## Index

NOTE: page references in **bold** indicate authored chapters

<table>
<thead>
<tr>
<th>Author</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ababneh, K.I.</td>
<td>131</td>
</tr>
<tr>
<td>Abdulla, F.</td>
<td>388</td>
</tr>
<tr>
<td>Abdulla, I.A.</td>
<td>130</td>
</tr>
<tr>
<td>Abou-Zaki, B.</td>
<td>185–6</td>
</tr>
<tr>
<td>Abu-Doleh, J.</td>
<td>404</td>
</tr>
<tr>
<td>Abu-Habib, L.</td>
<td>263, 266</td>
</tr>
<tr>
<td>Acevedo, G.A.</td>
<td>24</td>
</tr>
<tr>
<td>adl</td>
<td>23, 228</td>
</tr>
<tr>
<td>agency workers</td>
<td>36–7</td>
</tr>
<tr>
<td>Ahmad, A.</td>
<td>263</td>
</tr>
<tr>
<td>Ahmed, A.</td>
<td>265</td>
</tr>
<tr>
<td>aib</td>
<td>147, 384</td>
</tr>
<tr>
<td>al-adl</td>
<td>228</td>
</tr>
<tr>
<td>Al-Ajmi, K.</td>
<td><strong>263–81</strong>, 430</td>
</tr>
<tr>
<td>Al-Ajmi, S.R.</td>
<td>388</td>
</tr>
<tr>
<td>al-amanah</td>
<td>23, 228</td>
</tr>
<tr>
<td>Al Amri, R.</td>
<td><strong>327–37</strong></td>
</tr>
<tr>
<td>Al Ariss, A.</td>
<td>135, 332</td>
</tr>
<tr>
<td>Al-Barwani, T.A.</td>
<td>91–2</td>
</tr>
<tr>
<td>Al-Dosary, A.S.</td>
<td>415</td>
</tr>
<tr>
<td>Al-Fadhi, S.</td>
<td>99, 101, 105–6, 108, 113</td>
</tr>
<tr>
<td>Al-Hinai, S.M.</td>
<td>415</td>
</tr>
<tr>
<td>Al-Humaid, M.I.A.</td>
<td>413</td>
</tr>
<tr>
<td>AL-Husan, F.B.</td>
<td><strong>339–61</strong>, 348, 351, 355</td>
</tr>
<tr>
<td>AL-Hussan, F.B.</td>
<td>16, 49, 148, <strong>339–61</strong>, 351</td>
</tr>
<tr>
<td>al-Ikhlas</td>
<td>228</td>
</tr>
<tr>
<td>Al-Jahwari, M.</td>
<td><strong>87–118</strong></td>
</tr>
<tr>
<td>Al-Kandari, A.</td>
<td>107–8</td>
</tr>
<tr>
<td>Al-Kazemi, A.A.</td>
<td>405</td>
</tr>
<tr>
<td>Al-Kulaiby, K.Z.</td>
<td>97, 112–13</td>
</tr>
<tr>
<td>Al-Lamki, S.M.</td>
<td>298</td>
</tr>
<tr>
<td>al-sedq</td>
<td>23</td>
</tr>
<tr>
<td>Al-Shammari, S.</td>
<td>416</td>
</tr>
<tr>
<td>al-sidq</td>
<td>228</td>
</tr>
<tr>
<td>al-Ta’avun</td>
<td>228</td>
</tr>
<tr>
<td>al-Takaful</td>
<td>228</td>
</tr>
<tr>
<td>Al-Taweel, I.</td>
<td>415</td>
</tr>
<tr>
<td>Al-Thobanyi, H.</td>
<td>415</td>
</tr>
<tr>
<td>Al-Waqfi, M.</td>
<td>102–3</td>
</tr>
<tr>
<td>Al Yahya, K.O.</td>
<td>77–8</td>
</tr>
<tr>
<td>Al-Yahya, O.K.</td>
<td>387</td>
</tr>
<tr>
<td>Aladwan, K.</td>
<td>213</td>
</tr>
<tr>
<td>Alameddine, M.</td>
<td>183</td>
</tr>
<tr>
<td>Alanezi, A.</td>
<td>416</td>
</tr>
<tr>
<td>Albeely, T.S.</td>
<td>91–2</td>
</tr>
<tr>
<td>Alessandri, S.</td>
<td>361</td>
</tr>
<tr>
<td>Algeria</td>
<td></td>
</tr>
<tr>
<td>business ranking</td>
<td>342</td>
</tr>
<tr>
<td>collectivism</td>
<td>228–9</td>
</tr>
<tr>
<td>cultural influences</td>
<td>228–9, 235</td>
</tr>
<tr>
<td>economic overview</td>
<td>226–7</td>
</tr>
<tr>
<td>education</td>
<td>229, 239</td>
</tr>
<tr>
<td>expatriate workers</td>
<td>311</td>
</tr>
<tr>
<td>fatalism</td>
<td>228</td>
</tr>
<tr>
<td>HRM</td>
<td></td>
</tr>
<tr>
<td>capability</td>
<td>233–4</td>
</tr>
<tr>
<td>challenges</td>
<td>226, 239</td>
</tr>
<tr>
<td>compensation and rewards</td>
<td>236–7</td>
</tr>
<tr>
<td>employee empowerment</td>
<td>235–6</td>
</tr>
<tr>
<td>high performance work practices</td>
<td>234–8</td>
</tr>
<tr>
<td>HR personnel</td>
<td>231–3</td>
</tr>
<tr>
<td>merit-based promotion</td>
<td>236, 238</td>
</tr>
<tr>
<td>opportunities</td>
<td>240</td>
</tr>
<tr>
<td>organisational strategies</td>
<td>232–3</td>
</tr>
<tr>
<td>performance appraisals</td>
<td>236–8</td>
</tr>
<tr>
<td>policy development trends</td>
<td>227–8</td>
</tr>
<tr>
<td>recruitment and selection</td>
<td>227, 229</td>
</tr>
<tr>
<td>roles</td>
<td>231–3</td>
</tr>
<tr>
<td>training and development</td>
<td>229, 235–7, 239</td>
</tr>
<tr>
<td>worker representatives</td>
<td>227–8</td>
</tr>
<tr>
<td>industrial development programmes</td>
<td>227–8</td>
</tr>
<tr>
<td>Islamic values</td>
<td>228</td>
</tr>
<tr>
<td>labour laws</td>
<td>228</td>
</tr>
<tr>
<td>nepotism</td>
<td>229</td>
</tr>
<tr>
<td>political overview</td>
<td>226</td>
</tr>
<tr>
<td>public vs. private sector employment</td>
<td>227–8</td>
</tr>
<tr>
<td>self-management</td>
<td>235</td>
</tr>
<tr>
<td>trade unionism</td>
<td>230–31</td>
</tr>
<tr>
<td>uncertainty avoidance</td>
<td>228</td>
</tr>
<tr>
<td>unemployment</td>
<td>227</td>
</tr>
<tr>
<td>universities</td>
<td>229</td>
</tr>
<tr>
<td>Ali, A.J.</td>
<td>25, 30, 103, 113, 209</td>
</tr>
<tr>
<td>Ali, J.</td>
<td>405</td>
</tr>
<tr>
<td>Allinson, C.</td>
<td>25</td>
</tr>
<tr>
<td>alsawado</td>
<td>412–13</td>
</tr>
<tr>
<td>Altarawneh, I.I.</td>
<td>402</td>
</tr>
<tr>
<td>Alzalabani, A.H.</td>
<td>415</td>
</tr>
<tr>
<td>Aon Hewitt</td>
<td>297–8</td>
</tr>
</tbody>
</table>
Arab values see also Islamic values
discrimination of non-Arabs 45
female employment, attitudes to 73, 147
HRM, and
implications for 397–402, 407
incompatibility with 6, 25, 27, 44, 113–14,
143, 153, 168, 189–90, 197–8, 229,
381, 393, 401
job applications 143, 153, 191
performance appraisal 52–3, 55–6, 108
policies for dealing with 195–6, 195–7,
222, 397–8, 407–8
recruitment and selection 27, 41–2, 99,
172–3, 213, 343, 386, 402
training and development 229–30
nepotism, and 113, 190, 209
expatriates 104
family values and patriarchy, and 190
HRM incompatibility with 6, 25, 27, 44,
168, 189–90, 197–8, 229, 381, 401
HRM policies for dealing with 195–7, 222
Performance appraisals 53, 108
recruitment and selection 27, 99, 172–3,
213, 343, 386
training and development 229–30
wasta, compared with 119, 191, 395
patriarchy 189–90, 196–7
wasta 25, 113–14, 180, 402–6
career advancement, and 188–9, 401
change drivers 402–6
cultural influences of 400, 402–3
definition 393, 395
development 396–7
education, and 43, 398–9, 401–2
female attitudes to 191
government, conflicts with 397–8
HRM implications for 397–402, 407
HRM incompatibility with 6, 113–14, 143,
153, 393, 401
Islamic values, and 113–14, 402–6
job applications 143, 153, 191
job competition 37, 398–400
justice perceptions, and 401
mediation and intercession 395
nepotism, compared with 119, 191, 395
performance appraisal, and 52, 55–6
policies for dealing with 195–6, 397–8,
407–8
political influences on 403–4
prevalence of 395–7, 400–401
promotion 400
recruitment and selection 41–2, 402
state regulation 396–8
utility of 400
authoritarianism 25
Awamleh, R. 78
Aycan, Z. 20, 24, 26–7, 117
Azolukwam, V.A. 29
Bahrain
business ranking 342
domestic worker protections 265–6
employee engagement 297
expatriate workers 68, 293, 311, 313
female employment barriers 298
female employment trends 383
GDP trends 74
labour localisation policies 293, 297–8
population 286
public vs. private sector employment 287
strategic development plans 284
unemployment 287
wasta 401
Bakan, A.B. 267
Baker, A.A. 302
Bani-Asadi, H. 166
Bank Audi 373–5
Bashir, S. 134–5
Bateman, R.E. 41, 123–38, 284–305
Becker, B.E. 335
Behery, M. 56, 130, 133
Bendiabdellah, A. 238
Bennett, N. 232
Bentaleb, C. 255
Bernardin, H.J. 108
Bilsky, W. 314
Biya Gautane, M. 77–8
Bolino, M.C. 309
Boon, C. 416
Bordeau, J. 117
Boresch, E. 345
Boselaity, M. 415
Boselie, P. 330, 416
Boxall, P. 114–15
Boxenbaum, E. 416
brain drain 191, 432–3
brain waste 432–3
Bratini, M. 26–7, 230
Brewer, P. 22
Brewster, C. 330
Buciumi, I. 323
Buckley, P.J. 75
Budhwar, P. 3–12, 4–6, 9–10, 12, 23–6, 49–52,
64, 75, 87–118, 91, 95, 113, 118, 148, 166,
169–70, 205, 210, 212–14, 228, 237, 251,
263–81, 289, 309–10, 314, 327–8, 343,
374, 379, 381–2, 387–8, 393, 406, 427–33,
429–30
bukrah 343
Burke, R. 209–10, 213, 215–17
Pawan S. Budhwar and Kamel Mellahi - 9781784719524
Downloaded from Elgar Online at 08/27/2019 10:28:00AM
via free access
Index 439

business education 4–5, 432
Buyens, D. 232–3
career planning and advancement 387
merit-based promotion 236, 238, 433
wasta, and 188–9, 401
Casson, M. 347
Cerdin, J.L. 330
Chaanine, J.C. 184
Chami-Malaeb, R. 187
Chan, K.K. 342
Chebbi, H. 350
Chhinzor, N. 131
child labour 219
Claus, L. 50
Cleveland, J.N. 55–6
collectivism 22, 24–5, 228–9, 314
compensation and rewards management 28–9
performance appraisals 27–8
training and development 28
Collings, D. 65
compensation and rewards management
cultural influences 28–9
domestic worker salaries 274, 281
loyalty, and 37
merit-based promotion 236, 238, 433
non-economic rewards 29
pay and benefits mismatch 44
public sector 384–5
salary trends 110–12, 128, 217–18, 252, 430
social influences 44
urbanisation, and 37
Cooke, F.L. 329–30
Cornelius, N. 379–89
corporate social responsibility
case studies 373–6
challenges 373
competitive advantage, and 372
collection concept 367–3, 376
employee perceptions 371–2
ethics, and 372
global reporting initiative 367–8
HRM, and
frameworks for 367–72
links between, benefits of 369–72, 376
performance appraisals 371
recruitment and selection 371
strategic role 368–9
training and development 371
implementation
challenges 368
stage 370–71
internal organisational systems, and 367
international standards 370
corruption 16, 41, 152, 161, 168, 205, 217, 222,
343, 400–401
Crossman, A. 185–6
cultural influences see Arab values; Islamic
demographics
consequences of 38–9
poor, consequences of 38–9
qualifications, reliability of 39
university ratings 4
wasta, and 398–9, 401–2
women, improvements for 146, 287–8,
290–91
domestic workers see also under Kuwait
career characteristics and background 264
employment transfer or termination 274,
276, 277–8
home country, advantages for 265
human rights concerns 263, 267, 274
labour law protections 265–6
migration trends 263–5
passports, employer possession of 274
sponsorship systems 263, 266–7, 274,
429–30
Earley, P.C. 28
education, generally see also training and
development
business education trends 4–5, 432
GCC, in
global competitiveness indicators 290–91
reform initiatives 289–91
graduate education trends 69
HRM, influences on 38–9
methods and curricula 38–9
poor, consequences of 38–9
qualifications, reliability of 39
university ratings 4
wasta, and 398–9, 401–2
women, improvements for 146, 287–8,
290–91
demographics
expatriate workers 36
HRM, influences on 36–8
migration 37–8, 191, 219–20, 263–5
productive/non-productive ratio 36
trends 3–4, 71–2
urbanisation, 37, 46
war, and 36, 399–400
Denoeux, G.P. 245
DiMaggio, P. 331, 347–8, 418
Dirani, K.M. 186–7, 383
discrimination 16
domestic work, definition 263
domestic workers see also under Kuwait
career characteristics and background 264
employment transfer or termination 274,
276, 277–8
home country, advantages for 265
human rights concerns 263, 267, 274
labour law protections 265–6
migration trends 263–5
passports, employer possession of 274
sponsorship systems 263, 266–7, 274,
429–30
Earley, P.C. 28
education, generally see also training and
development
business education trends 4–5, 432
GCC, in
global competitiveness indicators 290–91
reform initiatives 289–91
graduate education trends 69
HRM, influences on 38–9
methods and curricula 38–9
poor, consequences of 38–9
qualifications, reliability of 39
university ratings 4
wasta, and 398–9, 401–2
women, improvements for 146, 287–8,
290–91
demographics
expatriate workers 36
HRM, influences on 36–8
migration 37–8, 191, 219–20, 263–5
productive/non-productive ratio 36
trends 3–4, 71–2
urbanisation, 37, 46
war, and 36, 399–400
Denoeux, G.P. 245
DiMaggio, P. 331, 347–8, 418
Dirani, K.M. 186–7, 383
discrimination 16
domestic work, definition 263
domestic workers see also under Kuwait
career characteristics and background 264
employment transfer or termination 274,
276, 277–8
home country, advantages for 265
human rights concerns 263, 267, 274
labour law protections 265–6
migration trends 263–5
passports, employer possession of 274
sponsorship systems 263, 266–7, 274,
429–30
Earley, P.C. 28
education, generally see also training and
development
business education trends 4–5, 432
GCC, in
global competitiveness indicators 290–91
reform initiatives 289–91
graduate education trends 69
HRM, influences on 38–9
methods and curricula 38–9
poor, consequences of 38–9
qualifications, reliability of 39
university ratings 4
wasta, and 398–9, 401–2
women, improvements for 146, 287–8,
290–91

Pawan S. Budhwar and Kamel Mellahi - 9781784719524
Downloaded from Elgar Online at 08/27/2019 10:28:00AM
via free access
Egypt
business ranking 342
child labour 219
civil society role 220
corruption 222
demographic overview 205–6, 219–20
economic overview 205–7
education 208, 219, 221–2
employee migration 219–20
equal opportunities 220–21
expatriate workers 311
female employment trends 220–23
GDP 206
gender roles 208, 220–22
HRM
challenges 205–7, 217–22
compensation and rewards 209, 214–15
cultural influences 207–11, 216–17
economic influences 215–16
external influences 215–17
flexible working 212
implementation 212
Islamic influences 209
job descriptions 212
opportunities 221–2
overview 211–14
performance appraisals 214
policy development 211–12
regulation 215, 217
role 205, 207–12, 222–3
selection and recruitment 209, 213, 223
SME sector 215
studies 205, 212
talent management 206, 222
technology 216
training and development 207, 209, 211, 213–14, 219, 222–3
workforce trends 216
industry sectors 207, 221
informal labour market 220
Islamic values 209–10, 214
job supply and demand gaps 219
labour law 217
nepotism 209, 213
overemployment 218
political overview 205, 207–8
privatization 211
public sector employment 212, 218, 380
salaries 217–18
syndicates 220
unemployment 205, 207, 218, 359
\textit{ehsan} 23, 382
Eisenhardt, K.M. 416
El-Jardali, F. 182–4
El Nakkeache, L. 189
El-Said, H. 342–3
Elamin, A. \textbf{141–56}, 143, 147–9, 317
Elamin, A.M. 147
Elhagrasy, M.G. 388
Emerson, R.M. 277–8
employee benefits see compensation and
rewards management
employee performance see performance
appraisal systems
equal opportunities
female employment trends 72–3, 430–31
policy concerns regarding 298–9
equal pay 68, 430–31
\textit{etgan} 23
Evans, P. 20–21
expatriate worker management
cultural influences 314–15
legal requirements 313–14, 430
nepotism 104
organisational influences 314
policy effectiveness 313
studies 309–10, 315–23
expatriate workers
attitudes towards 38
citizenship 313
definition 310
employer controls 302
employment restrictions 36
labour localisation policies, and 301–2, 313
motivations 76
performance appraisals 53, 57
population composition 315–16
public sector employee conflicts 385–6
role, influences on 66
segmentation 310–11
sponsorship systems 263, 266–7, 274, 276, 279, 429–30
studies 315–16, 428–30
supply and demand influences 313, 398
trends 57, 66–8, 310–12, 315–16
Ezzedeen, S.R. 187
Fakeeh, M.S. 415
Fang, M. 129
fatalism 24, 28, 228
Feldman, D.C. 309
Fernandes, C. 78
Fernandez, B. 263
Festing, M. 332
flexible working 212, 255–6
Fombrun, C. 233
Index

foreign direct investment
attitudes towards 340–41
contribution to growth 345
global trends 339
influences on 339, 341–3
institutional quality 342–3
investor challenges 343
limitations 342–3
privatisation, and 339–40
restrictions on 339
success criteria 3409
technology transfer, and 345
trends 339, 341, 361
Forstenlechner, I. 102–3, 127–8, 288–90, 293–4, 301–3, 314, 320, 322, 386
Frame, P. 20
Frame, C.A. 28–9
Friedman, E. 215–17
Frimousse, S. 20
Gaither, T.K. 107–8
Garavan, T. 187
Gardner, T.M. 238
GCC, generally see also individual countries by name
demographic overview 285–6
economic diversification strategies 291–3
expatriate workers
education and training 296
trends 286, 311–13
female employment trends 287–8
GDP trends 74
labour localisation programmes 284
challenges 300–303
common features 413
economic diversification 291–3
educational reforms 287–91
employee engagement 297
employee retention 297–8
employers, disadvantages for 301–3
expatriate resistance 301
HRM role 293–9
labour market intervention 293–4
objectives 288–9
obstacles and conflicts 290, 302–4
opportunities 303–4
policies 71, 289
quota systems 302, 413
recruitment and selection 294–5
socio-cultural influences 300–301
studies 285, 304–5, 412
success, influences on 299
talent management 296
training and development 296–7
women, initiatives for 287–8, 290–91
workforce participation 288
labour market characteristics 286–7
population trends 286
talent management 64–6
attitudes to 75–6
change, need for 77–8
competition 74–5
demographic trends 70–72
employee motivation management 76–7
expatriates, role of 66–8
female employment trends 72–3
graduate education 69
historical influences 66–8, 66–9
institutional influences 69–73
organisational influences 73–7
physical labour, attitudes to 70
public sector employment 66–7
social and cultural influences 67–8
structural inequalities 67–8
underemployment 67, 69, 71
work ethic impacts 69–70
unemployment 286–7, 412
Gemayel, E.R. 342
Genc, K.Y. 215
gender
entrepreneurship 79
female employment barriers 73, 147, 184, 188, 288–9, 383–4
female employment trends 72–3, 146–7, 287–8, 383
feminine cultural influences 22, 29
Islamic values 147, 149
labour localisation policies 298–9
performance appraisal 57
research study trends 6, 430–31
roles 147, 149
work-life challenges 73, 212, 255–6, 430–31
Gerhart, B. 129
Geringer, J.M. 28–9
‘ghost workers’ 145
Giangreco, A. 49–59, 50–52, 54, 386
Glaister, A. 327–37
Glavas, A. 371
global reporting initiative 367–8
globalisation
challenges of 15–16
drivers 15
HRM impacts and implications 15–17
cross-cultural developments 17–18
influences of 16
Middle East region, and 18, 432–3
policy consistency in 15
wasta, and 404
compensation and rewards management 28–9
cross-cultural management 
conflicts 25
cultural perceptions 26–9
economic development influences 25, 431–2
gatekeeper role 37
general influences on 19–21
Islamic influences 23–6
multinational corporation influences on 432–3
performance appraisal 27–8
recruitment and selection 26–7
strategic role 284
training and development 28
trends 30, 431–2
policy development, generally 7–8
research
common themes 428–31
country-specific studies 427–8
expatriate workers 428–30
labour localisation 429
talent management 432–3
trends, generally 5–6, 309, 427, 432–3
women, employment of 430–31
youth employment 428–9

demographics 36–8
education 38–9
employee resourcing 41–2
employee retention 42–3
learning and development 43
performance levels 44–5
rewards 44
strategy and long-term planning 40–41
stages 351–2

centralised planning 125, 126, 127–8
challenges 348–9
control mechanisms 351–2, 357–8
cultural influences 346–8
dual approaches 347–8
hybridisation 350–51
implementation 352
influences on 345–7, 359–61
institutional influences 346–8
internalisation 352
Jordan case study 353–9
legal influences 346
local adaptation 350–51
organisational level influences 348–50
socialisation and networks role 351

women, employment of 430–31
youth employment 428–9
Index

standardisation 350
subsidiaries, influences on 349–50
success, measurement of 352–3
universalist approach 345–6
trends 5–6, 8
wasta
implications for 400–402
incompatibility with 6, 113–14, 143, 153, 393, 401
Western influences 6–7, 16
Huo, Y.P. 29
Huselid, M.A. 335
Hutchings, K. 402
Ibadhism 89–90
Ibrahim, E.M. 388–9
Ibrahim, M.E. 132
Iles, P. 211, 381
in-group collectivism 22, 25
Inglehart, R.F. 314
inshallah 343
institutional theory 330–31, 331
agency role 332
corporate legitimacy, and 332
environments and components 331–2
institutionalisation stages 351–2
talent management 69–73, 330–31, 333–6
transfer of HRM practices 346–7
inter-generational difference 26
Iran
business ranking 342
cultural influences 162–3, 166–7, 173, 176
demographic overview 163–6
economic overview 161–4
education 161, 162, 171
expatriate workers 311
female employment trends 165
foreign companies 167–8
GDP 164
historical overview 162–3
HRM
business environment influences 170–71
challenges 167–9, 175–7
compensation and rewards 174–5
cultural influences 166–7, 169–70, 176
development opportunities 175
development trends 167–8
economic crisis, and 168–9
economic sanctions, and 169–70
hard vs. soft practices 168
institutional reform, and 176
Islamic values 170
paternalism 167
performance appraisals 173–4
recruitment and selection 172–3
role of 172, 176
skills gap 171
training and development 173
Western influences 166, 169
industry sectors 161
international sanctions 161–2, 168–70
Islamic values 163, 165
nepotism 27, 168, 172, 176
political overview 161, 163–4
private vs. public sector employment 167–8, 171
unemployment 161, 164–5
universities 171
workforce trends 164–5
Iraq 311, 342
Islamic fatalism 24, 228
Islamic State of Iraq and Syria 4
Islamic values
balance 406
definition 404–5
equity and fairness 6, 402–3
family, role of 24
fatalism 24, 28, 228
gender roles 147, 149, 165
globalisation conflicts with 18
group orientation 6
HRM, incompatibilities with 6
HRM, incompatibilities with 6
justice 402, 406
key principles 23, 405–7
loyalty 6, 24–5, 53
nepotism, and 113, 209
patriarchy and paternalism 6, 24, 167, 189–90
performance appraisal, and 52–3
practice, mismatches in 24–5
public sector HRM, and 382–3
shura 6, 23, 115, 235
shura principle 6
study trends 6, 23
Sunni / Shiite, compared 24
trusteeship 406
unity 406
wasta, and 113–14, 402–6
Western Protestant work ethics, compared 405
work and business ethics 23–4, 404–6
Ismail, H. 189
ISO 26000 370–71, 373–6
Jabr, N.H. 106
Jackson, T. 347
Jaeger, A.M. 24–5
Jamali, D. 181–2, 185–6, 188, 367–77, 369, 373, 403
James, P. 355
Job satisfaction 183–7, 189, 388–9, 401

Khan, S. 97–8, 105–7
Khanfar, M. 132
Kim, K. 351
Kluckhohn, F.R. 20
Kolb, D. 197
Kostova, T. 332, 352
K'tef 6
Kuchinke, K.P. 186

Kuwait

business ranking 342
domestic workers
applicant availability 272
applicant information 272–3, 280
background 265
cancellation 271–2
cultural attitudes towards 265
employee demographics 269–70
employer attitudes towards 273, 275, 278
employer demographics 268–9
employer satisfaction 269–71, 276
employment relations 266–7, 277–8
employment transfer or termination 274, 276, 277–8
job descriptions 280
law reform 279–81
legal concerns 267, 274–5
legal protections 265–6, 278–9
passports, employer possession of 274, 281
probationary periods 271–2
recruitment agency costs 272, 275
recruitment agency duties 276–7
recruitment agency regulation 279–80
recruitment agency relationships 271–2, 280–81
runaways 274–5, 278–9
salaries 274, 281
social exchange theory 277–8
sponsorship system 263, 266–7, 271–2, 274, 276, 279

Kunugo, R.N. 19–20, 24–5
Karam, C.M. 389
Kasparian, C. 192
Kauser, S. 188, 191, 385–6, 401–2
Kazlauskate, R. 223
Khan, A. 266

Kuwait

business ranking 342
domestic workers
applicant availability 272
applicant information 272–3, 280
background 265
cancellation 271–2
cultural attitudes towards 265
employee demographics 269–70
employer attitudes towards 273, 275, 278
employer demographics 268–9
employer satisfaction 269–71, 276
employment relations 266–7, 277–8
employment transfer or termination 274, 276, 277–8
job descriptions 280
law reform 279–81
legal concerns 267, 274–5
legal protections 265–6, 278–9
passports, employer possession of 274, 281
probationary periods 271–2
recruitment agency costs 272, 275
recruitment agency duties 276–7
recruitment agency regulation 279–80
recruitment agency relationships 271–2, 280–81
runaways 274–5, 278–9
salaries 274, 281
social exchange theory 277–8
sponsorship system 263, 266–7, 271–2, 274, 276, 279

Kunugo, R.N. 19–20, 24–5
Karam, C.M. 389
Kasparian, C. 192
Kauser, S. 188, 191, 385–6, 401–2
Kazlauskate, R. 223
Khan, A. 266

Kuwait

business ranking 342
domestic workers
applicant availability 272
applicant information 272–3, 280
background 265
cancellation 271–2
cultural attitudes towards 265
employee demographics 269–70
employer attitudes towards 273, 275, 278
employer demographics 268–9
employer satisfaction 269–71, 276
employment relations 266–7, 277–8
employment transfer or termination 274, 276, 277–8
job descriptions 280
law reform 279–81
legal concerns 267, 274–5
legal protections 265–6, 278–9
passports, employer possession of 274, 281
probationary periods 271–2
recruitment agency costs 272, 275
recruitment agency duties 276–7
recruitment agency regulation 279–80
recruitment agency relationships 271–2, 280–81
runaways 274–5, 278–9
salaries 274, 281
social exchange theory 277–8
sponsorship system 263, 266–7, 271–2, 274, 276, 279

Kunugo, R.N. 19–20, 24–5
Karam, C.M. 389
Kasparian, C. 192
Kauser, S. 188, 191, 385–6, 401–2
Kazlauskate, R. 223
Khan, A. 266

Kuwait

business ranking 342
domestic workers
applicant availability 272
applicant information 272–3, 280
background 265
cancellation 271–2
cultural attitudes towards 265
employee demographics 269–70
employer attitudes towards 273, 275, 278
employer demographics 268–9
employer satisfaction 269–71, 276
employment relations 266–7, 277–8
employment transfer or termination 274, 276, 277–8
job descriptions 280
law reform 279–81
legal concerns 267, 274–5
legal protections 265–6, 278–9
passports, employer possession of 274, 281
probationary periods 271–2
recruitment agency costs 272, 275
recruitment agency duties 276–7
recruitment agency regulation 279–80
recruitment agency relationships 271–2, 280–81
runaways 274–5, 278–9
salaries 274, 281
social exchange theory 277–8
sponsorship system 263, 266–7, 271–2, 274, 276, 279

Kunugo, R.N. 19–20, 24–5
Karam, C.M. 389
Kasparian, C. 192
Kauser, S. 188, 191, 385–6, 401–2
Kazlauskate, R. 223
Khan, A. 266
Labour Agents 41–2
labour laws, generally
  domestic worker protection 265–6
limitations 68–9
wasta, and 397–8
labour localisation programmes, generally 37
see also under GCC and individual countries by name
analysis frameworks 418–19
decoupling 418–19
definition 284
expatriate workers, impacts on 301–2, 313
institutional perspectives 416–18
performance appraisals 57
studies 285, 429
success, influences on 299–300, 360–61
unemployment, and 144–6, 206, 288, 313, 344, 354, 413, 428–9
Latifi, F. 24, 171
Lawler III, E.E. 117
Leat, M. 206, 211, 214, 216
Lebanon
  banking sector overview 185
  brain drain 191
  business education 197
  business ranking 342
corporate social responsibility 373–5
demographic overview 190–91
domestic worker protections 265–6
economic overview 180
education 180, 191–2
equal opportunities 193
expatriate workers 311
family values 189–91
female employment trends 383
gender roles 180, 184, 188, 195
HRM
  banking sector, in 185–7
  challenges 182–3, 186–7
cultural influences 187–91
development opportunities 193–7
diversity management 196
employee performance 185–7
employee retention 183–5
healthcare sector, in 182–4
job satisfaction 183–7, 189
limitations 180, 187
professional certification 194
purpose 180–81, 194–5
studies of 181–9, 197–8
women, employment of 180, 184, 188, 192–3, 195
labour laws 193
labour unions 193
migration trends 191
nepotism 189–90, 195–6
patriarchy 190, 196–7
political overview 180, 191–2
private vs. public sector employment trends 380
sectarianism 190–91, 195–6
wasta, role of 180, 188–9, 191, 195–6
Lefebvre J.A. 89
Lewis, R.E. 65
Libya 311
Lirio, P. 79
Lo, K. 98
Lorange, P. 20–21
low-skilled workers
  attitudes to 70–71
  migration of 37–8
loyalty 6, 24–5, 37, 53
Maamari, B.E. 184
m'aarifa 6
McDonald, F. 342–3
McMahan, G.C. 416
Mahmoudi, R. 379–89
Makino, S. 331
Mamman, A. 97
management consultants 433
Marchon, C. 302
Marmenout, K. 79
masculinity 6
MENA region, generally see also see also Gulf Cooperation Council countries; individual countries and topics
business education 4–5
corporate social responsibility 373–6
definition 3, 18, 310
demographic trends 3–4
economic characteristics 3–4
employment trends 4
foreign direct investment 340–41, 361
free trade, attitudes towards 340–41
globalisation 19
HRM practices
  challenges 379
  influences on 19–21, 379–80
public sector, in 380–89
Islamic influences 23–6
local adaptation 21–2
national culture identities 21–2
oil sector 3–4
political trends 4, 18–19, 359
privatisation 344
public policy trends 344
public sector employment 344
religion, generally 3, 18, 21
socio-economic trends 19
strategic location 19, 341
uncertainty avoidance 21–2, 28–9

Mendelson, M.B. 189, 383
Metcalfe, B.D. 57, 298, 401
Meyer, J.W. 418–19
Michailova, S. 134, 320
Middle East and North Africa region, generally see MENA region
migration 37–8, 191, 219–20, 263–5
model of culture fit (MCF) 19–20
Moghadam, V.M. 430
Mohammad, A.A. 402
Moideenkutty, U. 98
Moran, R.T. 27
Morgan, G. 330, 332, 335
Morocco
business ranking 342
cultural values 246
demographic overview 244–5
economic overview 245–6
education 244
expatriate workers 311
GDP 245
geraphical overview 244
HRM
best practices 258
challenges 255–8
characteristics 244–6
compensation and rewards 246
diversity management 255
flexible working 255–6
historical development 247–9
HR professional qualifications 256–7
job design and analysis 251
models in practice 249–50, 258–9
occupational health and safety 254
opportunities 257–9
performance appraisals 253, 388
policies 250, 382
public sector 388
recruitment 251
regulation 254–5
salaries 252
strategic role 248–9, 257
studies 249
talent management 256
training and development 246, 252–3, 256, 388
industrial sectors 245
Islamic values 246
Labour Code 254–5
loyalty 246
minimum wages 252
nepotism 246
political overview 247–9
private vs. public sector employment trends 245, 258, 382
technological influences 256
temporary vs. full-time employees 256
trade unionism 252, 254
uncertainty avoidance 246, 250
unemployment 244–5

Mousavi, D.S.M. 405
Mulej, M. 223
multinational corporations
HRM
challenges for 359–60
control mechanisms 351–2
cross-cultural transferability 17–18
hybridisation 20–21
impacts and implications 16–17
policy transfers, influences on 349–50
recruitment and selection policies 26–7
subsidiaries 349
influences, generally 30, 432–3
internal work culture 19–20
skills gaps 360
Muncherji, N. 97
Murtada, D. 379–89
Muwanga, A.D. 217–18
Nakhle, S. 180–98, 347, 350, 352
Nasief, Y. 412–22
nationalisation programmes see labour localisation programmes
Neal, M. 79
nepotism 190
expatriates 104
family values and patriarchy, and 190
HRM
incompatibility with 6, 25, 27, 44, 168, 189–90, 197–8, 229, 381, 401
performance appraisals 53, 108
policies for dealing with 195–7, 222
recruitment and selection 27, 99, 172–3, 213, 343, 386
training and development 229–30
Islamic values, and 113, 209
wasta, compared with 119, 191, 395
<table>
<thead>
<tr>
<th>New Public Management Principles</th>
<th>379</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>29</td>
</tr>
<tr>
<td>Nohria, N.</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Occupational Health and Safety</th>
<th>254</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil Industry</td>
<td>3–4, 66</td>
</tr>
<tr>
<td>Oliver, C.</td>
<td>419</td>
</tr>
<tr>
<td>Omair, K.</td>
<td>147</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oman</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Identity and Values</td>
<td>89–92</td>
</tr>
<tr>
<td>Demographic Overview</td>
<td>87–9</td>
</tr>
<tr>
<td>Economic Overview</td>
<td>92–3, 286, 328</td>
</tr>
<tr>
<td>Education</td>
<td>93–4, 290–91, 329</td>
</tr>
<tr>
<td>Expatriate Workers</td>
<td>68, 100, 102–4, 111–12, 311, 313, 329, 336</td>
</tr>
<tr>
<td>Family Values</td>
<td>91–2, 288</td>
</tr>
<tr>
<td>Female Employment Trends</td>
<td>383</td>
</tr>
<tr>
<td>GDP</td>
<td>74, 93</td>
</tr>
<tr>
<td>Geographical Overview</td>
<td>87–8</td>
</tr>
<tr>
<td>Graduate Employment</td>
<td>94, 99, 101–2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HRM</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Planning</td>
<td>387</td>
</tr>
<tr>
<td>Challenges, Generally</td>
<td>115–17</td>
</tr>
<tr>
<td>Characteristics</td>
<td>112–15</td>
</tr>
<tr>
<td>Compensation and Rewards</td>
<td>110–12, 117</td>
</tr>
<tr>
<td>Employee Authority</td>
<td>384</td>
</tr>
<tr>
<td>Gender Roles</td>
<td>298</td>
</tr>
<tr>
<td>Influences on</td>
<td>95–6, 112–15</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>106–7, 116</td>
</tr>
<tr>
<td>Labour Localisation Programmes</td>
<td>102–3, 111–12, 293, 328–9, 333–4, 336, 384</td>
</tr>
<tr>
<td>Limitations</td>
<td>387–8</td>
</tr>
<tr>
<td>Models for</td>
<td>112–15, 117–18</td>
</tr>
<tr>
<td>Performance Appraisals</td>
<td>107–10, 117</td>
</tr>
<tr>
<td>Practitioner Roles</td>
<td>97–8</td>
</tr>
<tr>
<td>Principles-Practice Gap</td>
<td>112–14, 117–18</td>
</tr>
<tr>
<td>Public vs. Private Sector</td>
<td>96–7, 118, 384, 388</td>
</tr>
<tr>
<td>Recruitment and Selection</td>
<td>98–104, 116</td>
</tr>
<tr>
<td>Regulation</td>
<td>95</td>
</tr>
<tr>
<td>Retention</td>
<td>98–100</td>
</tr>
<tr>
<td>Stereotyping</td>
<td>102–3</td>
</tr>
<tr>
<td>Strategic Role</td>
<td>97–8</td>
</tr>
<tr>
<td>Training and Development</td>
<td>104–7, 116, 329, 388</td>
</tr>
<tr>
<td>Trends</td>
<td>96–7, 114, 117–18</td>
</tr>
<tr>
<td>Underperformance Management</td>
<td>109</td>
</tr>
<tr>
<td>Industrial Sectors</td>
<td>92–3, 112, 328</td>
</tr>
<tr>
<td>Islamic Role in</td>
<td>91–2, 113–14</td>
</tr>
<tr>
<td>Labour Market Intervention</td>
<td>293</td>
</tr>
<tr>
<td>Languages</td>
<td>89–90</td>
</tr>
<tr>
<td>Minimum Wage</td>
<td>112</td>
</tr>
<tr>
<td>Oil Industry Influences</td>
<td>93</td>
</tr>
<tr>
<td>Political Structure</td>
<td>88–9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Private vs. Public Sector</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>110–11</td>
</tr>
<tr>
<td>Shura, role and practice</td>
<td>89–91</td>
</tr>
<tr>
<td>Skills Gaps</td>
<td>102</td>
</tr>
<tr>
<td>Societal Structure</td>
<td>89–90</td>
</tr>
<tr>
<td>Strategic Development Plans</td>
<td>284</td>
</tr>
<tr>
<td>Talent Management</td>
<td></td>
</tr>
<tr>
<td>Challenges</td>
<td>335–6</td>
</tr>
<tr>
<td>Definition</td>
<td>329–30</td>
</tr>
<tr>
<td>Employee Stratification</td>
<td>335</td>
</tr>
<tr>
<td>Historical Influences</td>
<td>335–6</td>
</tr>
<tr>
<td>Implications</td>
<td>335–6</td>
</tr>
<tr>
<td>Importance</td>
<td>332</td>
</tr>
<tr>
<td>Institutional Influences</td>
<td>330–31, 333–6</td>
</tr>
<tr>
<td>Labour Localisation Programmes</td>
<td>102–3, 111–12, 328–9, 333–4, 336</td>
</tr>
<tr>
<td>Studies</td>
<td>333, 336–7</td>
</tr>
<tr>
<td>Tribal Values</td>
<td>91</td>
</tr>
<tr>
<td>Unemployment</td>
<td>287</td>
</tr>
<tr>
<td>Universities</td>
<td>93–4, 329</td>
</tr>
<tr>
<td>Wasta</td>
<td>401</td>
</tr>
<tr>
<td>Women’s Empowerment Programmes</td>
<td>288</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>94–5</td>
</tr>
</tbody>
</table>

| Onyeiwu, S.                      | 343 |
| Osman, I.H.                      | 184 |

| Pauwue, J.                       | 330, 416, 418–19 |
| Pahlavnejad, M.                  | 27, 161–77 |
| Pande, A.                       | 263 |
| Parrenas, R.S.                   | 264 |
| partybazi                       | 25 |
| Paton, R.A.                      | 56, 130 |
| Patriarchy and Paternalism       | 24, 167, 189–90 |
| HRM Policies Dealing with        | 196–7 |
| Nepotism, and                   | 190 |
| Performance Appraisal Systems    |     |
| Challenges for                  | 57–8 |
| Collectivism, and                | 27–8 |
| Corporate Social Responsibility, | and 371 |
| Cultural Influences              | 27–8, 49, 52–6 |
| Equal Opportunities              | 57 |
| Evaluation                      | 548 |
| External Societal and Political Influences | 56 |
| Fixed-term Contracts, and        | 53–4 |
| Foreign Employees                | 57–8 |
| Harmonisation                    | 49 |
| Human Capital Management, and    | 58 |
| Individualism                    | 55–6 |
| Localisation, and                | 57 |
| Loyalty, and                     | 53 |
| Motivation, and                  | 52, 54–5 |
| Need for                        | 58–9 |
| Nepotism, and                    | 53, 108 |
| Organisational Structure, and    | 56–7 |
public sector employment 384–5, 388
purpose 50–52
studies 49–50
Western influences 52–6

Pervin, S.J. 29
Pezet, E. 379–89
Pfeffer, J. 235–8
Piderit, S.K. 371
political influences 36
Pollard, D. 26–7
Porter, M. 349
poverty of capability 70
Powell, W. 331, 347–8, 418
power distance 6, 124, 142–3, 167, 229, 314
Preece, D. 332
privatisation
conflicts 340
foreign direct investment, and 339–40
functions 340, 343–4
global trends 340
MENA, in
attitudes towards 344–5
purpose 343–4
trends 344, 361
psychometric testing 45, 196
public sector employment
female employment barriers 382–4
female employment trends 383–4
host-country nationals 35
preferences 67
talent management influences 66–7
trends 380
public sector HRM 380
andocentrism 382–3
authoritarianism 384–5
career planning 387
centralisation 384–5
challenges 380–81, 385–7
compensation and rewards 384–5
cultural influences 380–84
demographic impacts on 37
expatriate workers, and 385–6
female employment barriers 382–4
female employment trends 383–4, 389
host-country nationals role 35
Islamic values, and 382
job satisfaction 388–9
nepotism, and 386
new public management principles 379
paternalism 382
performance appraisals 384–5, 388
political influences 381–2
recruitment and selection 386
regulation 381–2
training and development 386–8
Western influences 385–6
Purcell, J. 114–15
Qatar
business ranking 342
economic crisis responses 359
education 68, 290–91
employee engagement 297
expatriate workers 68, 312, 314
female employment barriers 383
female employment trends 383
GDP trends 74
labour localisation policies 295–7, 360
population trends 286
public vs. private sector employment 287
recruitment and selection 295
strategic development plans 284
training and development 296–7
unemployment 287, 383
University ranking 4
Rahaman, S.M. 415
Raheem, Salma 63–79
Rajasekar, J. 105–7
Ramadan, M. 212
Ramdani, B. 49–50, 212, 226–40, 228, 234, 431–3
Ramlall, S. 149
Rea, D.M. 383
recruitment and selection, generally see also
talent management
corporate social responsibility, and 371
cultural influences 26–7
demographic influences 37–8
job advertisements 41
multinational corporation influences 26–7
nepotism, and 27, 99, 172–3, 213, 343, 386
psychometric testing 45
public sector employment 99–101, 386
society-level influences 41–2
stereotyping 102–3
wasta, and 41–2, 402
refugees 36, 399–400
Rego, A. 371
retention, generally 37
employee motivation management 76–7
family values 42
labour localisation programmes 297–8
society-level influences 42–3
talent management 79
rewards see compensation and rewards
management
Index

Rice, G. 405–6
Richardson, J. 320
Ridout, N. 89
Robbins, S.P. 210
Rogovsky, N. 29
Rokhman, W. 406
Rosenzweig, P.M. 15
Roth, K. 332
Rowan, B. 418–19
Rutledge, E. 127–8, 289–90, 293
Ryan, J.C. 429
Sadi, M. 146
Sadozai, A.M. 406
Safi-Eddine, B. 255
Salehi Esfahani, D. 28, 162, 171
Sarabdeen, J. 130
Saudi Arabia
business ranking 342
cultural influences 141–3
demographic overview 142, 286
economic overview 141
education 144–7, 290–91
employee retention incentives 71–2
employee stereotypes 153
employment law reforms 144–6
expatriate workers 68, 141, 143, 145, 151–2, 312–13, 360
female employment barriers 298–9, 382–3
female employment trends 146–7, 149, 382, 383
GDP 74, 141
geographical overview 141–2
‘ghost workers’ 145
graduate sponsorship 295
historical overview 141
HRM
attitudes towards 150
challenges 143–4, 151–5
compensation and rewards 149, 151
development strategies and opportunities 153–5
dual system 143, 149–53
influences on, generally 147–8
recruitment and selection 143, 149–51, 154, 295
research 147–8, 154
talent management 295
training and development 145, 151–3
trends 148–9
industry sectors 141–2
international labour initiatives 146–7
Islamic values 147, 149, 155
labour localisation programmes 360
analysis framework 418–19
challenges 152–6
development 144–6, 412–14
education initiatives 144–5
influences on 421–2
job creation 142–3
practices 71–2, 144–5, 423–5
purpose 144, 413–14
recruitment and selection 150–51
regulatory basis 144, 421
studies 414–16, 419, 421–2
success of 145–6
training and development 151–2
women, employment of 146–7, 298–9
organisational justice 149
political overview 141–2, 155
private vs. public sector employment 143, 145–6, 149, 155–6, 287, 380
quasi-government agencies 380
social status influences 142–3, 152–3, 155–6
strategic development plans 284
unemployment 142, 144–7, 287, 383
universities 144–5, 290
wasta 142–3, 153
workforce characteristics 142–5
Sayce, S. 393–408
Schmidt, S.M. 104
Schuler, R.S. 29, 65, 73
Schwartz, S.H. 314
Scott-Jackson, W. 131–2, 135, 284, 288, 294–9
Scott, R. 331
Scott, W. 330–31
Seghir, S. 229
Shehadi, R. 295, 343
shura 6, 23, 89–91, 115, 235
Sidani, Y. 113, 332
Sidani, Y.M. 186, 190
Singh, A. 297
Singh, S. 263–81
skills gaps 26–7, 102, 171, 191, 360, 432–3
Smale, A. 351
social capital 394–5
social exchange theory 277–8
social media 39, 46, 90
Spicer, D. 327–37
Spiess, A. 292
Stasiulis, D.K. 267
stereotypes
gender roles 147, 193
by nationality 76
recruitment and selection 102–3, 429
Streeck, W. 335
Strodbeck, F.L. 20
Su, Z. 382
subsidiary companies  
HRM practice transfers, and 349–50
Suilman, A.M.T. 133–4
Swailes, S. 99, 101, 105–6, 108, 113
Swiercz, P.M. 187
Szulanski, G. 351–2
Ta’Amnha, M. 37, 393–408, 400
Tabet-Aouel, W. 238
talent management  
brain drain 191, 432–3
brain waste 432–3
challenges 63, 332, 335–6
change, need for 77–8
components 63–4
definition 63, 64–5, 327, 329–30
employee motivation management 76–7
employee stratification 335
external influences 65
GCC countries, in 64–6, 328
attitudes to 75–6
challenges 73–7
demographic trends 65, 70–72
historical influences 66–9
institutional influences 69–73
organisational influences 73–7
women, employment of 72–3
work ethic impacts 69–70
global talent migration 65
graduate sponsorship 295
historical influences 335–6
importance 63, 77, 332, 360–61
labour localisation programmes 102–3, 111–12, 328–9, 333–4, 336
retention strategies 79
stereotyping by nationality 76
studies 77–9, 327, 330, 333, 336–7, 432–3
talent demand-supply gaps 65
trends 329–30

taqwa 23
Tarique, I. 65
Tayeb, M.H. 16–18, 24, 26, 172
Taylor, S. 346
temporary workers 36–7
Thelem, K.A. 335
Thornberry, J. 113, 190
Toledo, H. 302
training and development, generally  
attitudes to 43
cognitive styles, influences of 28
corporate social responsibility, and 371
cultural influences 28
domestic workers 276–7, 280
nepotism, and 229–30
society-level influences 43
women, opportunities for 298
transfer of HRM practices see under human resources management, generally
Tregaskis, O. 346, 349, 393–408, 394
Trompenaars, F. 124–5, 314
Tunisia 313, 359

UAE  
business ranking 342
cultural identity and values 124–5
domestic worker protections 265–6
economic crisis responses 359
economic diversification 291–2
economic overview 123
education 126–7, 290–91, 432
women, of 287–8
Emiratization 127–9, 294–9, 301–2, 313, 386
expatriate workers 68, 134–5, 313
self-initiated expatriation 125–6
studies 318–23
female employment barriers 383
female employment trends 126, 134, 383–4
GDP 74, 123
geographical overview 123
graduate employment 153

HRM  
challenges, generally 135–7
compensation and rewards 388–9
development opportunities 137–8
employee engagement 297
employee retention 297–8
employment termination 302
gender roles 298–9
HR practitioners 135–6
job satisfaction 388–9
labour localisation policies 127–9, 294–9, 301–2, 313, 386
performance appraisals 133–4
public sector 384, 386, 388–9
recruitment and selection 130–31, 294–5, 386
research gaps 137–8
strategy role 123, 135
talent management 136
training and development 132–3, 294–6
trends 123–4
work values 129–30
individualism 125
industrial sectors 123
labour market characteristics 125–6, 300
masculinity, role of  125
political structure  123
population  286
private vs. public sector employment  128, 131–3, 287, 294–5, 300, 384, 386
salary trends  128
strategic development plans  284
unemployment  126, 287
universities  127
workforce development  126
UN Global Compact  370
uncertainty avoidance  21–2, 28–9
underemployment  67, 69, 71
unemployment
cultural influences  142–3
implications of  4, 193
job availability, influences on  143–4
labour localisation programmes, and  144–6, 206, 288, 313, 344, 354, 413, 428–9
trends, generally  147–8, 161–2, 164, 205–7, 218, 221, 227, 244, 286–7, 311–12, 386, 399, 412
voluntary unemployment  126, 294
women  126, 147, 164, 221, 299, 311–12, 399
youth unemployment  38–9, 41, 71–2, 126, 142, 161–2, 164–5, 227, 286, 359, 428
urbanisation  37, 46
Vakkayil, J.  49–59
Vazquez-Alvarez, R.  127
Venaik, S.  22
Venegas, B.C.  15–30
Vidyasagar, G.  383
Von Glinow, M.A.  29
wasta  25, 180
career advancement, and  188–9, 401
der competitive drivers  402–6
cultural influences of  400, 402–3
definition  393, 395
development  396–7
education, and  43, 398–9, 401–2
female attitudes to  191
government, conflicts with  397–8
HRM
implications for  397–402, 407
incompatibility with  6, 113–14, 143, 153, 393, 401
job applications  143, 153, 191
performance appraisal, and  52, 55–6
policies for dealing with  195–6, 397–8, 407–8
recruitment and selection  41–2, 402
Islamic values, and  113–14, 402–6
job competition  37, 398–400
justice perceptions, and  401
mediation and intercession  395
nepotism, compared with  119, 191, 395
political influences on  403–4
prevalence of  395–7, 400–401
promotion  400
state regulation  396–8
utility of  400
Waxin, M.  41, 123–38, 124, 129, 134, 284–305, 304
Weir, D.  402
Werner, S.  309
West Bank and Gaza  313, 342
Western Protestant work ethic  405
Whiteoak, J.W.  56, 400
Wilkins, S.  132
Wils, T.  129
women
Arab values  73, 147
educational improvements for  287–8, 290–91
employment barriers  73, 147, 184, 188, 192–3, 298–9, 382–4
employment studies  430–31
labour localisation programmes, and  146–7, 298–9
unemployment  126, 147, 164, 221, 299, 311–12, 399
wasta, attitudes to  191
Wood, G.  149, 415
Wright, P.M.  416
Yaghi, A.  388
Yahiaoui, D.  347, 350
Yaseen, Z.  134–5
Yeganeh, H.  382
Yemen  313, 342
Yeo, R.K.  113
Yiu, D.  331
Youhies, H.  134
Yousef, D.A.  405
Zizek, S.  223