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**DBA Dissertation Defense**

Titled

*IDENTIFICATION OF BARRIERS TOWARD UAE NATIONALS' RETENTION IN THE PRIVATIZED  
SECTOR: THE CASE OF ADWEA POWER PLANTS*

by

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Abstract

This dissertation is concerned with the Emiratisation process and how it contributes to the retention of UAE nationals in the private sector. Little progress has been made towards increasing the number of UAE nationals in the private sector even with the enactment of labour nationalization policies. Therefore, this research identifies the barriers and challenges affecting the implementation of the Emiratisation strategy for UAE nationals' retention at ADWEA power plants. The main objective of this dissertation is to evaluate the barriers and challenges affecting Emiratisation and thereafter examine how various methods, tools, and techniques have managed to increase the retention rate of UAE nationals at ADWEA power plants. A survey was successfully administered to 304 research subjects from ADWEA power plants over a period of two months to understand their attitudes, opinions, views, and perceptions regarding the Emiratisation process and the current labour policies. Several constructs were also constructed to investigate its interaction with the lack of employment of Emirati nationals in the privatized sector of their economy. Results from subjecting these constructs to factor analysis revealed both direct and indirect interactions and possible causes for low retention of UAE nationals in the private sector. The data also revealed that low levels of employment retention amongst Emiratis in the privatized sector stemmed from high job demands, lower employee motivation, lower employee loyalty, and low employee performance. The outcome of this study is expected to offer policy suggestions on how to address the barriers and challenges affecting Emiratisation in public-private partnerships. The proposed policies may also provide effective tools, techniques, and methods for business managers to improve employee performance and retention. Although this study has been successful in identifying correlations between various constructs affecting the retention of Emirati nationals in the privatized sector, several limitations were encountered stemming from data collection, sample representation, and national services for UAE employees. In order to address these issues, the future direction of this research needs to consider different constructs for testing job demand and resource theory.

**Keywords:** Emiratisation, Labor Nationalization Policies, ADWEA power plants.