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# THE MODERATING ROLE OF ARTIFICIAL INTELLIGENCE ADOPTION TALENT DEVELOPMENT PRACTICES AND CAREER RESILIENCE IN THE UAE PUBLIC SECTOR



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AMAL HAMAD AL-MESAFRI

SULTAN IDRIS EDUCATION UNIVERSITY 2023

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TALENTS DEVELOPMENT PRACTICES AND CAREER RESILIENCE IN  
THE UAE PUBLIC SECTOR

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THESIS PRESENTED TO QUALIFY FOR A DOCTOR OF PHILOSOPHY

FACULTY OF MANAGEMENT AND ECONOMICS  
SULTAN IDRIS EDUCATION UNIVERSITY

2024



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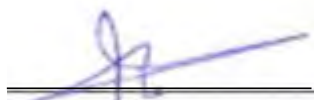
## INSTITUTE OF GRADUATE STUDIES

### DECLARATION OF ORIGINAL WORK

This declaration is made on the 9TH JANUARY 2024

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I, AMAL HAMAD MOHAMED DABOON ALMESAFRI (P20181001568) FACULTY OF MANAGEMENT AND ECONOMICS (PLEASE INDICATE STUDENT'S NAME, MATRIC NO. AND FACULTY) hereby declare that the work entitled THE MODERATING ROLE OF ARTIFICIAL INTELLIGENCE ADOPTION ON TALENTS DEVELOPMENT PRACTICES AND CAREER RESILIENCE IN THE UAE PUBLIC SECTOR is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.


  
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#### ii. Supervisor's Declaration:

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Date

  
Signature of the Supervisor



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In the name of Allah, the Most Gracious and the Most Merciful, Alhamdulillah, I praise and thank Allah SWT for His greatness and for giving me the strength and courage to complete this thesis. First and foremost, I would like to express my deepest gratitude to my supervisor for his endless support and guidance throughout the period of my research. I am grateful to all those who supported me in any way or form in the course of my research. I am most grateful to the respondents who participated in the study. Without them, the study could not have been completed successfully.



## ABSTRACT

This study was examining the moderating impact of artificial intelligence adoption on the relationships between conventions and employees' career resilience in the UAE public sector. The study used quantitative methods by the study population includes employees from the Federal Authority for Government Human Resources (FAHR) in the UAE, including operational managers, supervisors, operational managers, and departmental managers. The employees are 3750, and the target sample size is 346, while the questionnaires were distributed among 400 individuals to meet the maximum sample size and response rate, the study followed the technique of by identify the normality of data; is to identify the outliers and is to find the missing value, to data analysis. The research outcomes indicated that recruitment and selection processes notably impact career resilience. The Human Resource Department (HRD) demonstrates strong competence in selecting employees based on competency levels and effective job analysis. The selection methods are efficient, and the HRD's communication and coordination with other parties are commendable. The HRD's clear job vacancy definitions, emphasis on relationships, and comprehensive information provision contribute to career resilience. Respondents agree that recruitment and selection significantly influence career resilience in the FAHR, UAE. On boarding also plays a crucial role in career resilience, with the HRD employing a formal strategy and supporting supervisors. Performance management is handled constructively, offering regular feedback and training opportunities. Clear work standards are established, although personal development plans are generic. The HRD provides a transparent career path, effectively aligning individual and organizational needs. Career development proves vital for career resilience, consistent with prior findings. The HRD's human resource management system captures valuable data, and its reporting system offers both broad overviews and specific employee insights. System analysis translates complex data for performance assessment. Real-time monitoring through dashboards and measurement of Key Performance Indicators (KPIs) are facilitated by the HRD's advanced tools. AI-driven capabilities, like data mining and predictive modelling, contribute to insightful decision-making. The study suggests combining talent development practices with AI could enhance career resilience in the UAE's public sector. This research concluded that artificial intelligence adoption can help improve the efficiency and productivity of activities and create quicker business choices utilizing technology.





## **PERANAN MODERASI APLIKASI KECERDASAN TIRUAN TERHADAP AMALAN PEMBANGUNAN BAKAT DAN KETAHANAN KERJAYA DI SEKTOR AWAM UAE**

### **ABSTRAK**

Kajian ini mengkaji kesan penyederhanaan penggunaan kecerdasan buatan terhadap hubungan antara konvensyen dan daya tahan kerjaya pekerja dalam sektor awam UAE. Kajian menggunakan kaedah kuantitatif oleh Populasi kajian termasuk pekerja dari Pihak Berkuasa Persekutuan untuk Sumber Manusia Kerajaan (FAHR) di UAE, termasuk pengurus operasi, penyelia, pengurus operasi, dan pengurus jabatan. Pekerja ialah 3750, dan saiz sampel sasaran ialah 346, manakala soal selidik diedarkan di kalangan 400 individu untuk memenuhi saiz sampel maksimum dan kadar tindak balas. Kajian mengikut teknik dengan mengenal pasti kenormalan data; adalah untuk mengenal pasti outlier dan mencari nilai yang hilang, untuk analisis data. Hasil penyelidikan menunjukkan bahawa proses pengambilan dan pemilihan terutamanya memberi kesan kepada daya tahan kerjaya. Jabatan Sumber Manusia (HRD) menunjukkan kecekapan yang kukuh dalam memilih pekerja berdasarkan tahap kecekapan dan analisis kerja yang berkesan. Kaedah pemilihan adalah cekap, dan komunikasi dan koordinasi HRD dengan pihak lain adalah dipuji. Takrifan kekosongan jawatan HRD yang jelas, penekanan pada perhubungan, dan penyediaan maklumat yang komprehensif menyumbang kepada daya tahan kerjaya. Responden bersetuju bahawa pengambilan dan pemilihan secara signifikan mempengaruhi daya tahan kerjaya di FAHR, UAE. Penyertaan juga memainkan peranan penting dalam daya tahan kerjaya, dengan HRD menggunakan strategi formal dan penyelia sokongan. Pengurusan prestasi dikendalikan secara konstruktif, menawarkan maklum balas tetap dan peluang latihan. Piawaian kerja yang jelas telah ditetapkan, walaupun rancangan pembangunan peribadi adalah generik. HRD menyediakan laluan kerjaya yang telus, menyelaraskan keperluan individu dan organisasi dengan berkesan. Pembangunan kerjaya terbukti penting untuk daya tahan kerjaya, selaras dengan penemuan terdahulu. Sistem pengurusan sumber manusia HRD menangkap data berharga, dan sistem pelaporannya menawarkan gambaran keseluruhan yang luas dan pandangan pekerja khusus. Analisis sistem menterjemah data yang kompleks untuk penilaian prestasi. Pemantauan masa nyata melalui papan pemuka dan pengukuran Petunjuk Prestasi Utama (KPI) dipermudahkan oleh alat canggih HRD. Keupayaan dipacu AI, seperti perlombongan data dan pemodelan ramalan, menyumbang kepada pembuatan keputusan yang berwawasan. Kajian itu mencadangkan menggabungkan amalan pembangunan bakat dengan AI boleh meningkatkan daya tahan kerjaya dalam sektor awam UAE. Penyelidikan ini merumuskan bahawa penggunaan kecerdasan buatan boleh membantu meningkatkan kecekapan dan produktiviti aktiviti dan mencipta pilihan perniagaan yang lebih cepat menggunakan teknologi.



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## CHAPTER 1

### INTRODUCTION



The adoption of Artificial Intelligence (AI) has the potential to bring about significant changes in the way talent development practices and career resilience are managed in organizations. AI can streamline HR processes, provide real-time feedback and guidance, and help individuals to continuously improve their skills and stay relevant in their careers (Almarzooqi, 2019). However, organizations must be aware of the potential challenges that may arise with the adoption of AI and take steps to mitigate them. In terms of talent development, AI can automate certain HR processes, such as performance evaluations, skill assessments, and training programs (Alhashmi et al., 2019). This can lead to a more accurate and objective evaluation of employees' skills and abilities, and help organizations to identify high-potential employees and provide them with personalized career development plans. Additionally, AI can help to predict







and prevent skills obsolescence, ensuring that employees are equipped with the necessary skills to meet changing job requirements (Horowitz & Kahn, 2021).

In terms of career resilience, AI can provide real-time feedback and guidance to employees, helping them to continuously improve their skills and stay up-to-date with the latest developments in their field (Anantrasirichai & Bull, 2022). AI-powered career management platforms can also provide information on job market trends and available opportunities, enabling employees to proactively manage their careers and identify potential paths for growth. In addition, the adoption of AI has the potential to bring about significant benefits to talent development practices and career resilience in organizations (Olan et al., 2022). However, organizations must be aware of the potential challenges that may arise with the adoption of AI and take steps to mitigate them. This includes developing and implementing clear strategies for managing the transition to AI, ensuring that AI systems are fair, transparent, and unbiased, and providing support and retraining programs for employees who may be affected (Jallow et al., 2020).

Every organization may promote talent development practices, career resilience and the investment in artificial intelligence by alignment with the business strategies in UAE. According to Talent Development experts, talent development system is the key component of every organization's sustainability and survivability (Maurer, 2018). A Talent Development system includes processes of attracting, retaining, and developing employees who represent the talent core of every organization. In the professional workplace of today, talent development is more essential than any time in previous era. For most of organizations, the main decision focused on to reskill and up skill their staff. Consequently, making an interest in talent





development today will deliver long lasting profits later. Organizations in each area and business are noticing a broadening abilities gap of talent development (Mishra & McDonald, 2017a). All over the world, 85% of organizations are either mindful or expect to have an ability to fill the gap by focusing on talent development (Lavigna, 2019). To stay updated and competitive, firms require talent development programs. Various methodologies called talent development procedures expected to attract high-possible individuals. It additionally attempts to develop, move, and keep hold of extraordinary talent in their organizations. It is an important element of execution the human resource management system (Maurer, 2018). Organizations utilize talent development to track down undiscovered talent inside their organizations (Ocampo et al., 2022). Workers with talent have discovered possibility; assist them with fostering the abilities may help to understood that potential. It offers high potential to the specialists the chance to propel their careers via preparing them new abilities. It additionally speeds up organization's advancement in achieving its targets. The objective of talent development is to make an elite exhibition talent that will assist the business with achieving its objectives (Al-Waqf, 2023). It is limiting the uniqueness in abilities between workers' abilities and the requests of the organization's business. Retraining is a step of talent development that representatives to keep up with the organization's seriousness, retaining and motivating the most talented and aggressive individuals is the organizations' main concern (N. Borg et al., 2023). According to the studies, the objective of talent development is to draw in, create, move, and keep drew in, useful individuals through a bunch of coordinated organizational human resource exercises. Building a high professional human resource, enduring organization that accomplishes its vital and functional objectives by the help of talent development (Seibert et al., 2016). The human asset is the board division of the organization that help





individuals in grasping the associations between different HR methods and created a system. Cycle of creating preparing targets and methodologies that are associated with career arranging, potential progression arranging, and accomplishing individual objectives are the part of talent development. The organizations may offer proficient development phases of preparation the human asset to fortify the abilities, help work execution, and advance self-awareness. Assumptions for workers have additionally adjusted by talent development. The biggest age in the workforce is the millennial as they are the most un-propelled and generally inclined to switch the business progress (B. Ahmad et al., 2019b). Employees lean toward working for organizations that help them in improving their abilities and capacities. In addition, they suggest organizations that share their own convictions to grow the business.



unstable, requesting workplaces can truly scrutinize somebody. A few people can effectively explore these influxes of challenges as well as handle them easily. Individuals battle to control and acquire the most from troublesome conditions (B. Ahmad et al., 2019b). At the point when things do not go according to plan or as it expected, resilience holds them back from thinking about it literally. This characteristic is as often as possible used to characterize resilience in the workplace, and it makes an individual strong by offering a few feasible activities for encouraging resilience at work. Individual versatility is the capacity to manage testing circumstances throughout everyday life. It is regularly depicted as the ability to recuperate and carry on even with trouble. It likewise involves having the option to get a handle on one's viewpoints and feelings along with survey troublesome conditions as an open door as opposed to a danger to oneself really (Mishra & McDonald, 2017a). Most organizations can perceive



a versatile individual; however, they might experience difficulty recognizing the particular factors that add to that resilience. They are strong for different reasons than hopefulness. Resilience offers an uplifting outlook on life and work, which thus further develops critical thinking and supports inspiration. However, not just a reflexive capacity enacts because of troubles. It additionally makes it conceivable to live proactively (B. Ahmad et al., 2019b). General everyday undertakings habitually appear to be more reasonable to a strong person since they are drawn nearer with a rationale situated outlook and an emphasis on issue arrangements (AlKhemeiri et al., 2020). Subsequently, individuals who are strong are less inclined to be overwhelmed by difficulties. Rather than review unfriendly conditions as an unreasonable boundary, they view them as an inescapable piece of life. They could try to have a feeling of satisfaction because of having the option to conquer hardships and advance.

Both the individual and expert circles have steadily yet without a doubt been influenced by artificial intelligence. Simulated intelligence innovation is a fundamental for groups that have day-to-day, direct collaborations with purchasers and depend on fast, exact, and brief client care (J. G. Maree, 2018a). It keeps up with the security of inner interchanges and safeguards business information. There are numerous desperate estimates about AI and how robots would supplant people in the labour force. Artificial intelligence will dispose of specific work from the market while at the same time adding new ones. Artificial intelligence works on the workplace in various ways. While innovation will not supplant human specialists, it mechanizes humble and monotonous exercises to let loose them to perform more confounded obligations (Seibert et al., 2016). The utilization of AI at work increments representative adequacy. Artificial intelligence enjoys many benefits in the workplace that can immensely affect



organization. It helps with expanded efficiency at work. Organizations are using artificial intelligence to increment staff efficiency. One of the benefits of artificial intelligence (AI) for organizations is that it mechanizes redundant tasks across an organization, opening up staff to focus on imaginative thoughts, troublesome issues, and critical ventures. The manual time expected to execute these assignments, from data social affair to beginning the client grumbling strategy, has been incredibly diminished by the utilization of AI (Mishra & McDonald, 2017a). The overall client experience has likewise been upgraded. Disposing of regulatory exercises likewise assists with making client tasks blunder free. By the by, they are developing better consistently at having conversations that seem natural. While AI will not absolutely supplant client care, it can deal with repetitive exercises and work on the exhibition of client care delegates (AlKhemeiri et al., 2020). Client cares specialists can as have now utilized AI arrangements that influence social science to help them convey better help.

Worker efficiency and occupation fulfilment will develop subsequently, and the business will be more productive. While artificial intelligence as a mediator based on reporting, analysis, monitoring, and prediction. The present research investigated the impact of talent development measures: recruitment/attract, onboarding, performance management, and career development has on career resilience in the public sector in the UAE. The study also considers the interaction of artificial intelligence on the talents development and career resilience in the UAE public Sector. In this chapter explain the research question, research objectives, research problem, as well as the justifications of the study complying with by research scope, definition of key terms, and conceptual framework.





## 1.2 Background of the Study

Employees' long-term talent development need to be understood in order to prepare for the impact of the industrial revolution (Autin et al., 2020). Talent development is not just a simple human resource key term one will come across (Dohme et al., 2017). Companies can utilize talent development to ensure they have the skills they need to plan for and address relevant and highly specialized roles in the workforce to their employees. Consequently, the company will be able to create a steady stream of employees to fill critical roles and allow companies to run smoothly. This will limit the burden on other employees and ensure that their workload remains the same (Subotnik et al., 2017; Wai & Allen, 2019).



player of making a better career in workplace as this will help the company a lot to increase all employee's performance and adoptability (Dohme et al., 2017; Mishra & McDonald, 2017b). Talent development is an international human resources strategy, which identifies, develops, deploys, and retains high potential employees in an organization (Khemeiri, 2020). Specifically, talent development refers to how organizations develop employees and provide them with learning opportunities and tools to develop their skills, competencies, and overall careers. World at Work's total rewards model includes talent development as one of six critical elements. As an employee, you have the opportunity and tools to enhance your skills and competencies both in your short-term and long-term career. As 90 percent of organizations surveyed in Mercer's 2016 Global Talent Trends Study anticipate a rise in competition for talent this year ((C. Li et al., 2017; Pion et al., 2017)





Career resilience is defined as "a capacity to adjust to changing circumstances under any conditions, even disabling ones, and the ability to act independently and cooperatively" (AlKhemeiri et al., 2020). An individual's career resilience is their ability to adapt to change, regardless of the circumstances, and to effectively manage the difficulties and difficulties of the career path. Resilience in the workplace is no longer just a desirable trait; it is a core professional competency. resilience in the workplace also help people leverage their environment's resources, ultimately contributing to their employability (Rochat et al., 2017). Along with creating short-term career, many employees may consider developing a long-term career plan that extends beyond their current position. Integrating Artificial Intelligence (AI) holds considerable prospects to bolster career resilience within selected organizations in the UAE public sector. In the context of recruitment selection (J. G. Maree, 2018a), AI-powered tools can improve the identification of candidates whose skills and attributes align with job requirements and the organization's culture. AI-driven assessments and algorithms can provide more precise and objective evaluations, decreasing the chances of mismatches between employees and roles. By facilitating better talent-person-job fit, AI can improve job satisfaction and a sense of alignment, essential components of career resilience (N. Borg et al., 2023).

Machines (or computers) using artificial intelligence emulate "cognitive" functions associated with human brains, such as "learning" and "problem solving," commonly referred to as "artificial intelligence" in colloquial usage (Haenlein & Kaplan, 2019). AI adoptions is very important at work to make a better employee's performance and adaption (Bjørndal & Ronglan, 2021; C. Li et al., 2019). According to K. Maree (2017), the Artificial Intelligence (AI) field is rapidly evolving and has the





potential to affect employment radically. As opposed to previous technology, AI can be applied to highly educated, well-paid, urban organizations (Houssami et al., 2019; Huang et al., 2019). The advancement of big data technologies has led to the development of AI technologies used in diverse sectors such as urban transport, health care, smart homes, education, and employment (Houssami et al., 2019; Huang et al., 2019). AI's differential impacts on different types of employees make facilitating the next generation of employment opportunities challenging. Many researchers (see Gagné, 2018; Stoeger et al., 2018) stated that AI adoptions is a core important function at work to improve everything.

Artificial intelligence on talent development transformation is reshaping and restructuring occupations. These changes can be perceived as either an opportunity or a threat by workers, who may re-evaluate their position in the workplace (Seibert et al., 2016). In addition to learning new skills and choosing different organizations where one's career competencies will be more useful, an organization's transformation may trigger organizational adjustments, but not all individuals can adapt effectively to the evolving environment (Mishra & McDonald, 2017a). Thus, to cope with work-related changes and transitions, career adaptability is regarded as an important resource (Arora, 2023). According to K. Maree (2017), it can update and speed up certain functions. For example, AI can streamline and personalize the orientation process. AI-driven chatbots and virtual assistants offer real-time guidance and answers to new employees' queries, expediting their integration into the organization. Personalized onboarding experiences tailored to individual roles and preferences can lead to an easier transition, decreasing the anxiety associated with new environments. This improved onboarding can encourage a sense of belonging and competence, promoting better psychological well-







being and eventually contributing to higher career resilience. In performance management, AI can provide data-driven insights into employees' strengths and areas for improvement. Embedded in objective analytics, this feedback can guide targeted skill development plans, aligning to improve career resilience through continuous growth. AI-powered systems can facilitate regular check-ins and feedback loops (Houssami et al., 2019; Huang et al., 2019), ensuring employees receive timely guidance and support. Such supportive agents can help individuals navigate challenges, adapt to changing expectations, and preserve a proactive career approach, all essential for cultivating career resilience.

Jogulu and Franken (2023) noted that AI's impact on career development is noteworthy. AI algorithms can analyze individual skills, interests, and organizational needs to suggest potential career paths. This guidance can help employees make informed decisions about their professional trajectories, enabling them to engage in skill acquisition and development proactively acquire and develop skills. AI-driven career development plans can address skill gaps and provide growth avenues, supporting career resilience as employees feel equipped to adapt to changing job demands. Rossier et al. (2017) argued adopting AI can significantly improve career resilience within selected organizations in the UAE public sector. By optimizing recruitment, personalizing onboarding, promoting performance management, and guiding career development, AI entrusts employees to navigate challenges, align with evolving job roles, and enable a resilient mindset essential for thriving in a dynamic work environment.



This study further explored the link between talent development and career resilience. While more, artificial intelligence influences talent development and career resilience in a way that opens up exciting new career opportunities, as the workforce requires new skill sets to thrive (K. Khalid & Ahmad, 2021). In addition, the artificial intelligence research on the development of talents and career resilience seeks to investigate how work experience relevant to automation technology can be used to enhance the career development and career resilience.

The context of the study is UAE public sector as; Employees in the UAE's public sector rely heavily on experts. The existing skills and education levels of the local population were no match for the needs of a rapidly developing economy as the country began its rapid expansion, resulting in a significant demand for competent HRM (author). Employees with management and technical experience hired in the UAE's governmental sector. Workers in the public sector hired for a set amount of time. Because of the UAE's vast dependency, HR must provide effective administration operations, as well as expatriation management, diversity management, and workforce integration plans and practises (Khemeiri, 2020). The other, smaller portion of the job market is made up of Emirati nationals. Employees accounted for only 16.5 percent of the entire population and 5.7 percent of the total workforce in 2020 (Ahmad et al., 2019; Arora & Rangnekar, 2019). Even though the vast majority of public sector employers want employees who are highly competent, talented, and career oriented. Many jobs at the low-skill level are not socially acceptable for labours. It is also worth noting that there are enough individuals with technical skills to work with technology for high-skilled positions. UAE highly concern with its HRM and their career development. This study is based on career resilience and talent development while these practices can be

visualized in FAHR, which is a public sector organization in UAE. It is also observed that FAHR used technology to overcome the Burdon of work on its employees. Therefore, this study tried to explore the use of AI adoption in FAHR for employees' talent development practices and career resilience.

### 1.3 Problem Statement

Career resilience refers to an individual's ability to adapt, bounce back, and thrive in facing challenges, setbacks, and changes within their professional journey (Baker et al., 2017; K. H. Collins, 2018). While career resilience is crucial for employees across various industries and sectors, it holds particular significance in the context of the UAE public sector. The research's objective of investigating the moderating role of artificial intelligence (AI) adoption on talent development practices and career resilience sheds light on the growing need to enhance employee resilience in this unique setting (Pouyaud et al., 2017; Salisu et al., 2019a). In recent years, the UAE has experienced rapid economic growth and diversification, leading to increased demands on its public sector workforce. However, this growth has been accompanied by challenges impacting career resilience. One noteworthy issue is the evolving nature of job roles due to technological advancements and the integration of AI. As automation and AI reshape traditional job functions, employees may need to achieve new skills or adapt to new tasks. This can lead to feelings of uncertainty, inadequacy, and stress among employees, impacting their overall career resilience (Walker, 2019). Further, the transient nature of the diverse workforce in the UAE adds another layer of complexity to career resilience. Many professionals come to the UAE from various parts of the world to work in the



public sector. While this offers unique opportunities for cultural exchange and skill acquisition, it can also result in a lack of long-term job security. Expatriate workers often face challenges in merging into a new environment, which can impact their psychological well-being and, consequently, their career resilience (K. Khalid & Ahmad, 2021). The median rate of employee attrition hovers around 6.5%. Although many organizations align their attrition rates with market standards, specific talent segments must improve recruitment and retention. Notably, digital experts and sales personnel are among the categories that could be more challenging to attract and retain. Investigating industries with the lowest employee retention rates reveals exciting insights. According to the U.S. Bureau of Labor Statistics March 2022 data, initiatives such as accommodation and food services exhibit remarkably high turnover rates of 86.3%, followed by leisure and hospitality at 84.9%, retail trade at 64.6%, and professional and business services at 64.2%, as of June 22, 2023, in the UAE (Government of UAE, 2022).

A report issued by Government of UAE (2022) underscores the changing landscape of recruitment and organizational performance. Approximately half of the surveyed organizations have ramped up their recruitment efforts since the beginning of the year, with around 50% anticipating superior performance in 2022 compared to the previous year. The prevailing sentiment among participants in the UAE is that attrition is not a significant concern, and they intend to maintain their current workforce levels. Nevertheless, challenges are anticipated in attracting and retaining talent with digital skills and sales expertise. The immediate drivers of employee departures are commonly identified as better growth opportunities and improved pay prospects. In response, companies are deploying diverse compensation strategies and initiatives to attract and





retain talent. Transformations introduced in pay management during 2022 are expected to have a lasting impact beyond 2023.

Facts and figures further highlight the significance of addressing career resilience issues in the UAE public sector. According to recent surveys conducted by relevant authorities (Government of UAE, 2022), it has been observed that a substantial percentage of public sector employees report experiencing high levels of work-related stress and job dissatisfaction. These factors can contribute to burnout and decreased career resilience. Besides, data shows that a notable portion of employees feel their skills need to be aligned with the evolving demands of their job roles due to technological advancements. This skills gap can impede their ability to adapt to changes and negatively impact their career resilience. Also, turnover rates within the UAE public sector have been a concern, especially among expatriate workers. This turnover can be attributed, in part, to the challenges employees face in adjusting to the UAE's work culture, organizational policies, and lifestyle (Abukhait, 2021). High turnover rates disrupt organizational continuity and reflect the possible lack of mechanisms to foster career resilience among employees, leading to premature departures. The concept of career resilience, within the context of the UAE public sector, unveils several underlying challenges that deserve scrutiny. This research explored these challenges and their implications. Career resilience, denoting an individual's ability to navigate setbacks and adapt to changes within their professional trajectory, is especially pertinent in a dynamic and evolving work landscape like the UAE's public sector (Al-Waqf, 2023).





One of the major challenges pertains to the rapid integration of artificial intelligence (AI) into diverse aspects of public sector operations. While AI holds potential for efficiency gains and process optimization, its adoption can disrupt conventional job roles. The transformation brought about by AI can render certain skills obsolete, prompting the need for employees to upskill or reskill. This creates an environment where career paths become uncertain, contributing to anxiety and stress in the workforce. As AI reshapes job functions, the inherent apprehension about the future of roles and obligations can impede employees' ability to develop and sustain career resilience (AlKhemeiri et al., 2020). Also, the transient nature of the UAE's expatriate workforce poses another layer of complexity. A significant portion of the public sector's workforce consists of immigrants who arrive from diverse cultural backgrounds to contribute their skills. However, this mobility introduces challenges in adapting to new environments, work cultures, and expectations. Expatriate workers may face tribulations integrating into the local work context, potentially could a sense of belonging and hindering their overall career resilience (Khemeiri, 2020).

Furthermore, the continuous evolution of talent development practices and their alignment with the changing demands of the public sector is a critical issue. Ensuring training and development endeavours remain relevant in a rapidly evolving landscape becomes challenging. If talent development strategies adequately address emerging skill gaps or provide avenues for growth, employees may perceive limited opportunities for career improvement, leading to improved career resilience (Ocampo et al., 2022). Moreover, the public sector's bureaucracy can sometimes impede flexibility and agility. Hierarchical structures and rigid processes might create obstacles for employees seeking to explore new roles or transition between departments. Such restrictions can





limit employees' ability to proactively shape their career paths and adapt to changes, impacting their career resilience (Abukhait, 2021).

#### 1.4 Research Objectives

The aim of this study is to investigate the direct relationship between talent development practices and career resilience in the UAE. Notably, K. Khalid and Ahmad (2021) consider The preference for "talent development" stems from deliberately highlighting the proactive cultivation of individual skills and capabilities. Unlike the more transactional connotations of "human resource management," which can sometimes stress administrative aspects, "talent development" emphasizes a strategic approach. This term acknowledges that employees are exceptional contributors, each possessing distinct capabilities that can be nurtured and enhanced. It reflects a commitment to encourage a learning culture, continuous growth, and adaptability, which are essential in a dynamic context like the UAE public sector (Al-Waqf, 2023). By focusing on "talent development," this research underlines the significance of equipping employees with the tools to succeed and thrive amidst evolving challenges and prospects.

The second objective of the study is to find the moderating effect of artificial intelligence on the talent development practices and career resilience in the UAE. Talent development is composed of four components: recruitment selection, onboarding, performance management, and career development. The first objective of the study is





divided into four sub objectives. Therefore, the sub-objectives of the current research will be:

1. To identify whether recruitment selection has any significant impact on the career resilience of public sector in the UAE.
2. To identify whether onboarding has any significant impact on the career resilience of public sector in the UAE.
3. To identify whether performance management on has any significant impact on the career resilience of public sector in the UAE.
4. To identify whether career development has any significant impact on the career resilience of public sector in the UAE.
5. To scrutinize the effects of Artificial Intelligence on Career Resilience of public



## 1.5 Research Questions

The main question of this particular study is;

What is the relationship between talent development practices and career resilience in the UAE?

The second objective of the study is:





Does AI adoption moderate the relationships between talent development practices and career resilience in the UAE public sector?

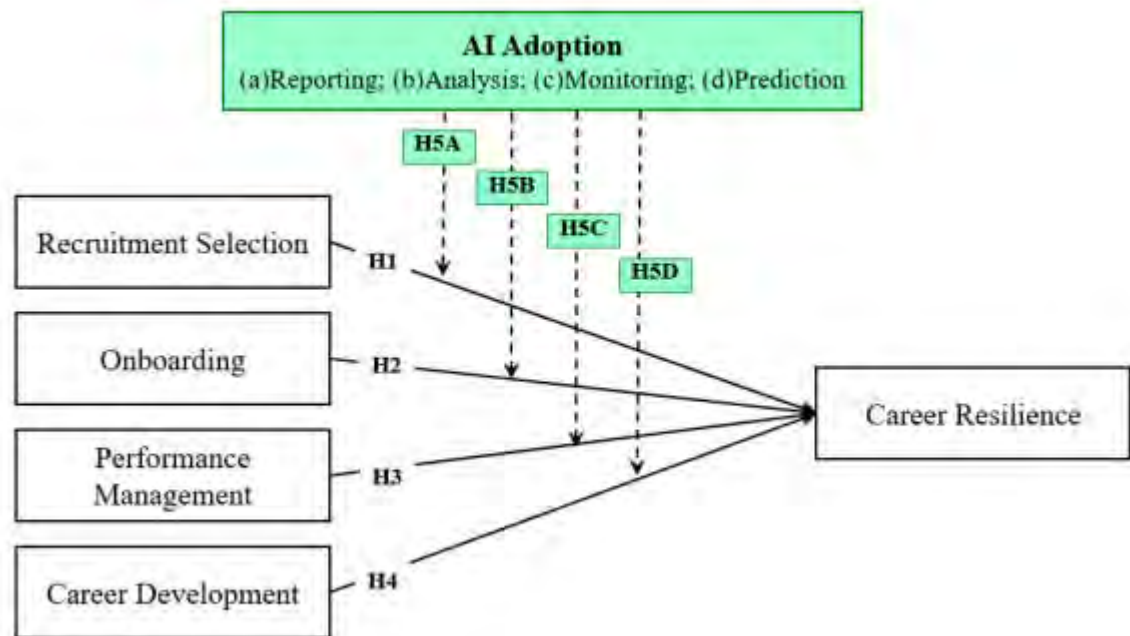
The first question of the study was divided into four sub questions as the talent development can be measured with recruitment selection, onboarding, performance management, and career development.

1. Does recruitment selection have any significant impact on the career resilience of the public sector in the UAE?
2. Does onboarding has any significant impact on the career resilience of public sector in the UAE.
3. Does performance management have any significant impact on the career resilience of public sector in the UAE?
4. Does career development have any significant impact on the career resilience of the public sector in the UAE?
5. Does Artificial Intelligence moderate the impact of career development practices on career resilience of public sector in the UAE?

## 1.6 Research Hypothesis

The conceptual framework of this study has four independent variables that belongs to the talent development practices, one moderating variable with four dimensions that belong to the AI adoption, and one dependent variable, which is the career resilience.

Figure 1.1 shows the proposed conceptual framework.

**Figure 1.1***Conceptual Framework and Hypotheses*

- H1: Recruitment selection has a positive impact on the career resilience of public sector in the UAE.
- H2: On boarding has a positive impact on the career resilience of public sector in the UAE.
- H3: Performance has a significant positive impact on the career resilience of public sector in the UAE.
- H4: Career development has a positive impact on the career resilience of public sector in the UAE.
- H5: AI adoption moderates the relationship between talent development practices and the career resilience of public sector in the UAE.



- H5A: AI adoption moderates the relationship between Recruitment selection and the career resilience of public sector in the UAE.
- H5B: AI adoption moderates the relationship between on boarding and the career resilience of public sector in the UAE.
- H5C: AI adoption moderates the relationship between Performance management and the career resilience of public sector in the UAE.
- H5D: AI adoption moderates the relationship between Career development and the career resilience of public sector in the UAE.

## 1.7 Operational Definitions of the terms



This study based on talent development, Career resilience, and AI adoption. Talent development based on four dimensions. These dimensions are recruitment selection, on boarding, Performance Management and Career Development.

### Recruitment Selection

In firms, recruiting is the process of seeking out and attracting qualified applicants and encouraging them to apply for a job in the company, while selection is the process of picking candidates who have the relevant qualifications to fill the job in the company (Abukhait, 2021). For this study, recruitment is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective





manner. Recruitment Selection will be measure by ten items scale developed by (Al-Waqf, 2023).

### **On Boarding**

On-boarding is the process of introducing a newly hired employee into the company, and it is also known as organizational socialization. This process is essential for employees to understand their new job requirements (K. Maree, 2017b). For this particular study, onboarding is the process of integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team. Scale to measure the On-boarding consists



of five items designed by (Rossier et al., 2017).

### **Performance Management**

This is the process of ensuring that employees are able to perform to their fullest potential, as well as the main method managers use to communicate what they expect from their employees and to evaluate their performance (AlKhemeiri et al., 2020). For this particular study, performance management is the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people. To





measure the Performance Management, (K. Khalid & Ahmad, 2021) introduced nine items scale that are used in this study.

### **Career Development**

It consists of an ordered succession of related jobs arranged in a hierarchy of prestige, through which a person moves in a predictable order (N. Borg et al., 2023). For this particular study, career development is an initiative taken by organisation to enable the training and growth of employees within the organization. It is the schema of the employee possible positions in the future and its requirements. Career Development will be measured by six items scales of (Jogulu & Franken, 2023).



### **Career Resilience**

The term career resilience refers to one's ability to adjust and adapt to career changes when they occur, and preparedness means anticipating the challenges and preparing for them, as well (Arora, 2023). For this particular study, career resilience is a capacity of employees that is supported and facilitated by organizations to positively cope, adapt, and even thrive in response to dynamic and challenging environments. Career Resilience scale was developed by (Arora, 2023) having nine items.





## AI Adoption

Artificial intelligence is a branch of computer science that seeks to develop programs, algorithms, and computer systems that can learn, solve problems, understand languages, and perform logical reasoning. For this particular study, artificial intelligence adoption is the successful integration of AI techniques into the management process. Artificial Intelligence Adoption will be measured with sixteen items having four dimensions including reporting, analysis, monitoring and predicting developed by researchers (N. Borg et al., 2023).

### 1.8 Research Scope



The study is to predict the career resilience based on the talent development practices with interaction of the AI adoption. The antecedent's framework is limited to the talent development practices among the public sector employees in the UAE as the unit of analysis. The location of the study is the UAE. This study also explores the implementation of AI to increase the talent development and its impact on career resilience among the public sector employees. This study is limited to the employees Federal Authority for Human Resource (FAHR) as public sector organizations' employees in the UAE. The unit of analysis is the employees of the public sector organizations in the different states. The population is all the staff member who have part in the talent development practices, i.e., HR staff, managers, and senior managers. The sampling strategy is quota sampling from the different states. The time is a cross





sectional during 2021 and the data is collected by using a structured questionnaire based on five-point Likert scale.

## 1.9 Research Significance

The present research contributes to knowledge of accounting disclosure factors of UAE Public Sector. Therefore, findings will be useful for UAE public sector to have better knowledge in the relations between the proposed variables. For policy makers and governance level, the study is also beneficial to decision makers in UAE and worldwide, because the study can reveal that the success and fail of the institutions could be related to the talents development and career resilience. From practical side, the study specifically beneficial to UAE Public Sector, as it highlights on the role of talents development in improving the career resilience. However, it could also have a profound impact on other sectors, including practitioners, owners, decision makers, researchers, and academics.

Investigating variables related to individuals and group qualities, could be a valuable add on to the information available for decision makers to improve the future artificial intelligence adoption? For theory and knowledge, discovering the role of artificial intelligence as a moderator on talents development that will increase the knowledge of these relations and can make emphasizing on the importance of talents development to make better career resilience and improve the performance in UAE Public Sector. According to model in this study, construct as independent variable such as (recruitment selection, on-boarding, performance management, and career



development) and independent variable career resilience while the moderation artificial intelligence adoption.

### 1.10 Research Structure

This thesis is formulated into five chapters that map the systematic steps of the scientific research process.

1. Chapter one of the current study serve as an introduction to the study, defining the problem statement, and setting out the research questions and objectives.
2. Chapter 2 includes illustration of the past-related studies that are accessible in order to justify the research questions and objectives of this study. As well, this research discusses the literature relevant to the current study. Consequently, the present study focuses on the concepts of artificial intelligence, talent development, and career resilience. This chapter also discusses the theoretical underpinnings and the relational model of the proposed constructs.
3. Chapter 3 describes the research design and the phases of the study. Additionally, there is a detailed explanation of the steps and methods involved in answering the study's research question and verifying its hypotheses. This chapter also discuss population characteristics, sample selection, data collection, questionnaire design, and analysis strategies.
4. Chapter 4 includes discussion of the statistical analysis findings of the collected data. Also included are discussions of the processes of data screening,





demographic analysis, descriptive statistics, structural model assessment, measurement model assessment, and moderation assessment.

5. Finally, chapter five highlights the research summary, conclusions, extra discussion, limitations, implications, and recommendations.

### 1.11 Summary

The revolution of artificial intelligence caused changes in many practices including human resource management. In addition, the fast-changing world increases the need for employees who have resilience, which makes the talent development practices important in any modern organization. This study is going to examine the moderating impacts of artificial intelligence use in the relationships between talent development practices and employees' resilience in the UAE public sector. The study has five objectives to achieve the overall aim of the study. First, to identify whether recruitment selection has any significant impact on the career resilience of the public sector in the UAE. Second, to identify whether onboarding has any significant impact on the career resilience of public sector in the UAE. Third, to identify whether recruitment management has any significant impact on the career resilience of public sector in the UAE. Fourth, to identify whether career development has any significant impact on the career resilience of public sector in the UAE. Fifth, to identify whether the AI adoption has any significant moderating impacts on the relationships from talent development practices, and s career resilience in the UAE public sector.

