Contents

List of contributors vii
Preface x

PART I  CONTEXTUAL AND FUNCTIONAL ISSUES

1 The Middle East context: an introduction 3
   Pawan S. Budhwar and Kamel Mellahi

2 Cultural perspectives in human resource management in the Middle East and
   North Africa 15
   Pari Namazie and Barbara Covarrubias Venegas

3 Society-level factors impacting human resource management in the Middle
   East 35
   Wes Harry

4 Performance appraisal systems in the Middle East 49
   Antonio Giangreco and Jacob Vakkayil

5 Talent management in the Middle East 63
   Salma Raheem

PART II  COUNTRY AND REGIONAL PERSPECTIVES

Section A  Human Resource Management in the Gulf Cooperation Council
   Countries

6 Human resource management in Oman 87
   Misida Al-Jahwari and Pawan S. Budhwar

7 Human resource management in the United Arab Emirates 123
   Marie F. Waxin and Rob E. Bateman

8 Human resource management in Saudi Arabia 141
   Hayfaa A. Tlaiss and Abdallah Elamin

Section B  Human Resource Management in Levant Countries

9 Human resource management in Iran 161
   Pari Namazie and Amir Mohammad Pahlavnejad

10 Human resource management in Lebanon 180
    Fida Afiouni and Sinine Nakhle
Handbook of HRM in the Middle East

Section C  Human Resource Management in North Africa

11 Human resource management in Egypt
   Ghada El-Kot
   205

12 Human resource management in Algeria
   Bounediene Ramdani, Kamel Mellahi and Cherif Guermat
   226

13 Human resource management in Morocco
   Abderrahman Hassi
   244

PART III  EMERGING THEMES AND FUTURE OF HUMAN RESOURCE MANAGEMENT IN THE MIDDLE EAST

14 Employment relations of domestic workers in Kuwait: the employer's perspective
   Khaled Essa Al-Ajmi, Manjusha Hirekhan, Pawan S. Budhwar, Sara Essa Al-Ajmi and Sneha Singh
   263

15 Labour localisation and human resource management practices in the Gulf countries
   Marie F. Waxin and Rob E. Bateman
   284

16 Expatriate management across the Middle East and North Africa region
   Edelweiss C. Harrison and Arno Haslberger
   309

17 Talent management practice in Oman: the institutional perspective
   Rayya Al Amri, Alison J. Glaister and David P. Spicer
   327

18 Privatisation, investments and human resources in foreign firms operating in the Middle East
   Faten Baddar AL-Husan and Fawaz Baddar ALHussan
   339

19 A blueprint for the role of human resource management in corporate social responsibility in the Middle East
   Dima Jamali and Ali El Dirani
   367

20 Human resource management in the public sector in the Middle East
   Nelarine Cornelius, Eric Pezet, Ramin Mahmoudi and Dima Ramez Murtada
   379

21 Wasta in the Jordanian context
   Mohammad Ta’Amnha, Susan Sayce and Olga Tregaskis
   393

22 Towards a framework for the analysis of labour localisation practices in Saudi Arabia and the Gulf Cooperation Council countries
   Yassir Abdulaziz Nastief
   412

23 Human resource management in the Middle East: state of the field and directions for future research
   Kamel Mellahi and Pawan S. Budhwar
   427

Index
   437