting of educational and skill development to behaviour problems. The Paper finally concludes that “the richness and cultural value of a society can often be judged not in the way it flaunts its strengths but in the manner it tends its vulnerability. This broken, troubled and vulnerable community of labour migrant workers have through, and in spite of their hideous life choices and conditions, contributed the highest levels of foreign exchange to the coffers of our country. Increased effective investment in protecting, strengthening and fortifying the mental health and psychosocial wellbeing of this community is not an option but an imperative move for the health and wellbeing of the entire nation.”

**Kasim Randeree (2012)** states that in recent decades, the Gulf Cooperation Council (GCC) states have become reliant on migrant workers to the extent that foreign inhabitants constitute nearly one-third of the total GCC population. Qatar and the UAE are at the extremity of the situation, where indigenous citizens constitute only one-quarter and one-fifth of their national populations, respectively. Consequently, workforce nationalization—the concept of reducing expatriate employment by bringing more citizens into the workplace—has become the human resource management strategy of all GCC countries. In this first attempt to review all six GCC nations, this paper takes an
exploratory-cum-constructivist approach and argues that closer cooperation and unified policy structures on nationalization are needed across all GCC countries. Education, training, the transfer of knowledge from expatriate to citizen, better approaches to encouraging citizens into the private sector, and the greater inclusion of women are all significant issues that need to be tackled in order to fulfill the desired goal of nationalizing the labor force across all GCC states. A clear and unified policy in terms of structural reform across GCC countries needs to be collectively defined, although methods of implementation would need to be more tailored and distinctive from one country to another.

Guy Morgan et.al (2012) states that Qatar is planning to invest more than $250 billion to build 12 stadiums, 70,000 hotel rooms, and a network of road and rail links. The investment is expected to trigger rapid economic development in Qatar, a nation already enriched by oil and gas reserves, as well as the highest per capita income in the world. The human and business risks associated with Qatar’s hosting of the World Cup—the “Mega-Sporting Effect”—stem from the influx of an estimated 500,000 to 1 million foreign workers who will be called upon to build the infrastructure for the event.1 Human Rights Watch (HRW) warned in a recent report that these migrant workers could face abuses related to recruitment, wages, working, and housing conditions in Qatar. Multinational companies and local enterprises engaged in building the infrastructure for the World Cup and executing the actual event in 2022 need to understand the risks to their business if they are implicated in
migrant worker abuses. They also need to understand that business can play a central role in addressing potential migrant worker abuses from the beginning. The paper concluded that an effective plan to prevent abuses of migrant workers during preparations for the 2022 FIFA World Cup must address the underlying issues affecting migrant workers in the region, as well as specific issues that could arise in the context of bringing in hundreds of thousands of additional workers to build infrastructure projects for the event. Business involved both directly and indirectly in hiring and employing migrant workers in Qatar should address these structural and contextual issues with an approach.

Noora Lori (2012) examines the formal and informal institutions that support the inward flows of large numbers of foreign laborers while excluding non-citizens from full integration into Gulf societies. The first section provides a general overview of guest worker programs to contextualize what is particular about Gulf institutions. The second section introduces the reader to the policies and regulations of the Kafala system. It describes the formal restrictions this guest worker scheme places on permanent settlement and highlights the mechanisms that the state uses to enforce temporary residency from the top-down. It points to the key roles played by the Ministries of Interiors and citizen-sponsors in regulating and enforcing the Kafala system. This section argues that while the Ministries of Interior have effectively foreclosed non-citizen access to citizenship, they have not successfully prevented ‘temporary workers’ from increasingly becoming permanent residents. The third section then focuses on the informal institutions of the
The Kafala system. Specifically this section demonstrates how firms, citizens, and non-citizens have adopted strategies that either complement and facilitate their navigation of the legal framework or alternatively provide a means for subverting the formal rules of the Kafala system without openly breaking them. These complementary and accommodating informal institutions have enabled non-citizens to systematically settle in the Gulf by tempering and modifying the formal restrictions on their settlement. Because of the sponsorship structure of the Kafala system, citizen-sponsors simultaneously play a critical role in both of these opposing dynamics—at once aiding in the enforcement and subversion of restrictions on the residency and settlement of non-citizens. The study concluded that the informal institution competes with and subverts restrictive settlement policies; citizens use their roles as sponsors to extend the temporary residency of non-citizens when it suits their interests.

**Venu G (2012)** states that a project for the rehabilitation of migrant labourers will be initiated by developing adequate housing facilities. The implementation of the project will be monitored by the Building and Other Construction Welfare Board. The project is designed to implement on a BOT model in Trivandrum District, he said. In an effort to enhance the housing facilities for the labours in plantation sector, a Housing Project is proposed and implemented in future days. Towards that purpose, steps have been taken to prepare a detailed report and identify suitable land in Idukki District. To enhance the migrant labour from interstate to intra state.
Andrew Gardner et.al (2013) states that though transnational labor migration in the Gulf States has increasingly been of scholarly interest, that scholarship has to date relied largely on qualitative ethnographic methodologies or small non-representative sampling strategies. His study findings of the large representative sample of low-income migrant laborers in Qatar. The data describe the basic characteristics of the low-income migrant population in Qatar, the process by which migrants obtain employment, the frequency with which this population of migrants encounters the problems and challenges described by previous ethnographic work, and the role played by nationality, ethnicity, and religion in patterning that experience. While the findings generally affirm many of the claims made in earlier ethnographic studies, they provide a means by which the extent of these problems and challenges can be ascertained more directly.

The Study by Bassina Farbenblum et.al (2013) is the first comprehensive study of migrant workers’ access to justice in their country of origin. Using the case study of Indonesian migrant workers who travel to work in the Middle East, it analyses the mechanisms through which those workers may access justice in Indonesia, and the systemic barriers that prevent most workers from receiving full redress for harms that they suffer before, during, and after their work abroad. It also outlines the laws, policies and procedures that govern the operation of each redress mechanism, and analyzes the legal frameworks that govern migrant workers’ relationships with Indonesian private and public actors more generally. Finally, the report sets out detailed findings
on migrant workers’ access to justice overall, as well as findings specific to each redress mechanism. It concludes with recommendations for improving access to justice in 11 key areas, addressed to government, parliament, civil society, donors, and others. The findings and recommendations made in this report are based on interviews and focus groups conducted in Indonesia in 2012, involving 75 returned migrant workers and their families, as well as representatives from civil society organizations, government ministries and departments, and migrant worker recruitment and insurance companies, as well as legal academics.

Froilan T. Malit Jr.et.al (2013) have examined Sub-Saharan African labor migration to the Gulf Cooperation Council (GCC) countries, particularly in the United Arab Emirates (UAE). With growing unemployment and sociopolitical conflicts, combined with increasing immigration restrictions in the West, many Sub-Saharan African labor migrants have increasingly migrating to the GCC countries as temporary labor migrants, entrepreneurs, refugees, and students. Unlike other foreign labor migrants, many Sub-Saharan Africans tend to have acquired more formal education and advanced professional qualifications. Yet they often severely face deskilling problems in the UAE, which directly impact their social and economic contribution (i.e. remittances, knowledge transfer) to their origin countries. Drawing from 50 in-depth qualitative interviews and newspaper/document analyses, we examine the labor migration integration patterns, causes, and implications of deskilling on high-skilled Cameroonian labor migrants in the UAE. Several causes of
deskilling problems among Cameroonian labor migrants have been identified: (1) non-recognition of foreign credentials; (2) social/racial prejudices; (3) unorganized social network institutions/communities; and (4) absence of the Cameroonian state embassy/consulate in the host country. These labor market constraints do not only produce economic losses and psychological/health related problems, but also reinforce their low skilled labor market segmentation in the UAE labor market. It also raises critical questions about the appropriate role of the Cameroonian state in managing contemporary labor migration as a development strategy. This paper will also broadly examine the role of Cameroonian labor migrants as development agents in Cameroonian future development process.

Keld Laursen et.al (2013) in his paper surveys, organizes, and critically discusses the literature on the role of human resource practices for explaining innovation outcomes. They specifically put an emphasis on what is often called “new” or “modern” HRM practices that imply high levels of delegation of decisions, extensive lateral and vertical communication channels, and the use of reward systems. They discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation while drawing attention to the notion of complementarities between practices. Moreover, they discuss various possible moderators and mediators of the HRM/innovation link, such as the type of knowledge involved (tacit/codified), knowledge sharing, social capital, and network effects. They argue despite substantial progress made in the pertinent literature that the precise causal
mechanisms underlying the HRM/innovation links remain poorly understood. Against this backdrop they suggest avenues for future research.

Nathan Lillie et al. (2013) sets the scene for the understanding of labour mobility in time and in space from the perspective of international human resource management. Labour mobility and migration confront human resource managers with a number of unique challenges. Migration is the territorial movement of people, both temporary and permanent. Migration presents opportunities and challenges to managers and policy makers. For multinational firms, migrants represent an important source of skills, diversity and labour power. Multinational enterprises (MNEs) may have, or seek to recruit, employees who are immigrants, and to post employees internally to other countries. They also may engage multinational work groups from abroad through subcontractors or work agencies. Managing migrant workers presents challenges to human resource managers. The aim of this chapter is to give an understanding of what some of those challenges are, to introduce some of the concepts used by migration scholars to understand them and to illustrate how they apply in selected real-world.

A Study by Patricia Pittman (2013) aims to provide a framework for the discussion of the strengths and weakness of different strategies, and to explore whether certain approaches work best in specific national contexts or industries. To do this, they ask the following questions: Does the strategy lay out an explicit pathway through which change will occur? How specific are the standards for change in each type of strategy? What is the extent of change
being sought, i.e. how stringent are the standards? What is the capacity of the strategy to detect abuse and to verify adherence to standards? What is the enforcement capacity of the strategy and what types of penalties are available if non-compliance is detected? Does the strategy include positive market incentives to promote change? Lastly, how widely disseminated is the strategy and what portion of the target group is affected by the strategy? In their review of the literature, they find that one of the most promising strategies among destination states is the creation of a public registry of recruitment companies and employers that sponsor foreign workers. Registries may help create transparency and accountability in a hiring chain that is often shrouded in secrecy. A few destination countries have even registered contracts and set up systems to monitor employers’ bank deposits of domestic workers’ wages. The creation of Migrant Resource Centers has also helped to support migrants so that they are more likely to report abuses when they occur.

Anna Olszewska (2014) having a balanced life seems to be of a particular complexity and rather hard to achieve for all business people, in particular it has been considered difficult to reach for expatriates. This study describes how female and male expatriates approach work-life balance (WLB) issues and why, as well as where they see the key success factors on their international assignments. The data were obtained from 20 in depth interviews conducted on Singapore- and Dubai- based expats, age 23-54 across 13 nations. The research reveals that the approach to WLB changes with age, position and can be even industry as well as gender specific. Hence, female interviewees in
an overwhelming majority disapprove of the WLB concept, while male expats value this equilibrium highly, although they appear to have a different perception of it. That attitude itself has a significant impact on work-life conflicts and job satisfaction levels. Furthermore, the findings indicate that female expats value cultural intuition and making friends locally at the same level as professionalism, whereas the male counterparts identified fast adaptability, tolerance for ambiguity and openness to change as the most important to their success. Next, expatriates working for banks or consulting firms have fully different attitudes and expectations when it comes to WLB, compared to the colleagues performing governmental or hospitality jobs. Lastly, from his interviews it can be concluded that the more experienced the expatriate is the more value in WLB they see, sometimes because of regrets and burnout, but also because of the high social status reached and feeling of accomplishment. This paper aimed to expand the knowledge of expatriates and their attitudes in the globalized market place.

A working paper by Benjamin Zeitlyn (2014) his working paper reviews evidence from the literature on internal migration for work in construction in developing countries. The literature reviewed was found through a search of academic databases and selected by the authors. The review identifies cases and contexts in which migration for construction work leads to exits from poverty as well as those in which it entrenches poverty. We also focus upon migrant selectivity and discourses within the literature about migration for construction work. The review identifies gaps in the literature and
important themes, in particular those issues and phenomena relating to poverty and development. The small and diverse set of literature, identified for the purpose of this paper, focuses mainly on South Asia. Several areas for future research are suggested throughout the paper and in the concluding section.

Niveen M. Al-Sayyed (2014) has identified the critical factors that may affect human resources development in the Arab world. These factors were investigated through an inductive research, and the results show that the most important internal and external factors affecting the human resource development are leadership style, employee commitments and motivation, demographic characteristics, labour unions, and governmental laws and regulations. The limitation for this paper is the lack of articles about the human resources development in the Arab world. The findings may serve as a road map of the human resources development in Arab world organizations.

Aboobacker Sidheeq K.P (2016) in his paper highlights the importance of migration in the Kerala model of development and also analyzed the present crisis faced by the migrant population with special reference to the gulf countries. The study mainly used the secondary data sources. The study also highlights different plans of the government to rehabilitate the return migrants.

Anas and Ramanujam C (2016) examines the plight of migrant labourers in Kerala. The paper also makes an assessment of the livelihoods of migrant labourers. Livelihood is commonly defined from an economic perspective as an occupation, work or other means by which one earns income
to provide the necessities of life. Livelihood Assets including human capital, social capital and financial capital are analysed.

The research by Dhanalakshmi P and Gurusamy S (2016) their research conducted in Thoppampatti cluster of villages in Athoor block, Dindigul district by adopting focused group discussion among the members of SHGs numbering 25 on two different occasions. The researcher posed certain pertinent questions related to CBOs, Local Self-Employment, Income Generation Activities, Skill Development, Capacity Building, Labour Migration, Family Prosperity etc. The findings exposed that since establishment of CBOs local self-employment through the member participation, rural labour out migration was drastically prevented. In conclusion the services of CBOs penetrated not only among members but also families and ultimately facilitated socio economic development at grass root level.

Dhanya PV (2016) focuses in her study on occupational health problems of migrant farm workers. The migrant farm worker faces lot of problems such as health hazards, low wages, sexual exploitation and denial of other fundamental rights. The study is based on the secondary data from various articles, reports, reference documents and journals. The objective of the study is to identify the occupational health problems and to find out the exploitation faced by the migrant farm workers. The paper mainly shows the majority of the migrant farm workers affected by the all kinds of skin diseases. Skin related a problem occurs because of heavy disposal of sun rays. The
migrant farm workers are not having any basic facilities. The migrant workers are deprived of their basic rights and exploited by the contractors. So there is a need for the protection of migrant farm workers to overcome these problems.

Renuka K (2016) made an attempt to understand the various factors that cause for labour migration. It purports to investigate the socio-economic condition of both skilled and unskilled migrant women workers in Coimbatore city. Primary data formed the basis for the study. Multi-stage sampling design was adopted for selecting the sample which was restricted only to urban slums in Coimbatore. The total sample size was 100 women. The study found that women are increasingly migrate independently and for various social and economic reasons. The status of migrant workers in terms of social, economic and health issues reveal that factors influencing migration are too strong and limited infrastructure facilities are available.

Saleem. A and Balakrishnan. A (2016) in their study analysed the wages and welfare measures of the Middle East industries in treating the Kerala labour migrants. Qualitative technique adopted for primary data collection. Two focus group discussions were conducted in Kollam in Kerala State and two focus group discussions Malapuram in Kerala. The small sized industries adopt wages and welfare measure policies, but there are owners of small sized industries who don’t strictly follow the welfare measure policies. Medium and large size industries strictly follow welfare measure policies. The workers of the medium and large size industries feel that they are given incentive and other fringe benefits periodically.
Conclusion

From the above literature survey we can find that Human Resource Management Practices depends on the Migrant labourers productivity. In general all the review proves that HRM Practices likes recruitment, selection, training and development, performance appraisal, promotion, social security, welfare measures are not effectively followed in the organization among the labourers. The informality in HRM practices will lead to poor performance and poor job satisfaction and it will lead to high labour turn over. In general organizations are not realized the importance of human resource management practices. The available review and studies are also do not cover all the aspects of HRM Practices. Hence, the present inclusive attempt is made to give suitable suggestions measures to increase the performance and productivity.
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