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Module: LCMB7011

Assignment: Managing People

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Date: 20th December 2023

International Human Resource Management. Leading a Team in Developing Country.

Abstract

Purpose of the Report:

The report aims to present insights, recommendations and strategies for effectively managing and leading a team in a developing country within the framework of international human resources management.

Design and Approach:

Based on the methodology, the investigation has been performed to spot strengths and weaknesses of international human resource management, cultural differences between developed and developing country; thus, to understand how these cultural differences impact human resources practices.

Findings:

Potential risks and challenges associated with managing an international team in a developing country.

Value of the Report:

The role of the developed country in contributing to the social and economic development of the developing country.

Table of Content

1. Introduction. (p.5)
2. International Human Resource Management. (pp.6-11)
 - 2.1 Ethical Principles and HR Dilemma. (pp.6-7)
 - 2.2 Importance of macro-level analysis (PESTLE). (pp.7-8)
 - 2.3 Heterogeneous Nationalities and Emiratisation. (pp.8-9)
 - 2.3 Challenges. Managing International Workforce. (pp.10-11)
 - Relationship between stereotypes, education and employability. (pp.10-11)
 - Employment of Woman in the United Arab Emirates – Gender Issue. (p.11)
3. Managing human Relationships across the different cultures. (pp.12-14)
 - Hofstede's cultural differences model. (pp.12-14)
4. Summary of Topic and Recommendation. (pp.14-16)
 - Corporate Social Responsibilities (CSR theory). (p.16)
5. List of References. (pp.17-18)
6. List of Bibliographies. (p.18)

1. Introduction.

Human resource management (HRM) is defined as a strategic and consistent methodology for overseeing an organization's most valued asset - the workforce, whose individual and collective contributions are crucial to achieving the organization's goals (Armstrong, 2006). As Armstrong (2006) mentioned in his publication, according to Storey (1989), human resource management can be understood as a complex structure of interconnected policies based on ideological and philosophical principles. Storey posits four basic elements that characterize a significant interpretation of HRM: a distinctive combination of beliefs and assumptions, a strategic orientation influencing people management decisions, the integral involvement of line managers, and a reliance on a set of strategic mechanisms in shaping complex processes and effectiveness of the employment relationship (Armstrong, 2006).

The whole process becomes even more complex when it comes to managing human resources in an international context. The development of global norms affecting how 'work is done' is crucial for multinational companies to integrate their international human resources (Edwards et al., 2021). The growing integration of multinational corporations, leading to geographic boundaries of norms for work, is a significant issue in international HRM (Edwards et al., 2021). Therefore, the work environment gradually becomes more global, following international guidelines (Edwards et al., 2021). Many multinational corporations use international teams or collaborative work groups, and cross-national HR task forces play a big role in making workforce policies as contribute to the framework of employment practices. However, according to Edwards et al. (2021), the research on norms in international HRM is missing, limiting the full understanding of the complex processes involved in global norm development.

The attached report delves deeper into International Human Resources Management, providing a comprehensive overview of the contemporary and ethical issues inherent in cross-border business transactions. An examination of ethical principles and HR dilemmas covers the challenges posed by heterogeneous nationalities, the intricate links between stereotypes, education and employability of nationals, as well as the power of Emiratisation.

The document examines in detail International Human Resources Management with an emphasis on international workforce management, including practices and policies related to the international transfer of diversity management between developed and developing countries, as well as the level of challenges that HR managers meet. The study examines the relationship between stereotypes, education and employment ability, throwing light on gender-related problems in the United Arab Emirates.

Institutional arrangements in both countries are analysed in the PESTLE framework, covering aspects such as labour law, legislation and regulation. The report also examines differences in workplace culture in the UK and the UAE, emphasising managing interpersonal relationships to ensure organizational success and employee wellbeing. Hofstede's cultural model is used to obtain a nuanced understanding.

Finally, the report concludes with a topic summary and recommendations, explaining the role of HRM in contributing to continuous improvement and quality growth in an international context.

2. International Human Resource Management.

2.1 Ethical Principles and HR Dilemma.

Ethics involves doing the right thing, and Human Resource Management (HRM) essentially covers the management and wellbeing of individuals, pointing out the internal correlation between the two (Csillag, 2019). Although HRM ethics is a fascinating and emerging theoretical field, ethical issues go beyond abstract considerations, manifesting as significant challenges in everyday practice that impact HRM professionals, employees, and managers (Csillag, 2019). Many examples of these challenges emerge during the layoff process, including issues related to dismissal decisions, disciplinary misconduct, leadership and employer behaviour patterns, and discriminatory practices within the company's recruitment and selection processes. Moreover, the complex nature of ethical challenges of human resources management highlights the need for a comprehensive approach that considers the multi-faceted aspects of employment practices. These challenges go beyond simple procedural issues in the layoff process and include complex issues such as ethical decision-making in HR, fostering a culture of integrity, and eliminating bias in recruitment. Therefore, greater awareness of and engagement in ethical dialogue is essential not only to solve immediate problems but also to foster sustainable ethical foundations (in which, according to Karam et al., (2023) Emiratis do not believe), that positively influence organizational behaviour and promote ethical considerations at every level of human resource management decision-making.

The continued increase in the number of expatriates in various sectors of the UAE economy requires a focus on diversity in human resource management (Khassawneh & Abakar, 2022), especially in the private sector. There is a need to introduce new regulations and processes to reorganize job structures and properly define aspects of human resource management such as recruitment, promotion, compensation and training, which must be clarified (Khassawneh & Abakar, 2022) and need more power. Issues such as unpaid salaries and quality of wages are significant deterrents for both citizens and expatriates in the UAE when considering employment in the private sector (Khassawneh & Abakar, 2022).

In the UK, regulatory compliance underpins many HR professional activities, preventing organizations from encountering legal problems and ensuring fairness and equality (Braga et al., 2019). HR professionals in the UK consistently consider the potential for discrimination when making decisions, approaching tasks with an ethical mindset, unlike other managers who might operate without such considerations (Braga et al., 2019). The influence and credibility of the UK's HR professionals are linked to their understanding of employment law, and their emphasis on ensuring compliance with management views and as a result, HR professionals can use their legal knowledge to challenge management decisions (Braga et al., 2019) prioritizing workforce wellbeing as a key to satisfactory performance. Meanwhile, the increase in the number of expatriates in the UAE, combined with unclear human resources management regulations, creates ethical dilemmas. Doubtfulness in terms of

recruitment, promotion, compensation and training within the UAE can lead to unfair practices; thus, inefficient organizational operations. Furthermore, the prevalence of issues such as unpaid wages raises ethical concerns as it may contribute to an environment where workers, both nationals and expatriates, are exposed to unfair treatment. Keeping a balance between the needs of a diverse workforce and ensuring ethical HR practices is crucial to maintaining a fair and equitable working environment in the UAE and positively impact moving away from the community's preference for employment only in government institutions.

2.2 Importance of macro-level analysis (PESTLE).

Macro-level analysis, often carried out using tools such as PESTLE (Political, Economic, Social, Technological, Legal and Environmental Analysis), is crucial to international human resource management (IHRM) between two countries like the developed UK and developing the United Arab Emirates as builds awareness to possible risks when adopting new HR strategies and highlight opportunities for both parties. Although the origins of PESTEL analysis lie in marketing, its importance extends significantly to human resources and people management planning (Brougham-Chandler, 2022), particularly in four key dimensions:

Political factors:

Understanding political stability, government policy and employment law in the UK (Braga et al., 2019), including immigration policies that may impact talent flows, may help to approach political factors in the United Arab Emirates appropriately, including government influence over labour markets (Emiratisation), regulations regarding the employment (Karam et al., 2023) and any potential political instability (Scullion & Collings, 2011).

Economic factors:

Economic conditions in the United Kingdom, such as inflation rates, currency stability, and the overall economic climate influencing pay structures, benefits and talent attraction strategies, may positively impact the approach to economic factors in the United Arab Emirates, including economic diversification efforts and fiscal policy impacting employment conditions and the availability of skilled talent. UAE was and remains economically valuable for any global commercial CEO (Scullion & Collings, 2011).

Social factors:

UK's HR as an experienced force dealing in an international society may benefit the UAE's multicultural nature- including cultural diversity, workforce demographics and social norms (including stereotypes) influencing HR practices (Khassawneh & Abakar, 2022).

Legal factors (Employment Law):

Understanding legal aspects such as labour laws concerning culture and compliance requirements with religious aspects is challenging and essential for HR practices in the UAE. Most Emiratis confirmed that their conventional legal system was based on Islamic Shariah; therefore, Islamic law is the primary source of legislation in the UAE, covering the conduct of Allah in the two religious' sources (Mohamed & Rosman, 2021)

and at the same time determining all the pros and cons in terms of employment perception.

The Middle East has significant potential to leverage resources and create a solid economic foundation (Scullion & Collings, 2011). Over the past sixty years, the United Arab Emirates (UAE) has actively engaged in labour imports to meet various job requirements, ranging from domestic roles to highly skilled professions such as engineers, doctors and tutors (Scullion & Collings, 2011). The greater presence of emigrants in the labour market is maintained by the welfare state in the United Arab Emirates and the government's significant influence on economic matters, including facilitated economic growth by relaxing investment regulations and creating an enabling environment for both domestic and international investors (Scullion & Collings, 2011). That strategic approach has stimulated the creation of new enterprises; thus, the region is endowed with abundant natural resources and hidden human capital, which provides a promising platform for development (Scullion & Collings, 2011). Expatriates in the UAE play a key if unofficial, role in transferring knowledge and introducing best practices (Scullion & Collings, 2011). By leveraging its strategic location and inherent advantages, the Middle East, particularly the UAE, can strategically address challenges and implement initiatives to unlock the full potential of its people (Scullion & Collings, 2011).

In the following sections of that report, the author will discuss the intricate links between social, legal and political elements and human resource management (HRM) in the UAE. The report will shed light on critical aspects such as Emiratisation - a policy aimed at increasing employment for Emirati citizens; challenges and implications related to gender issues in the workforce; and existing gaps in links and cooperation between the education system and employment opportunities. The report aims to explore these factors to provide a comprehensive understanding of the current HRM landscape in the United Arab Emirates and suggest insight into potential strategies for improvement in these critical areas.

2.3 Heterogeneous Nationalities and Emiratisation.

The United Arab Emirates (UAE), a federation composed of seven emirates, is strategically committed to exploring innovative methods to improve prospects for its citizens while addressing regional and global challenges (Khassawneh & Abakar, 2022). Although Arabic is the official language, English is widely spoken in this predominantly Arab country (Khassawneh & Abakar, 2022). Over the past few decades, the UAE has undergone a rapid transformation from a primarily rural and agricultural society to a rapidly urbanized one, achieving a lifestyle comparable to other developed countries in a relatively short period of time (Khassawneh & Abakar, 2022). The rapid growth in the number of emigrants from various economic sectors has enlarged the importance of diversity in the UAE's human resource management. Therefore, heterogeneity comes in two forms: observable and less observable, where observable heterogeneity includes race, nationality, ethnicity, gender, and age, and less observable heterogeneity includes industry experience, education, functional and practical education, life experience, and personal attitudes (Okerekeoti & Okoye, 2021). In agreement with Okerekeoti & Okoye (2021), racial diversity includes people from different backgrounds as expands the pool of qualified board candidates by

bringing extensive industry experience. Moreover, foreign members bring diverse and valuable expertise that domestic members may lack due to their different stereotypes (Okerekeoti & Okeye, 2021), education and culture. With over eight million expatriate workers accounting for over 90% of the workforce in 2020, effectively managing this highly diverse workforce is now of the utmost importance to UAE's leaders (Khassawneh & Abakar, 2022). Understanding the need for strategic HR diversity practices becomes paramount to ensuring organizational success, mitigating potential challenges arising from individual differences, and adapting to the dynamic realities of workforce diversity (Khassawneh & Abakar, 2022).

At the same time, it is necessary to take a closer look at the justice of the Emiratisation program, which aims to engage Emiratis in employment in public sectors.

By taking advantage of the country's 50th anniversary of independence (2021), the government unveiled an Emiratisation policy requiring private sector operators to increase the percentage of citizens employed supported by salary top-up requirements (Rutledge, 2023). In the context of human resources, the strategy of localization refers to the process by which local staff upgrade their skills to improve their performance; thus, the primary goal is to train and develop locals, enabling them to replace expatriates in competence and performance (Karam et al., 2023). The success of localization initiatives has important implications for HR policy. Employability in the context of localization is a significant subject, particularly in the United Arab Emirates, where the economy is driven mainly by expatriates, with Emiratis forming a minority (Karam et al., 2023). Emiratisation (localization in the United Arab Emirates), a strategic priority at the national level, aims to improve the employability of Emiratis (Karam et al., 2023). However, this initiative has faced criticism for not incorporating structured HR investigations that allow human capital development (Karam et al., 2023). Therefore, introducing an HR manager from a developed country becomes necessary to create a strategy based on innovative theories, broaden experience, understanding the ethical work environment, human behaviours, cultural interactions and their relationship with the prevailing norms in the country.

In the context of international cooperation between the UK and the UAE, the UAE's socio-economic and workforce landscape presents both challenges and opportunities. The factors of rapid urbanization, linguistic diversity and a large overseas workforce create a unique environment for human resource management. The emphasis on HR practices, workforce diversity and initiatives such as Emiratisation reflects the UAE's commitment to shaping its development through effective HR strategies. With its multicultural environment and emphasis on HR practices aligned with ethical considerations, the UK can contribute valuable expertise to support the UAE's HR initiatives. The UK's knowledge of employment law and emphasis on fairness align with the UAE's goals for Emiratisation and effective HR diversity practices. Collaboration between the two countries can involve knowledge exchange, training programs, and mutual support in addressing common challenges related to workforce management and development. The UK's experience in managing a diverse workforce and ensuring compliance with legal standards can provide valuable insights for the UAE as it navigates its own evolving HR landscape. Overall, international cooperation can foster the sharing of best practices, enhance HR capabilities, and contribute to the continued development and success of both nations.

2.4 Challenges. Managing International Workforce.

Relationship between stereotypes, education and employability.

There is a significant gap between skills and education in the UAE labour market (Khassawneh & Abakar, 2022), which led to the spreading of unfavourable stereotypes regarding employment reality within the Arab community. Although there is demand in the labour market, the education system in the UAE is not adapting to provide the skills and qualifications needed for new jobs or to ensure excellence in existing ones (Khassawneh & Abakar, 2022). This highlights the importance of adapting the skills of graduates during formal education to specific employment requirements (Khassawneh & Abakar, 2022). Although the government introduced Emiratization to bridge the gap between locals and foreigners, prevailing stereotypes negatively impact Emiratization efforts as nationals internalize beliefs about their skills and abilities (Karam et al., 2023). This leads to a self-fulfilling prophecy, reducing motivation and self-efficacy, which affects future career opportunities (Karam et al., 2023). According to Karam et al. (2023), two common stereotypes about UAE nationals include their motivation and commitment to work, and perceptions of their work-related skills and competencies. Therefore, organizations within the United Arab Emirates must actively challenge stereotypes through targeted HR interventions, including coaching, to raise managers' awareness about the negative effects of those stereotypes (Karam et al., 2023). Prioritizing potential workforce development and improving Emiratis' employability is crucial as only improving skills contributes to better future prospects and employability of nationals' workers (Karam et al., 2023). Nevertheless, while the UAE government is making strong efforts to strengthen the country's human resources, achieving this goal requires a collective effort, with shared goals that involve and are pursued by all community members (Khassawneh & Abakar, 2022). Societal perceptions on suitable employment for UAE nationals strongly influence their career preferences, with overseas employment often being seen as a more advantageous option when cultural or religious conflicts arise (Rutledge, 2023). Gender-segregated workplaces also raise ethical concerns, mostly about discrimination against women (Rutledge, 2023). For instance, Rutledge (2023) highlights a case related to Emiratization in which fathers encourage their daughters to pursue banking education but discourage them from entering the labour market unless this is done in a gender-segregated environment.

The United Arab Emirates faces a significant challenge in adapting education to market needs, which leads to stereotypes affecting Emiratization efforts. Sensitivity to human resources issues is crucial in combating negative stereotypes that impact motivation and self-efficacy. Bridging the gap between skills, education, and employability requires concerted efforts, breaking down stereotypes through targeted HR interventions and ensuring a culturally sensitive approach that awakens the motivation and interest of nationals. Gender-segregated workplaces further raise ethical concerns, highlighting the need for a detailed understanding of public perceptions so HR practices may be implemented efficiently.

In the UK, there is a strong focus on improving the employability of graduates, which has led many universities to actively incorporate employability skills into their courses (Minocha et al., 2017). The government, recognizing the impact of graduates' employability on economic growth, shares the concerns, and employers also emphasize the need to develop graduates' skills and experience (Minocha et al., 2017). Prioritizing collaboration between universities and employers is critical to

developing employer-led capacity for work initiatives through various forms like guest speakers to workshops, internships and employer-led projects designed to provide graduates with hands-on experience (Minocha et al., 2017). In turn, in the United Arab Emirates, such practices are currently absent, creating an opportunity to revolutionize the labour market in line with the government's and society's expectations.

Employment of Woman in the United Arab Emirates – Gender Issue.

Although there is significant job growth in the private sector, UAE women have limited employment prospects there, which hinders their prospects due to family and social constraints, personal preferences and lack of opportunities to network in the commercial sector (Khassawneh & Abakar, 2022). At the same time, entering the public sector, such as education, poses challenges, leading to intense competition among UAE women (Khassawneh & Abakar, 2022). In 2019, less than 20% of women in the UAE were employed full-time, reflecting broader concerns in the Middle East and North Africa (MENA) region, which struggles with the world's lowest female labour force participation rate (Khassawneh & Abakar, 2022). One of the key factors influencing women's employment in the Emirates is the central role of the family, considered the basic socio-economic unit in the Arab world where families significantly shape the religious, social and cultural identity of individuals, putting individual interests above those of the family (Khassawneh & Abakar, 2022). Therefore, the family's influence extends to the enforcement of a modesty code that requires gender segregation to protect family honour (Khassawneh & Abakar, 2022). Navigating these social dynamics highlights the complex challenges that UAE women face in finding meaningful employment. Despite their qualifications and skills, Emirati women may encounter resistance from their family or community due to social norms or expectations. That not only limits females professional development but also exemplifies the complex interplay between cultural dynamics and employment opportunities for UAE women. Addressing these challenges requires diverse strategies that take into account both societal expectations and the individual aspirations of Emirati women to create a more inclusive and supportive work environment.

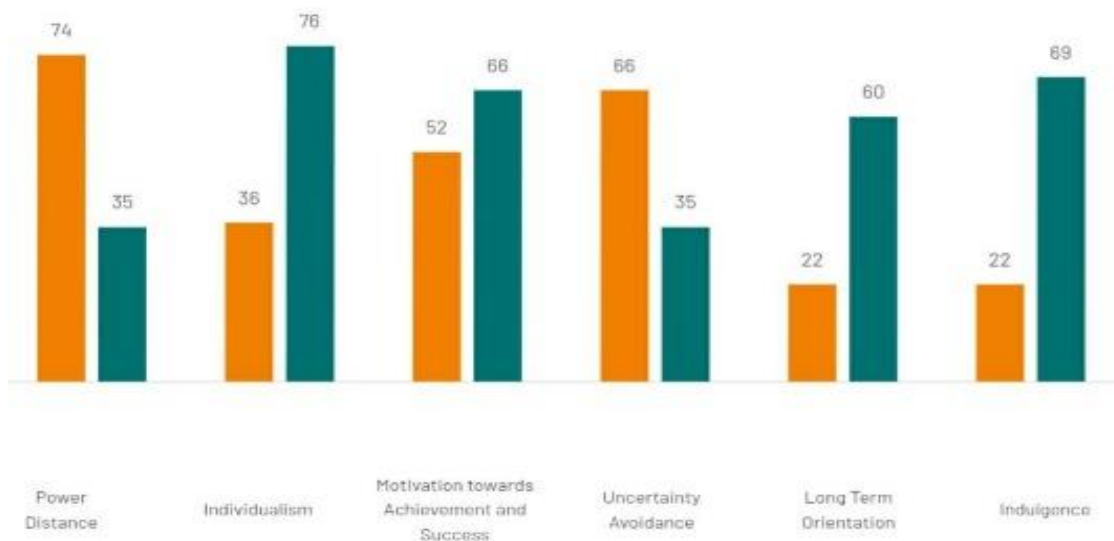
Understanding and meeting these challenges requires a UK HR manager to take a differentiated approach that goes beyond conventional HR practices. For example, implementing diversity and inclusion initiatives may encounter resistance or require adapted strategies that consider cultural sensitivity. Working with UAE families to create an enabling environment for women's employment may require diplomatic communication skills and an understanding of family hierarchy, which may be unfamiliar to a UK HR manager. Moreover, developing policies and practices that adhere to the "modesty code" while promoting equality in the workplace can be complex. The HR manager must strike a delicate balance between promoting inclusivity and respecting cultural norms that may differ significantly from what they encounter in a Western context. Adaptability, cultural competence and a tailored approach to HR strategy are essential to successfully meet the challenges faced by UAE women in the labour market.

3. Managing human Relationships across the different cultures.

Multinational teams are made up of different people and are spread across different locations, which can be both challenging and exciting (Mendenhall et al., 2018). At the beginning of a team's journey, these challenges often motivate team members as working with people from different locations brings a lot of diversity and new perspectives, which makes it interesting for many (Mendenhall et al., 2018). When large organizations connect their teams around the world, the workplace becomes more welcoming and meaningful, and everyone can learn from each other's experiences (Mendenhall et al., 2018). However, to make everything work well and have a great team, it is worth looking at how different and similar everyone within the workforce is (Mendenhall et al., 2018). That includes considering factors such as culture, function handled, expertise and perspectives of the business unit (Mendenhall et al., 2018). When a diverse team is open and motivated, doing so not only helps the employees bond and trust each other but also allows team members to share their unique ideas and find common ground (Mendenhall et al., 2018). The workforce can then determine where everyone agrees and where each person can contribute something unique, and once the differences are identified, a diverse team must address and overcome the obstacles using effective communication techniques (Mendenhall et al., 2018). However, combining different cultures is an extremely big challenge due to inherent differences in values, behaviours, communication styles and expectations. Thus, Hofstede's cultural dimensions model becomes essential in navigating this complex landscape for several reasons.

Hofstede's cultural differences model.

The term culture covers various interpretations. According to Hofstede (2011), culture is defined as the shared mental programming that distinguishes individuals belonging to a particular group or category from others. Hofstede's recognition of culture as a factor differentiating groups prompted him to create a dimensional tool for this differentiation.



Source: Hofstede Insights Oy (2023)

Interpretation of Statistics.

In terms of the Power Distance Index (PDI) in the Hofstede Cultural Model by Hofstede Insights Oy (2023), the UAE scores quite high (74%) compared to the UK (35%). The UAE shows a greater tendency towards hierarchical structures, centralized authority and clear instructions (Hofstede Insights Oy, 2023). In contrast, Britain tends to minimize hierarchical differences, emphasizing equality and justice despite the historical presence of a class system (Hofstede Insights Oy, 2023). The study highlights the inherent conflict in British culture, balancing the traditional class system with a strong belief in social mobility and equal treatment (Hofstede Insights Oy, 2023). The significant difference in PDI highlights the contrasting approach to power and hierarchy between the UAE and the UK. In an international HR context, understanding and navigating these differences is critical to effective leadership, communication and decision-making in diverse teams.

The United Arab Emirates has only a 36% Individualism factor, while the United Kingdom has 75% (Hofstede Insights Oy, 2023). The UAE emphasizes strong group ties, loyalty, and responsibility to the group (Hofstede Insights Oy, 2023). Conversely, the UK embraces individualism, prioritizing independence, personal fulfilment, and encouraging individual thought (Hofstede Insights Oy, 2023). These cultural distinctions manifest in how relationships, decision-making, and societal values are shaped either collectively or individually (Hofstede Insights Oy, 2023). The discrepancy in individualism highlights the importance of adapting HR practices in the UAE.

In cultures characterized by high levels of uncertainty avoidance, such as the United Arab Emirates (66%), rigid adherence to rules and resistance to innovation are common, driven by the need for security and a belief in the importance of precision (Hofstede Insights Oy, 2023). In the UK, low uncertainty avoidance (35%) results in a more adaptive and flexible approach, with a willingness to deal with ambiguity and a focus on creativity and innovation- society values individualism, curiosity and an appreciation for what is different and attractive, encouraging creativity in a variety of industries (Hofstede Insights Oy, 2023). The difference in uncertainty avoidance

highlights the need for HR strategies to consider different risk tolerance and adaptability levels. In the UAE, where security and precision are preferred, HR practices may need to provide clear structures.

With its low score in long-term orientation (22%), the UAE leans towards a normative approach, prioritizing absolute truth and focusing on quick results (Hofstede Insights Oy, 2023). In the UK, a moderate long-term orientation score (60%) indicates a pragmatic culture where truth is recognized as situational and there is a balance between the ability to adapt to changing conditions and a commitment to saving, investing, thrift and perseverance achieving results (Hofstede Insights Oy, 2023). Distinction in long-term orientation requires HR strategies aligned with cultural values. In the UAE, quick results and a prescriptive approach can challenge HR practices, while in the UK there is a strong preference for a pragmatic approach that requires a balance between adapting to change and maintaining commitment to long-term goals.

As a restrained society (22%), the UAE places less emphasis on leisure and tends to control the fulfilment of desires, guided by social norms that discourage overindulgence (Hofstede Insights Oy, 2023). In the UK, as an indulgent culture (69%), there is a greater desire to enjoy life, have fun and fulfil desires (Hofstede Insights Oy, 2023).

The United Arab Emirates and the UK share a similarity in that they lack a dominant preference for achievement and motivation for success (Hofstede Insights Oy, 2023). However, as a decision-making society, Britain is highly success-oriented and action-driven (66%), demonstrating a culture where modesty and understatement can conflict with a core value system focused on achievement and success (Hofstede Insights Oy, 2023). In contrast, the United Arab Emirates does not lean strongly toward a specific motivation pattern in this dimension (Hofstede Insights Oy, 2023). The similarity in the lack of dominant preference between the UAE and the UK highlights the need for HR approaches that take into account diverse motivational patterns. However, recognizing the British decision-making culture, which is highly success-oriented and action-oriented, is crucial to understanding potential conflicts with a culture of modesty and understatement.

Hofstede's Cultural Differences Model provides HR professionals with valuable information to help them develop strategies that respect and leverage cultural differences for effective international human resources management. Understanding these cultural dimensions helps create inclusive workplaces and optimize organizational performance across cultural contexts.

4. Summary of Topic and Recommendation.

The report's author would like to express that in developing countries like the UAE, hiring HR professionals from developed countries like the United Kingdom, known for their multicultural ethos and commitment to diversity, is a strategic choice. Leveraging

the knowledge of HR specialists from various backgrounds ensures the effective implementation of CSR initiatives and ethical HR practices. A multicultural perspective aligns with CSR goals by promoting ethical behaviour and willingness to learn and adopt, implementing strategic allocation of manpower with respect to the culture, supporting positive relationships in diverse communities, and ensuring that HR in developing countries meets global standards.

Moreover, UK and UAE international cooperation in HR can be mutually beneficial, fostering a dynamic exchange of ideas, practices and solutions that contribute to the development and success of both countries. With its multicultural expertise and strong HR practices, the UK can bring valuable knowledge to enhance HR capabilities in the UAE. Knowledge exchange programs can facilitate the sharing of best practices and innovative approaches. Joint training programs can be created to train HR professionals in the UAE, bringing them up to global standards and addressing specific challenges related to linguistic diversity, workforce management and Emiratization. The UK's experience in navigating employment law and ensuring fairness is consistent with the UAE's objectives. Cooperation on legal compliance can help both nations promote ethical HR practices and create inclusive workplaces. Both countries can explore strategic alignment of HR practices to address common challenges and seize opportunities. That includes discussions on localization efforts, talent development and effective diversity management. Understanding the cultural nuances of HR practices is crucial. Cooperation may include cultural awareness initiatives to ensure effective communication and cooperation between both nations.

Corporate Social Responsibilities (CSR theory).

Corporate social responsibility (CSR) directs an organization's attention to responsibilities that go beyond economic and legal considerations to include the wellbeing of employees and communities, ensuring fair and honest business operations as well as meeting the political and educational needs of society in an ethical manner (Kashyap et al., 2004). As mentioned by Kashyap et al. (2004), CSR is therefore perceived as a commitment to a broader spectrum of human values, to improve the overall quality of life. Corporate social responsibility (CSR) involves organizations contributing to broader social goals through ethical practices and has become a global phenomenon (Stanislavskaya et al., 2020). The importance of corporate social responsibility in the context of heterogeneity and culture requires respect for many adjustments and lies in the inclusive and diverse approach that is promoted in organizations. CSR that acknowledges and embraces heterogeneity and national culture is more adaptive, responsive and effective, contributing to society's wellbeing while adapting to stakeholders' the diverse needs and expectations. Recognizing and respecting diverse perspectives in CSR initiatives contributes to creating teams as efficient and sustainable human resources, building a more inclusive reputation in the market, and strengthening relationships with stakeholders. CSR benefits organizations, positively impacting companies' performance and increasing credibility and competitiveness (Stanislavskaya et al., 2020). For organizations to be positively perceived by stakeholders (not only in the United Kingdom but also in the rest of the world), effective communication of CSR activities regarding region-specific issues is crucial (Stanislavskaya et al., 2020). In developing countries, companies increasingly recognize the importance of CSR for long-term success, as attracting tool for the best talent and contribution to solving global social problems (Stanislavskaya et al., 2020).

The implication of the above-mentioned information on ethics in HR lies in the ethical responsibility of UAE organizations to embrace inclusive practices and diversity through CSR initiatives. Ethical HR practices involve treating employees fairly, fostering inclusivity, and contributing positively to societal well-being. In developing countries, the emphasis on CSR becomes crucial for ethical HR, as it aligns with the broader goal of responsible business conduct, addressing regional issues, and contributing to social progress. It establishes a framework for ethical decision-making, ensuring that HR practices are aligned with societal values and needs. Additionally, the recognition of CSR's importance in attracting national and foreign talent underscores the ethical obligation of organizations to create a positive impact on the communities in which they operate. Ethical HR practices embedded in CSR contribute to the overall ethical stance of HR in developing countries, thus a positive impact on workforce well-being and organizational prosperity.

By implementing social business responsibility (CSR) as part of an international HR approach between developed countries, such as Great Britain and developing countries, such as UAE, it is crucial to consider cultural nuances, legal frameworks and socio-economic contexts. That can develop a comprehensive and culturally sensitive CSR strategy, which aligns with the values and expectations of both Great Britain and UAE, supporting a positive impact on society and increasing the company's reputation.

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