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QATARIZATION SUCCESS FACTORS:

A FRAMEWORK FOR ORGANIZATIONS AND POLICYMAKERS

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ABSTRACT

The State of Qatar has recently witnessed substantial economic growth. Responding to the rapidly increasing business activity, an influx of expatriate workers has been filling the gap between the limited supply and the large demand of skilled and unskilled workers. Faced with the challenge of sustaining its economy on the long run as well as preserving its national identity and culture, Qatar has sought to introduce and implement a workforce nationalization strategy called *Qatarization*.

Given the interdisciplinary nature of the issue, many factors come to play in impacting the success of a Qatarization program at both the macro-level and the micro-level. This paper aims to highlight the factors that have the most impact on the success of a Qatarization program being executed at the organizational level.

First, a literature review was focused on highlighting different factors and aspects that has been discussed or featured in previous studies from a variety of fields and disciplines. After executing four in-depth interviews with Qatarization experts, a Qatarization Success Factors model was developed containing 19 different aspects that were believed to have an impact on the success of a Qatarization program. Those aspects were categorized according to whether they fall under the direct influence (internal aspects) or indirect influence (external aspects) of an organization executing a Qatarization program.

A self-administrated structured questionnaire was then developed and distributed electronically targeting professionals in Qatar with experiences related to human resources, learning and development, management, or Qatarization. Respondents

were asked to rate 19 different statements, each related to an aspect of the model, using a 7-point Likert Scale.

A total of 153 qualified responses were successfully collected and then analyzed using factors analysis. Upon performing the analysis, a total of five factors were extracted and then ranked according to the percentage of variances explained.

The findings of this paper found that factors and aspects related to internal organizational factors had the most impact on the success of the Qatarization program. Next to that were factors related to the national educational structures, followed by national policies, economic regulations, and social and cultural factors respectively.

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To:

My wife Abeer, My Parents, and Stephen R. Covey

I. Introduction

At the heart of the Arabian Gulf, the State of Qatar has been topping the economic charts, ranking first in the Middle East and North Africa Region and fourteenth in the World (World Economic Forum, 2015). Such a strong economic performance has been attributed to the state's third largest natural gas reserves, which further translated into energy exports of oil and gas that make up 92 percent of the state's earnings (Central Intelligence Agency, 2016). However, while Qatar did become the highest per-capita income country with the lowest unemployment (Central Intelligence Agency, 2016), a set of challenges concerning its national workforce remains a possible threat to its economic sustainability.

Similar to its neighboring GCC countries, Qatar's booming economy has rapidly escalated its demand for expertise and skills that greatly outsized its local available supply. This has brought on a great influx of an expatriate workforce to the country to fill those gaps, yet, as a consequence, has created severe imbalances in the labor force. For example, by the end of the first quarter of year 2016, 95 percent of the workforce in Qatar were expatriates, while Qataris accounted for the remaining five percent only (Ministry of Development Planning and Statistics, 2016). Another severe imbalance is the concentration of Qataris in the public sector and non-Qataris in the private sector. In fact, by the end of 2015, 80 percent of the economically active Qataris were working in the public sector while an almost equivalent 81 percent of their expatriate counterparts were working in the private sector (Ministry of Development Planning and Statistics, 2015). Those imbalances pose a set of

challenges on many levels and on a variety of aspects including the state's economical sustainability as well as concerns about its national identity and culture.

Attempting to counter those challenges, Qatar has adopted a labor force nationalization program, called Qatarization, as part of its national strategy, and called upon the full commitment of everybody in Qatar, including the private sector, towards its implementation (Qatar National Development Strategy 2011 ~ 2016, 2011). Tasked with achieving Qatarization targets, both the policymakers and organizations' leaders in Qatar have encountered many factors that came to play at both the micro and the macro levels. While there has been a focus on some of those factors over others, failures to achieve Qatarization targets has further raised questions about which factors must be prioritized in order to bring about the success of the nationalization program.

This paper, seeks to research and identify the internal and external factors that inherently determine the success of a nationalization program. The outcome of this paper aims to offer a framework that organizations as well as policymakers, in Qatar and in the region, could refer to when designing a nationalization program, and help on prioritizing the most important factors based on their impact on the success of Qatarization program.

The results show that internal factors have the highest impact on the success of Qatarization program. The internal factors included: top management commitment; training and development; involvement of expatriates; incentives for expatriates; communication and public affairs; benchmarking; motivating organizational culture for Qataris; and merit-based hiring. All of these aspects found to be important with

the exception of the aspect concerning the involvement of expatriates. On the other hand, external factors had a lower impact, but were extracted into four different factors: education, national policies and strategies, economic regulations, and social and cultural aspects, respectively from the highest level of impact to the lowest. Respondents in this study have also provided additional factors that they believed were also important beyond the aspects included in the questionnaire including: work ethics, performance evaluation, and role-modeling.

This paper starts first with a literature review in Section II, followed by clarifying the research question in Section III, and the research design and methodology in Section IV. Data analysis is included in Section V. The results are discussed in Section VI, and Section VII concludes.

II. Literature Review

Given the interdisciplinary and wide-ranging nature of the topic of Qatarization, the literature reviewed in this paper has covered a variety of fields and disciplines that has discussed in depth nationalization in Qatar, the GCC, and also Singapore and Malaysia.

A. Demystifying Qatarization

A number of papers written on nationalization of the workforce in the GCC attribute the increasing urgency and the rising need for nationalization programs back to the high dependency on foreign workers in local economies in the region, and its consequent effects on so many national levels. However, while there are plenty of reasonable concerns to justify a nationalization strategy or program, those motives must translate effectively into a set of clear objectives that further guide the understanding, the implementation, and the commitment of the individuals and the organizations involved.

The symptoms of an ill-defined nationalization initiative can be witnessed in a number of previous experiences that past literature has featured. For example, in Saudi Arabia, the focus of the Saudization plans was merely on replacing foreigners in the workforce with nationals while doing so forcibly. It was believed that such plans didn't tackle the root causes of the problem, nor did such strategy produce a reliable form of a sustained repeatable success (Sadi & Al-Buraey, 2009).

Furthermore, in the United Arab Emirates (UAE), while it didn't enforce its nationalization program, it started with structural reforms targeting education and society. However, and while the government was under the pressure of rising

unemployment among nationals, the focus was then diverted to push for industry-based quotas as a seemingly quick fix, while giving the reforms less priority (Al-Ali, 2007).

Further down the implementation level, the apparent shift of focus of the nationalization at the national level in the UAE has had its effects down at the organizations who were pressured with achieving nationalization quotas. A 2004 report by the National Bank of Dubai, a bank that was assigned along with all other banks in the country with the ambitious goal of achieving 50 percent nationalization target in the span of four years, has highlighted several factors that contributed to the failure in achieving those Emiratization goals. Among those factors was the lack of an associated methodology, which has inevitably led to fragmented individualistic efforts (Rees, Mamman, & Bin Braik, 2007). Arguably, the question of what methodology to follow could be traced back to the lack of understanding of the Emiratization goals, and the ultimate results sought.

Based on the aforementioned experiences, that were both deemed unsuccessful, it is perhaps deemed necessary to first set the correct objectives that governs the sustainable success of such programs very clearly at the national level.

B. Commitment at the National and Organizational Levels

Organizations make up the national economies. Therefore, the success of a nation-wide program depends highly on the commitment of organizations to achieve the goals set for them. Such importance was highly acknowledged at the foreword of the Qatar National Development Strategy 2011~2016 by His Highness Sheikh Tamim Bin Hamad Al-Thani, the Emir of Qatar, who was heading the Supreme Oversight

Committee for implementing *Qatar National Vision 2030* back in 2011, as he wrote: “*Everyone in Qatar, including the private sector and civil society, must fully commit to implementing the Strategy’s framework and achieving its development objectives. Doing so will bring prosperity and benefits for us today as well as for Qatar’s future generations.*” (Qatar National Development Strategy 2011 ~ 2016, 2011).

Furthermore, in his book *The 8th Habit*, Stephen R. Covey believes that in order to help people clearly understand significant goals, and get their commitment on achieving those goals requires the people at the administration to involve those people in the decision making (Covey, 2004).

Drawing on such principle was the successful Singapore experience in managing its foreign workers, and its establishment of the National Wages Council. This tripartite advisory body involved the government, the employers, and the trade unions in forming the national wage policies that best suited the macroeconomic objectives (Ruppert, 1999). While the nature of the relevant parties or bodies would probably be different in Singapore than the ones found in GCC countries, the principle does still apply where the commitment of organizations is inherently important to the successful and the sustainable achievement of nationalization objectives.

In the UAE, where a case study was done on Emiratization featuring a petroleum company, it was derived that the management commitment towards Emiratization did emerge as a key success factor in that organization. At the conclusion of the case study, the authors further stated that “*[i]f Emiratization and similar nationalization initiatives within the Middle East are to achieve the objective*

of reducing the reliance on a non-local workforce, then political and organizational leaders not only have to be committed to nationalization but also have to convince others of this commitment.” (Rees, Mamman, & Bin Braik, 2007).

Further studies of the relevant case of Emiratization have also found that both the employers at the private *and* public sectors significantly poses a challenge to the success of the nationalization program in place (Randeree, 2012). Similar were the results found with Saudization were the executives’ perception towards nationalization policy in Saudi Arabia had a significant impact on the success of Saudization (Sadi & Al-Buraey, 2009). Those findings put more emphasis on the importance of top management commitment in participating organizations at the nationalization programs.

C. Nationalization Quotas

Many GCC countries have introduced sector-based quotas as an integral part of its nationalization strategies. Whether it has been implemented forcibly, as in the case of Saudization, or implemented without enforcement, as in the case of Emiratization, quota-based nationalization initiatives have redeemed little success in developing highly qualified nationals in the workforce on the long-term once put at the center of nationalization efforts and objectives. This is especially the case when the achievement of quotas seemed to be defined as the *success of a nationalization program* instead of them (the quotas) being used as a *measurement tool* of it. The focus on such nationalization programs was rather on the short-term problem, such as rising unemployment among nationals, instead of focusing on fundamental restructurings in areas such as education and culture.

There are compelling reasons to avoid resolving short-term problems by focusing on quotas alone. Such an approach has not reaped any notable success, as was the case in the UAE where the target numbers of annual increase in the number of nationals employed were not achieved by churning away from recommended restructuring towards emphasizing quotas (Al-Ali, 2007; Sadi & Al-Buraey, 2009).

a. Emiratization Experience

Reviewing the United Arab Emirates (UAE) experience with Emiratization, it appears that the government has first began with a long-term oriented and focused social capital program and structural reforms to draw UAE nationals into the private sector. However, despite the recommendations of international organizations, and in the face of an increasing pressure of a prospect rising unemployment, the UAE government imposed industry-based quotas. Eventually, the quotas developed for the banking and insurance industries, without government enforcement, achieved some increases in the number of nationals in the workforce, but didn't meet the preset levels (Al-Ali, 2007).

While one might argue that those goals were merely over-ambitious, the case of Emiratization can drive the conclusion that quota approaches emerged as a reactive short-term solution rather than being a structural long-term one. Therefore, while those numbers could be adjusted to reflect a more realistic target, there is little evidence that displacing quotas, to become the objective rather than the measurement, would reap sustainable results or have a long-term orientation.

Further shortcomings of centralizing nationalization efforts around quotas, is the inability of quotas to communicate the essential priorities and the qualitative

success factors of the nationalization programs such as: the attitudes and motivations of the employees towards nationalization (Rees, Mamman, & Bin Braik, 2007), among other important factors.

b. Bahrainization Experience

Going as far back as the 1930s, right after the discovery of oil in Bahrain, a tripartite agreement was signed between the British, the American oil companies, and the Bahraini rulers to prioritize the employment of Bahraini workers in Petroleum Company. However, and due to the limited experience that Bahrainis had in administrative or industrial labors, most positions were filled by Americans, British, and other migrants from Iran and India (Randeree, 2012). It can be observed that setting up quotas or agreements to nationalize the labor force is often countered with the need of experienced and well-trained workforce to help achieve or sustain economic growth. In other words, prioritizing the employment of nationals wouldn't produce much sustainable successes without prioritizing the necessary training and skills development for those nationals.

c. Saudization Experience

In the Kingdom of Saudi Arabia (KSA), where companies in the private sector were forced to reduce or replace non-Saudi employees with Saudi ones, Kasim Randeree observed that the Saudization policy has helped in supplying Saudi nationals with jobs, but not in so much in training and development those nationals. Therefore, efforts should be rather focused towards raising motivation levels among citizens to participate in their economy, along with developing their set of skills and providing a

work environment that enables nationals to reach and apply their potential (Randeree, 2012).

d. Experiences from outside the GCC

Outside the GCC, specifically in Singapore, quota systems were used inversely in the sense that instead of calling it a nationalization rate or quota it is rather called a *dependency rate*. This means that companies can not award more than the preset sector-specific percentage of employment positions to foreign workers (Ruppert, 1999).

However, the dependency ratio wasn't the main factor behind the success of the Singaporean nationalization experience, but rather its workability among other collaborating factors. One of these factors was its establishment of the National Wages Council, which is a tripartite advisory body that comprises representatives from three main social partners: the government, the employers, and the trade unions. This body consulted the government wage policies that are consistent with macroeconomic objectives. Furthermore, Singapore's other success factor was its capacity to monitor and implement its policies related to immigration and labor laws (Ruppert, 1999).

In conclusion, quota systems that penalize non-compliant companies are generally ineffective on the long-term, and are in fact counter-effective to the true success of nationalization programs resembled in producing qualified and experienced nationals in the workforce (Randeree, 2012).

D. Education, Training and Development

In fast growing economies such as GCC countries, gaps emerged between the increasing demand of skills and the existing supply and availability of those skills. Such gaps have been mostly filled by the expatriate workers up until an imbalance in the labor force took place. Trying to reverse this imbalance should avoid recreating the gap that was initially filled. In other words, nationals who are placed in lieu of their expatriate counterparts must have the skill-set that those expatriates initially came to provide.

In a study that surveyed 195 executives in the service sector in Saudi Arabia and sought to examine the Saudization policy, the executives surveyed advised a system of training and development of local citizens instead of merely eliminating expatriates (Sadi & Al-Buraey, 2009). Such proposed focus on capacity building might have to happen at an intensity and a speed that reflect the needs of the growing GCC economies in order to enable nationals to perform as well as their expatriate counterparts, if not better (Abbas, 2001). In general, addressing the skills mismatch can be done through several options that mainly revolve around basic education improvements and on-the-job training (Ruppert, 1999).

Finally, as senior positions are usually reserved for nationals, the now-better-educated citizens are not sufficiently prepared for those senior positions (Randeree, 2012). Thus, stressing the necessity for expanded on-the-job training in addition to improved education.

E. Involvement of Expatriates

The role of expatriates in the workforce in the GCC, while crucial to the success of nationalization strategies, is far from being well-articulated and clearly defined due to many factors.

For example, one factor that perhaps contributes to such ambiguity in the role of expatriates in Qatar is the fact that although the population is one with high cultural diversity, foreigners that grow up in the country do not get much chance to establish deep relationships with their national counterparts, especially at schools (Vora, 2014). The labor market is of no exception, as the foreign and the national workforce operate in separate labor markets (Berrebi, Martorell, & Tanner, 2009). By the end of 2015, 80 percent of the Qatari workforce is working at the public sector, while 81 percent of the foreign workers were at the private sector (Ministry of Development Planning and Statistics, 2015).

Another study argues that the lack of a clear definition of Qatarization or the communication of workforce strategy to the foreign workers might have contributed to the fact that the foreign workforce doesn't consider itself as a vehicle to nurture nationals (Al-Ali, 2007).

Furthermore, in addition to the lack of involvement, there is a lack of sustainable mutually-beneficial work relations. As one study highlights, the transient nature of expatriate workers has provided little incentives for corporations to adopt and implement long-term career plans for their expatriate employees, including a supportive culture or training programs (Al-Ali, 2007).

With the lack of involvement and incentives, one can expect expatriates to be categorized as a major source of change resistance when attempting to implement a nationalization strategy (Rees, Mamman, & Bin Braik, 2007).

Therefore, it is inevitable that in the long run more has to be done to alleviate the sense of foreignness that exists in the workplace among foreigners, and to reemphasize their role in education, training, and knowledge transfer to citizens (Randeree, 2012).

F. Involvement of Women

In Qatar, female citizens seem to be better motivated to pursue education, and tend to seek a tertiary degree more than their male counterparts (Stasz, Eide, & Martorell, 2007). Furthermore, Kasim argues that *“the role of female nationals is manifestly integral to the success of labor nationalization policies”* (Randeree, 2012)

While women in the Gulf have come a very long way towards equality in the workplace, yet changes are further needed, not in terms of policies, but rather societal attitudes towards women (Randeree, 2012).

G. Tribalism

Economic activity in the GCC region has undoubtedly outgrown its societal development, as the latter has moved at vast speed towards a culture of materialism and immediacy out from a traditionalist Arab one. This has led to some sort of an isolation of the locals from participating in their successful economy (Al-Ali, 2007). This isolation is noticeably reflected in the numbers of nationals versus non-nationals

across different economic sectors in Qatar, where Qataris and non-Qataris are concentrated on separate labor markets (Williams, Bhanugopan, & Fish, 2011).

When it comes to developing a Qatarization program, perhaps a policymaker or an organizational leader should take into consideration the fact that “*tribes and tribalism remain meaningful social facts in the contemporary Qatar*” (Alshawi & Gardner, 2013). Coming to a deeper understanding of such social or cultural norms of the Qatari society could help in developing effective change strategies that addresses those aspects and their implications in the workplace,

H. Promoting a Variety of Sectors

One of the issues that is faced by Qatarization is the labor market’s low rate of competition between the private and the public sector, nationals and expatriates, and men and women, which all has led to the low mobility and the ineffective allocation of the skills’ supply and demand (Randeree, 2012). Similar was the case in Kuwait as jobs were created for nationals in the public sector with high wages and generous benefits relative to those offered in the private sector. This has led the private sector to have insufficient labor supply, while also raising the cost of employing a national over expatriate workers (Ruppert, 1999).

I. Cross-Ministerial Collaboration

The National Wages Council, which is the Singaporean tripartite advisory body that was developed to advise the government on wage policies in alignment with macroeconomics goals (Ruppert, 1999), is perhaps an example of how such alignment of different parties or stakeholders contribute to the success of a national strategy.

For national strategies such as nationalization, policies and regulations in the country seem to facilitate or impede the success for those strategies, but to an extent. For example, a case study in KSA that surveyed 195 executives for the aspects that impact that success of Saudization in the services sector revealed that while the procedures of the chamber of commerce did have an impact on Saudization, the policies of the ministry of labor didn't (Sadi & Al-Buraey, 2009).

Furthermore, similar to Singapore's advisory body, the UAE had a set up a federal institution, named '*Tanima*,' to specifically address Emiratization issues. For example, part of *Tanima*'s responsibilities included recommending relevant Emiratization policies to the government (Rees, Mamman, & Bin Braik, 2007). However, the extent to which the existence of such institution impacted the success of the Emiratization is still under question.

Going back to the Singaporean experience, the immigration policy demonstrated a degree of flexibility as it has evolved over time responding to a changing macroeconomic climates and, sometimes, political pressures. Given the complexity of foreign workers' influx management in the GCC, relevant policies should be comprehensive as well as flexible in order to respond to the varying labor demand elasticity at the micro-levels along with other distortions (Ruppert, 1999). This is why it may be important to have different authorities or ministries collaborating closely and producing complementary, comprehensive, and responsive policies that facilitate the successful achievement of nationalization objectives.

J. Motivation in the Workplace

Even with the availability of factors such as nationalization policies and training programs, the absence of genuine motivation in nationals towards work could greatly diminish the effectiveness of those factors. For example, in Saudi Arabia, training young nationals at the services sector was challenging as their level of motivation was not sufficient. The lower levels of motivations were attributed to causes such as the lack of interest in the work habits as well as the non-specialized nature of jobs (Sadi & Al-Buraey, 2009).

Another example was the case of Emirati nationals in the insurance sector, where insurance organizations described the lack of genuine interest by nationals as a major obstacle to achieving the nationalization targets. Furthermore, the private sector wasn't a favorite employment sphere for Emiratis due to negative attitude to physically demanding work (Al-Ali, 2007).

From the perspective of employers who are assigned with or interested in implementing a nationalization program, motivating nationals to participate in their national economy, raising their skill levels, and providing them with a motivating work environment remains among the challenges faced by those employers (Randeree, 2012). In Qatar, motivation levels among nationals are affected due to an apparently increasing tension between national and expatriate workers, caused by the belief many Qataris hold that expatriates are favored against them. As a result, the Qatarization program is negatively affected and undermined (Williams, Bhanugopan, & Fish, 2011).

K. Other Factors

Finally, employees at an Emirati petroleum company, who were interviewed as part of a study case on Emiratization strategy, have identified change activities that were directly related to the external environment such as: press releases, and benchmarking with other organizations that applying an Emiratization program (Rees, Mamman, & Bin Braik, 2007).

It can be concluded that nationalization is one complex issue of a wide-ranging nature. Attempting to develop an inclusive list that includes all the relevant factors that impact its success could be a very long task. Therefore, organizations and policy makers should aim to identify carefully the factors that highly impact the success of nationalization programs, and then prioritize those factors to receive most of the resources and attention among others.

III. The Research Question (RQ)

To come up with a clear research question that effectively set the direction of this paper, a **management-research question hierarchy** (Cooper & Schindler, 2008) process was undertaken as follows to reach to a clear research question. The process starts with the *Management Dilemma*, and then further narrowed to a *Management Question* and then a *Research Question*.

A. Management Dilemma

With the booming of the Qatari economy, ever since the discovery of the third largest natural gas reserves in the world (Central Intelligence Agency, 2016), jobs were being created faster than the local population could possibly attend to in terms of the availability of both the numbers or the level of expertise and skills required. Perhaps, this explains in a great part why Qatar is ranked number one in terms of net immigration rate of 22.39 migrants for every 1,000 in population (Central Intelligence Agency, 2016).

However, as mentioned in the earlier sections of this paper, while the influx of labor to Qatar serves the economic growth in the short-term, the high dependence on expatriate labor poses a threat to the sustainability of the local economy. This is held true especially with the majority of the Qatari workforce is working mainly at the public sector, leaving the private sector almost entirely to the expatriate workers (Ministry of Development Planning and Statistics, 2015). The resulting management dilemma can be worded as follows:

How can we achieve economic growth and sustainability in Qatar in the face of booming economy coupled with a great influx of expatriate workforce?

B. Management Question

With the aim of establishing a balance in the workforce between the nationals and expatriates across the various sectors in Qatar, as well as increasing the number of highly qualified Qatari workers, a workforce nationalization program, namely Qatarization, is adopted. While the aim of such program is arguably to increase the willingness and the ability of the Qatari workforce to participate in the Qatari economy, a great question poses itself on the method of implementation for such program. A management question is therefore worded as follows:

How can we develop a successful Qatarization (Nationalization) program with an aim to develop a highly qualified interdependent Qatari workforce who is both able and willing to participate actively in the Qatari economy?

C. Research Question

When addressing a national strategy such as Qatarization, a researcher might realize how broad and interdisciplinary such program is and how diverse are the aspects and the factors that directly or indirectly impact on its success. However, it is very important that both national and organizational resources are invested towards the most significant factors that have the greatest influence on the success of the nationalization program at hand.

Therefore, in order to help organizations and policy makers in Qatar in prioritizing important factors when executing a nationalization program, this paper sought to ask, and then answer, the following Research Question (RQ):

What are the main internal and external factors that determine the success of a Qatarization program at an organization operating in Qatar?

Before moving forward, it is important to define some of the terms used in this question as follows:

- **Internal Factors:** factors that are under the direct control and the direct influence of an organization.
- **External Factors:** factors that are outside the direct control and the direct influence of an organization.
- **Qatarization:** the process of rebalancing the composition and the distribution of the workforce across business sectors, and replace a highly expatriate-dependent economy with a sustainable interdependent one.
- **Success of a Qatarization Program:** the achievement of the development of highly skilled Qataris that are both able and willing to participate actively in the Qatari economy.

IV. Research Design and Methodology

A **two-stage research design** was developed to answer the research question of this paper. First, a *qualitative exploratory research* is performed to explore the factors of the most importance to or the greatest impact on the success of Qatarization program. Second, a *quantitative descriptive study* is designed with an aim to derive estimation of the proportions of the professionals in the relevant fields, who would judge the significance of those factors in question based on their work experiences.

A. Exploratory Research

In order to come up with a list of factors that affect the success of Qatarization program, an exploratory research was designed to include: literature review on the topic of nationalization in the GCC countries, Singapore, and Malaysia, as well as four in-depth unstructured interviews with four different Qatarization experts.

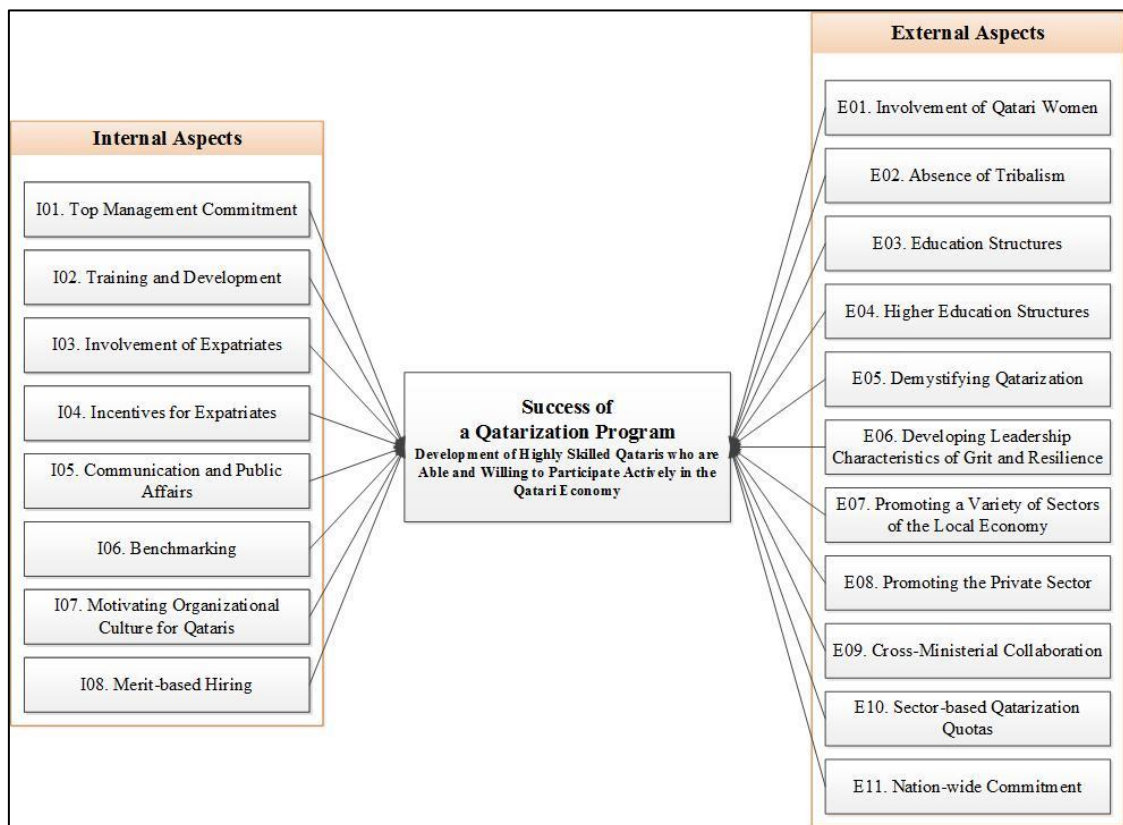
1. Literature Review

Given the complexity and the interdisciplinary nature of the topic (Rees, Mamman, & Bin Braik, 2007), a researcher might have to come across a variety of possible related fields and disciplines that discuss nationalization in order to draw a holistic view of the problem. Therefore, the literature review that was done for this paper included papers from the fields of: management and business administration, human resource management, ethnic and racial studies, social and economic development, international and regional studies, anthropology, and sociology. A draft of the Qatarization Success Factors model containing a total of 23 internal and external aspects was developed.

2. In-Depth Expert Interviews

Upon drafting the model, seven Qatarization experts in Qatar were contacted to conduct an in-depth interview. A total of four Qatarization experts responded to the invitation and were interviewed (two from the public sector, and two from the private sector). A one-hour in-depth interview involved an unstructured discussing about challenges and general issues that are faced by the Qatarization professionals. After that, the interviewees were introduced to the model developed, soliciting for their feedback on which aspects were significant and which weren't. The final draft of the model included, 19 aspects (eight internal, and eleven external) as depicted in **Figure 1**, as well as the list in **Appendix A**.

Figure 1: Qatarization Success Aspects Model



B. Descriptive Research

After developing and discussing the model with four Qatarization experts, a questionnaire was designed and developed to solicit the knowledge of the professionals with relevant expertise, and collect their professional opinion on the Qatarization Success Factors. The developed questionnaire targeted professionals who reside in Qatar, and have had a considerable professional work experience in the fields of management, human resources, learning and development, or Qatarization.

1. Communication Approach

The communication approach that was used to collect responses was a form of **self-administrated questionnaire**. An online, computer-developed short structured survey was developed using the online survey development service. The questionnaire included a total of 20 statements (a statement for each of the 19 aspects, and a validating question to distinguish randomly-filled surveys from valid ones), followed by a 7-point Likert Scale. The highest score that can be given to each of the 20 statements is seven (*Strongly Agree*), and the lowest score is one (*Strongly Disagree*). After the statements, an open ended question is put to allow respondents to suggest factors that they believe weren't included in the questionnaire.

Finally, the questionnaire ended with six structured questions about the respondents' *years of experience*; their *level of seniority* (C-Level manager, department director, section manager or supervisor, or employee); the *industry* of their organization (oil and natural gas, manufacturing, etc.); the *sector* of their organization (public, private, or others); the respondents' *nationality*, and finally their *gender*.

Upon performing a pilot test with eight respondents were reluctant to provide much information about them beyond responding to the 20 statements. Perhaps, this issue was caused by the sensitivity of the issue. Therefore, the last part was kept *optional*, whilst moving the question about years of experience to the very beginning of the survey as a qualifier of the respondents to take the survey. In case the respondent had no experience in the aforementioned field, the survey website disqualifies the respondent, and provide no access to the rest of the questionnaire.

The questionnaire was constructed in formal English. However, to have access to the Arabic-speaking respondents of the targeted population, the questionnaire was translated into formal Arabic, which was made available via a separate link (See **Appendix B** for full questionnaire).

2. Survey Distribution

The participants or respondents of the questionnaire were carefully targeted rather than depending on self-selection. First, the online questionnaire was sent to a list of professional contacts comprised of 82 professionals in Qatar with positions related directly to Qatarization, human resources, or learning and development.

Those candidates were contacted via an email message containing personalized bilingual email invitations (See **Appendix C**), and were invited to participate in the study by providing two links to the online questionnaires (in English, and in Arabic), of which they were advised to take only one questionnaire.

Furthermore, qualified candidates for the questionnaire in Qatar were contacted via LinkedIn, a business-oriented social networking website. Using the websites' premium search tools, professionals who have experience in the relevant

fields to the study were searched, and a list of professionals who own a LinkedIn profile was extracted. The search was repeated to extract lists from each of the aforementioned fields that were believed to be relevant to the topic of this paper. A total of **930 LinkedIn profiles** were contacted and invited to participate in the questionnaire via a personalized LinkedIn message (see **Appendix D**).

The total number of professional in Qatar that was personally contacted via various computer-based mediums (mainly LinkedIn and emails) was **1,089 professionals**.

V. Data Analysis

Out of 1,089 professionals in Qatar that were personally invited by sending them personalized computer-based invitations, **237 responses** were received (overall response rate of 21.76%). However, only **153 respondents** have completed the questionnaire (overall response rate of 14.05%), out of which only **132 respondents** have completed the whole the questionnaire including the optional part (overall response rate of 12.12%).

To overcome the problem of a very low response rate, the data analysis in this paper were done on the data received from the 153 respondents, while the personal data of the responses of the 132 respondents were generalized over the rest of the sample size.

A. Respondents

As it can be seen in the tables and charts in **Appendix E**, the following is a brief description of the respondents personal profiles:

1. Years of Experience

The majority of the respondents have had a wealth of work experience in the relevant fields, which are the fields of: management, Qatarization, human resources, or learning and development. There were **93** (61 percent) respondents that had seven or more years of experience in at least one of the relevant fields; **39** (25 percent) respondents has three to seven years of experience in the relevant fields, and finally **21** (14 percent) respondents had one to three years of experience.

2. Seniority Level

As for the seniority level, the majority of respondents were section managers or supervisors, comprising **66** (43 percent) of the total number of respondents. Yet, there were also **34** (22 percent) department directors along with **24** (16 percent) C-Level Managers among the respondents. The remaining **29** (19 percent) respondents were employees

3. Industry

The industries that the respondents were coming from were relatively well-diversified to the extent of including all of the specified 13 industries, except for one; the Agriculture and Fisheries industry. Education sector topped the list from which the respondents were coming from the most with **38** (25 percent) respondents, followed by Oil and Natural Gas, and Building and Construction with **13** (8 percent) respondents each. Furthermore, **11** and **10** (7 percent each) respondents came from each of the Telecommunication and Health care industries respectively, followed by **9** (6 percent), **7** (5 percent), and **6** (4 percent) respondents worked at the: Finance, Insurance and Real Estate; Ministries and Governmental Services; and Transportation industries respectively. The least of the industries were the Manufacturing; Trade, Restaurants, and Hotels; and Electricity and Water, where only **2**, **2**, and **1** (1 percent each) respondents came from those industries, respectively. Finally, **41** (27 percent) respondents specified that they have come from other industries than those listed. Those industries once further categorized accounted for roughly six more industries or sectors making the sample fairly diversified.

4. Sector

In terms of sector, approximately half of the respondents were coming from the private sector, comprising a total of **76** (50 percent) respondents. On the other hand, there was also a considerable number of respondents coming from the public sector falling at **61** (40 percent) respondents. Finally, the remaining **16** (10 percent) respondents have specified that they've come from another sector, which could arguably be one of the available sectors in Qatar, including: mixed; diplomatic, international, or regional; non-profit, or domestic.

5. Nationality

The respondents have also come from a variety of nationalities. Most of the respondents specified that they were Non-Qatari Arabs, amounting to **51** (33 percent) respondents. Qataris came second amounting to **38** (25 percent) respondents, followed closely by Europeans and North Americans with a total of **34** (22 percent) respondents. Finally, **20** (13 percent) respondents indicated that there were Asians, while the rest of the respondents, specifically **10** (7 percent) respondents indicated that they came from nationalities other than the ones listed. Among those 10 respondents were two Australians and two South Africans.

6. Gender

The majority of the respondents were men, amounting to **107** (70 percent) respondents, while women amounted for only **46** (30 percent) respondents.

B. Data Reliability

In order to test the reliability of the 7-Point Likert Scale data collected, a reliability test using Cronbach Alpha which was run on SPSS as well as using Item Analysis was run on Excel.

1. Cronbach Alpha

As it can be seen in **Table 1**, the test was run for the 19 statements of the Qatarization Success Model embedded in the questionnaire, and resulted in a composite score of **0.891**. Nunnally and Bernstein recommends that for a newly developed scale the reliability should be at least .70, while for basic research a minimum reliability of .80 is required. Finally, in cases where important decisions are to be made, reliability should be above .90 (Nunnally & Bernstein, 1994). In this case, a score of **0.891** shows a relatively high reliability. A complete record of the reliability test results is included in **Appendix F**.

Table 1: Reliability Statistics Done for All of the 19 Factors by SPSS

Reliability Statistics		
Cronbach's Alpha		
Based on		
Standardized		
Cronbach's Alpha	Items	N of Items
.891	.895	19

2. Item Analysis

Performing item analysis on the data was aiming to highlight the aspects that discriminated the most between respondents who scored the highest and those who scored the lowest for each of the 19 aspects. The aspects that scores a discrimination power less than **1.75** are recommended for exclusion to improve the reliability of the scale (Cooper & Schindler, 2008).

Therefore, the top and bottom 25 percent of respondents (accounting for roughly 39 respondents) were included in the analysis using a modified *t*-test, comparing the scorings of the two groups, and then compared to a criterion of 1.75 to identify good discriminators. As it can be seen in **Table 6**, where the aspects are ranked from the best discriminator to the worst, all of the aspects are considered good discriminators, and therefore are none is nominated for exclusion from further analysis.

Table 2: *t*-Values Calculated for 19 Aspects, and Ranked from Highest to Lowest by Excel

Rank	Aspects	<i>t</i>-Value
1	E10. Sector-based Qatarization Quotas.	29.92
2	I04. Incentives for Expatriates.	24.30
3	I06. Benchmarking.	21.88
4	E02. Absence of Tribalism.	20.85
5	I08. Merit-based Hiring.	18.40
6	E09. Cross-Ministerial Collaboration.	16.90
7	I05. Communication and Public Affairs.	16.79
8	E01. Involvement of Qatari Women.	16.56
9	I03. Involvement of Expatriates.	16.07
10	I07. Motivating Organizational Culture for Qataris.	14.83
11	E11. Nation-wide Commitment.	14.45
12	E06. Developing Leadership Characteristics of Grit and Resilience.	14.20
13	I01. Top Management Commitment.	13.99
14	I02. Training and Development.	13.82
15	E05. Demystifying Qatarization.	13.60
16	E04. Higher Education Structures.	12.90
17	E08. Promoting the Private Sector.	11.71
18	E03. Education Structures.	10.91
19	E07. Promoting a Variety of Sectors of the Local Economy other than Oil and Gas.	9.71

C. Factor Analysis

Before performing factor analysis, inter-correlation between the variables must be examined to ensure that those variables are sensible. In other words, variables that doesn't correlate with any other variables, or correlate very highly with other variables, as in the cases of extreme multicollinearity or singularity, should be nominated for exclusion before moving forward with Factor Analysis (Field, 2005).

1. Preliminary Analysis

a. *Checking for Multicollinearity and Singularity*

As can be seen in the bottom half of the Correlation Matrix (see **Table 20** at **Appendix G**) it can be found that there is not any variable with a majority of its one-tailed significance of Pearson correlation coefficient values greater than **0.05** except for one statement, which is *Absence of Tribalism (E02)*. However, there were two compelling reasons not to exclude the statement.

First, when statement E02 was removed, the reliability test returned an increase of only **.001** in Cronbach Alpha, as shown in **Table 2**. Second, according to Field, if for any of the variables the correlation coefficients were greater than 0.9, then that variable has to be eliminated. Failing to do so could negatively affect further analysis (Field, 2005). However, when checking the correlation coefficient themselves on the top half of the matrix, it has been revealed that none of the values are great than 0.9. This all leads to the conclusion that the variables correlate fairly well, and there is no need to eliminate any of the questions at this stage.

Table 3: Reliability Statistics Done by SPSS for 18 Aspects Excluding Aspect E02-Absence of Tribalism

Reliability Statistics			
Cronbach's			
Alpha Based on			
Cronbach's	Standardized		
Alpha	Items	N of Items	
.892	.896	18	

b. Checking for Sampling Adequacy and Sphericity

To measure the sampling adequacy, a Kaiser-Meyer-Olkin (KMO) test was run for the data. As it can be seen in **Table 3**, the test reveals a KMO score of **.840**. Given that the score is greater than 0.5, our sample size of 153 samples can be adequate and therefore accepted as recommended by Kaiser. This further indicates that the correlations patterns are relatively compact, which should in turn yield reliable and distinct factors upon performing factor analysis (Kaiser, 1974).

Table 4: KMO and Bartlett's Test by SPSS

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	1312.901
	df	171
	Sig.	.000

Furthermore, the KMO score falls between 0.8 and 0.9, which is considered as a *great value*, a status that falls above *good value* (given for scores between 0.7 and 0.8) yet below *superb value* (given for scores above 0.9). Having the resulted value falls in the great range reflects a relatively high confidence in the appropriateness of these data for factor analysis (Hutcheson & Sofroniou, 1999).

As for Bartlett's test of sphericity, the results shown in **Table 3** indicate a core of **3.436E-175** in significance value, which is far less than 0.05, and consequently results in the rejection of the null hypothesis that the correlation matrix is originally an identity matrix. It also indicates that the factor analysis is appropriate for these data (Field, 2005).

2. Factor Extraction

As can be observed in the **Table 4**, Total Variance Explained, a total of five factors were extracted by the analysis out of the 19 linear components in the data set. Those five factors were retained for having eigenvalues greater than 1 according to the Kaisen's criterion. However, the criterion is warranted only in either of those two cases: (1) when a set of data has less than 30 variables and the average of communalities after extraction is greater than .7, or (2) when the sample size is over 250, and the average of communalities is great than .6. As the data set in this paper has **19** variables, average communalities after extraction of **0.654** (see **Table 24**, **Appendix G**), and a sample size of **153**, the Kaisen's criterion can not be warranted (Field, 2005).

Table 5: Total Variance Explained by SPSS

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.730	35.421	35.421	6.730	35.421	35.421	3.522	18.536	18.536
2	2.159	11.366	46.787	2.159	11.366	46.787	2.817	14.828	33.364
3	1.375	7.237	54.024	1.375	7.237	54.024	2.445	12.868	46.232
4	1.150	6.055	60.079	1.150	6.055	60.079	1.837	9.670	55.902
5	1.003	5.277	65.356	1.003	5.277	65.356	1.796	9.454	65.356
6	.948	4.987	70.343						
7	.731	3.849	74.192						
8	.712	3.747	77.938						
9	.639	3.365	81.304						
10	.602	3.167	84.470						
11	.494	2.601	87.071						
12	.455	2.395	89.466						
13	.388	2.044	91.509						
14	.362	1.907	93.416						
15	.326	1.718	95.134						
16	.294	1.548	96.682						
17	.263	1.383	98.064						
18	.210	1.103	99.167						
19	.158	.833	100.000						

Extraction Method: Principal Component Analysis.

Alternatively, by examining the Scree Plot in **Figure 2**, clear inflexion points can be identified at the factors **3** and **6**. Therefore, it can be concluded that there could be a probability of retaining three to six factors (Field, 2005).

Figure 2: Scree Plot by SPSS

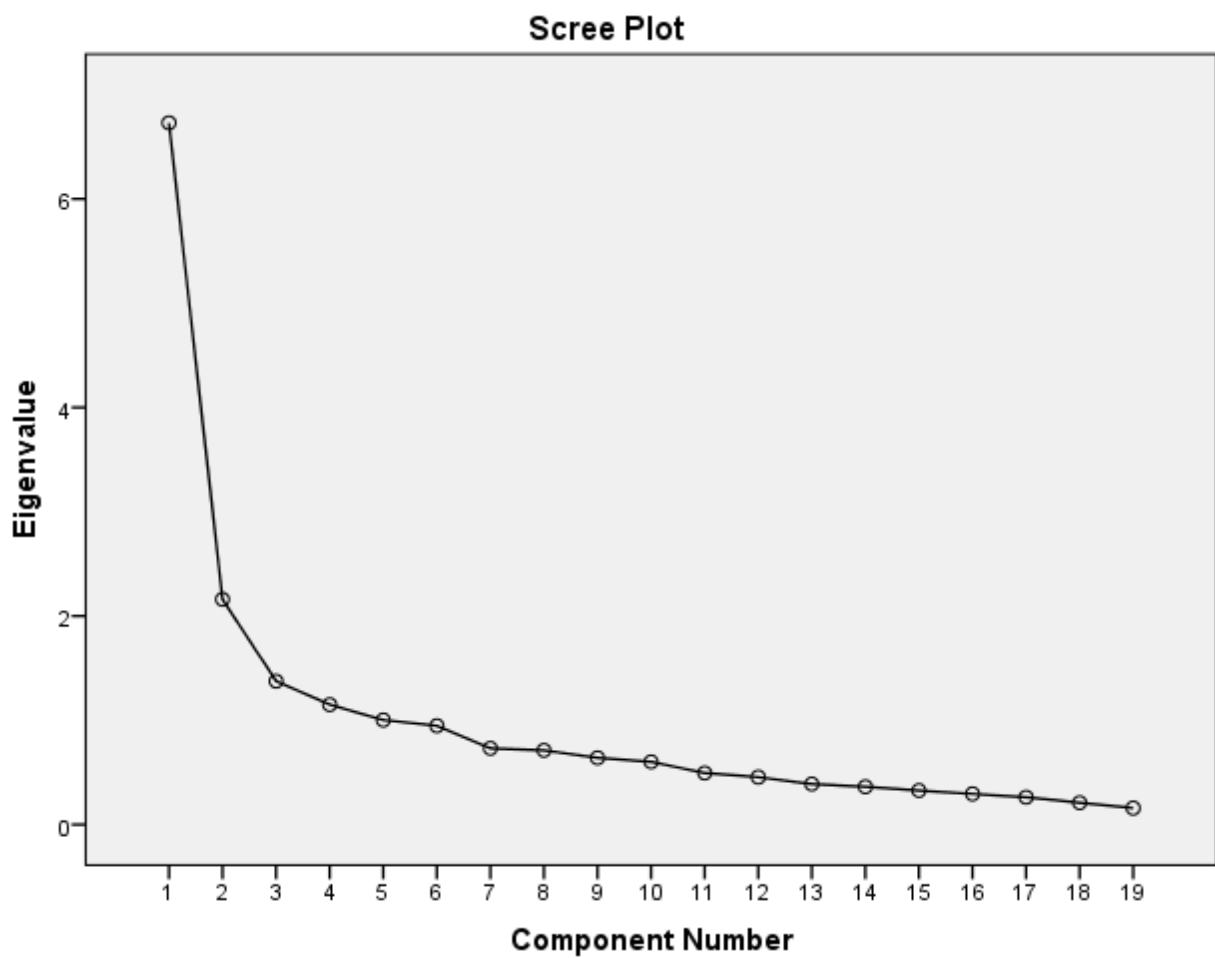


Table 6: Rotated Component Matrix by SPSS

	Rotated Component Matrix ^a				
	1	2	3	4	5
I01. Top Management Commitment.	.796				
I06. Benchmarking.	.744				
I02. Training and Development.	.730				
I07. Motivating Organizational Culture for Qataris.	.699				
I05. Communication and Public Affairs.	.614		.443		
I08. Merit-based Hiring	.501				
I03. Involvement of Expatriates.	.476				.439
E03. Education Structures		.807			
E04. Higher Education Structures.		.723			
E05. Demystifying Qatarization.		.652	.432		
E06. Developing Leadership.		.624			
E10. Sector-based Qatarization Quotas.			.818		
E11. Nation-wide Commitment.			.717		
E09. Cross-Ministerial Collaboration.			.621		
E08. Promoting the Private Sector.				.787	
E07. Promoting a Variety of Sectors of the Local Economy				.759	
E01. Involvement of Qatari Women.					.686
I04. Incentives for Expatriates					.567
E02. Absence of Tribalism		.539			.544
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 7 iterations.					

Since there are not theoretical grounds to support that the factors included in this paper might correlate, a Varimax orthogonal rotation is used (Field, 2005) as shown in **Table 5**. By suppressing loadings below .4, as recommended, the following factors are extracted, with Factor 1 explaining the most variation, and Factor 5 explaining the least:

a. Factor 1: Internal Organizational Aspects

Variance Explained by Factor 1 equals to 35.4 percent

The following components falls under Factor 1 were observed to be all related to the internal aspects of nationalization. In fact, seven out of eight internal aspects in this paper were included under Factor 1, leaving the aspect of *Incentives for Expatriates; I04*, as the only internal aspect that wasn't included in this factor.

- I01. Top Management Commitment.
- I06. Benchmarking.
- I02. Training and Development.
- I07. Motivating Organizational Culture for Qataris.
- I05. Communication and Public Affairs.
- I08. Merit-based Hiring
- I03. Involvement of Expatriates.

b. Factor 2: External Aspects – Education

Variance Explained by Factor 2 equals to 11.4 percent

The second factor included aspects that were highly related to education, as well as public basic understanding and awareness about nationalization, or Qatarization in particular.

- E03. Education Structures.
- E04. Higher Education Structures.
- E05. Demystifying Qatarization.
- E06. Developing Leadership.

c. Factor 3: External Aspects – National Policies and Strategies

Variance Explained by Factor 3 equals to 7.2 percent

The third factor included aspects related to national policies and strategies that were not directly related to the local economy.

- E10. Sector-based Qatarization Quotas.
- E11. Nation-wide Commitment.
- E09. Cross-Ministerial Collaboration.

d. Factor 4: External Aspects – Economic Regulations

Variance Explained by Factor 4 equals to 6.1 percent

The fourth factor included the two aspects related to the local economy and the promotion of variety of sectors and industries.

- E07. Promoting a Variety of Sectors of the Local Economy other than Oil and Gas.
- E08. Promoting the Private Sector.

e. Factor 5: Social and Cultural Aspects

Variance Explained by Factor 5 equals to 5.3 percent

The final fifth factor included aspects that seemed mostly related to social issues.

- I04. Incentives for Expatriates.
- E01. Involvement of Qatari Women.
- E02. Absence of Tribalism.

VI. Discussion

The five factors that were extracted from the analysis, which summed the 19 aspects in Qatarization Success Model of this paper, explained about 65 percent of the variances in the model¹. As per the factors in this study, it is recommended that internal aspects are prioritized as they topped the variances explained in the data.

A. Focusing on Internal Organizational Factors

As found in the factor analysis and extraction (see **Section V**), Factor 1 included all the internal organizational aspects that were featured in this research, except for one aspect concerning the *Incentives for Expatriates (I04)*, and has explained most of the variances in the analysis. Based on these findings, it can be therefore argued that in order for a Qatarization program to succeed, there has to be emphasis placed on factors that take place at the micro-level, where nationals seem to develop most of their abilities and willingness to participate actively in the Qatari economy. Moreover, it can be argued that policymakers should seek to empower organizations by offering some sorts of subsidies and incentives, in order to encourage optimizing the internal organizational environment for national development.

1. Increase the Buy-In Among Organizational Leaders

The buy-in of organizational leaders seems to be the most important of all aspects featured in this study, as it has received the highest loading for Factor 1 (See **Table 5**). As has been discussed in the literature review (See **Section II**), senior

¹ Therefore, the search for other aspects or factors is recommended to continue in order highlight other significant factors that impact the success of Qatarization programs.

managers and leaders in organizations must be involved in the overall Qatarization strategy and objectives in order to gain their buy-in and commitment towards the program. Of course, the focus on such involvement should be mainly towards the private sector, where there is limited presence of Qatari workforce.

Gaining the commitment of top managers in organizations around the country could perhaps help in aligning the organizational strategies with the overall national strategies including Qatarization, and hence bring about its success. In other words, given their highest impact on the success of a Qatarization program, organizational managers and leaders should be considered as the main change advocates of the program, and the key role-players in its implementation.

The involvement of top managers could be also considered backwards in terms of providing feedback to policymakers. In a sense, top managers of key organizations could be brought closer to become integrated to the nationalization strategy for being among its key role-players. Those who are implementing Qatarization strategies in the front line should be a valuable source of insights on the evolving challenges and the evolving factors that impact or impede the success of Qatarization.

2. Benchmarking

While benchmarking did not receive much attention in the previous literature, it was found to be an important predictor of the success of Qatarization, as per the findings of this study. Through benchmarking, organizations seek to exchange knowledge, best practices, experiences, and challenges with other organizations operating in Qatar and are involved in implementing Qatarization strategies.

Therefore, top performers could be viewed as a rich source of proved successful methodologies to be implemented.

Since economic and market structures change often and do so quite quickly, it is important to continue researching and benchmarking with the latest best practices that improves the process of nationalization in the workplace. Policymakers, on the other hand, should encourage benchmarking, as it would improve the overall labor market efficiency by avoiding repeatable mistakes in implementing Qatarization strategies, while also leveraging the overall market performance and the achievement of the strategy objectives.

3. Training and Development

On-the-job training and development comes next in developing the ability of nationals to participate actively in the Qatari economy and become equipped with the necessary competitive skills demanded in the labor market. Going back to the roots of the problem, the main reason for attracting expatriate workforce was to respond to the increasing mismatch in skills demanded for local economic growth. Such was the case in Bahrain as Bahrainization was introduced in the form of agreements with the oil companies, but expatriate skilled workers were still demanded in order to fill the apparent skill gaps (Randeree, 2012). Therefore, this study suggests that developing high quality on-the-job training programs for nationals is necessary to achieve the long-term objectives of Qatarization.

4. Motivating Organizational Culture for Qataris

Next to developing the *ability* of nationals comes the developing of their *willingness* and motivation in the workplace. For example, while interviewing one

Qatarization expert as part of the exploratory research of this paper, it was communicated how some nationals didn't feel they are being taken seriously when they were dubbed "*developees*" in the workplace, and it did affect their levels of motivation. Especially since their development program took from three to five years till its completion and the title "developee" is dropped (Anonymous, 2016). While the impact of giving such titles to the trainees' level of motivation was not tested in this paper, the analysis reveals the important role of a motivating organizational culture in the success of a Qatarization program. Therefore, it can be argued that a Qatarization program should take into consideration catering to the morale and the motivation levels of nationals in order to succeed.

5. Communication and Public Affairs

Press releases, or more broadly public relations, were named by one study's respondents among the nationalization change initiatives that were directly related to the external environment (Rees, Mamman, & Bin Braik, 2007). Tested for impact on Qatarization success programs in this paper, it was found to be deemed important according to the respondents, and therefore, should not be undermined.

Ingo Forstenlechner argues that communicating successful nationalization stories can be a suitable approach to raise the buy-in towards nationalization at an organizational micro-level, raising a company's profile towards the government, and help in attracting more national talents. However, the standards of success implied by those stories need to be encouraged to redefine what a successful nationalization program means beyond merely achieving "ghost" numbers. Succeeding to do so would communicate economic sensibility to the shareholders of employing nationals

in return for a sustainable value that extends beyond short-term corporate social responsibility initiatives (Forstenlechner, 2008).

6. Merit-based Hiring

One study suggests that merit-based hiring, often practiced more in the private sector, has a positive effect on attracting well-qualified GCC nationals, and helps in raising the efficiency and the technical skill levels within the organization (Randeree, 2012). For example, as Qatarization is essentially concerned with developing nationals' ability in the workplace, admitting nationals based on merit should set the basis for further performance evaluations and promotions that are also based on merit. Hence, the overall organizational efficiency is leveraged.

On the other hand, failing to do so, hiring mistakes could take place where nationals who do not have the necessary qualifications are hired into positions that later become redundant by expatriates with the required skills. Consequently, top managers' commitment to Qatarization might be negatively affected as such scenarios increase the costs of doing business, or more broadly questions the economic viability of nationalization.

7. Involvement of Expatriates

The questionnaire has asked respondents to rate their level of agreement or disagreement with *having expatriates to be mainly tasked with transferring the knowledge to the nationals* in order for a Qatarization program to succeed (see **Appendix B**). According to the respondents in this study, this aspect is deemed important for a variety of possible reasons.

Other than their value in transferring knowledge to nationals, expatriates are among those who are most affected to the change brought by a nationalization strategy (Rees, Mamman, & Bin Braik, 2007). Therefore, it is necessary that expatriates' role in the Qatarization process is clearly defined, and that a change management strategy is developed in place with an aim to increase their buy-in.

In addition to the sought commitment of expatriates towards Qatarization, clearly defining the roles of expatriates in the overall nationalization strategy helps in avoiding situations where expatriate workers become redundant to positions filled by nationals. In other words, the expatriates should handle tasks that ultimately help in decreasing the dependency on expatriate workers, and replace that dependency with work relations that are based on interdependency and synergy.

B. External Factors

The four remaining external factors that fall outside the direct influence of organizations at the micro-level, but under the direct influence of policymakers, explains an approximate of 30 percent of all variances in the analysis altogether, which is less than variances explained by Factor 1, the internal factor (see **Section V**). Factors 2 through 5 includes: education, national policies and strategies, economic regulations, and social and cultural aspects.

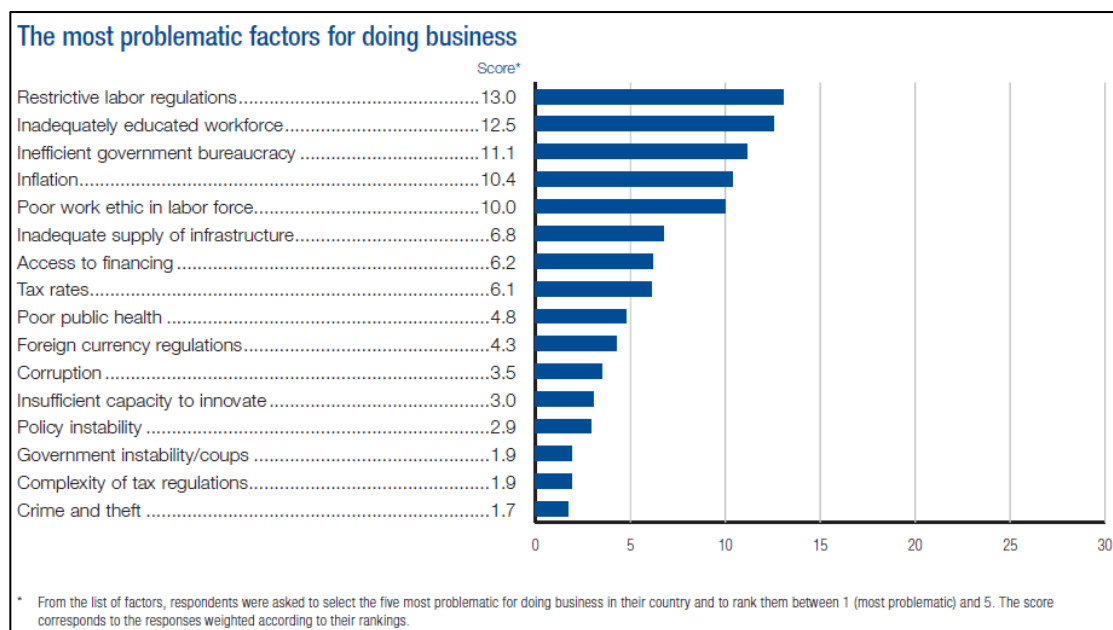
1. Education

Factor 2 explained 11.4 percent of the variances in the data, and included four aspects that are mostly concerned with education. Those aspects included: education and higher education structures, demystifying Qatarization, and developing leadership.

For policymakers, education seems to top the priorities among all other external factors featured in this study that impacts the success of Qatarization. This seems to be in line with the advice given by international organization to the UAE authorities on the case of Emiratization, which was to focus on educational reforms rather than focusing on specific measures (Al-Ali, 2007).

Furthermore, as shown in **Figure 2**, a recent Global Competitiveness Report by the World Economic Forum revealed that “*inadequately educated workforce*” was the second most problematic factor for doing business in Qatar (World Economic Forum, 2015). Investing in education reforms, therefore, should not only help in achieving Qatarization objectives, but also in improving economic indicators overall.

Figure 3: The Most Problematic Factors for Doing Business in Qatar (World Economic Forum, 2015)



Further into the education factor is related to demystifying Qatarization. As aforementioned, efforts should be dedicated to encourage organizations to set new definitions or standards for Qatarization by sharing successful nationalization stories. Qatarization achievements, therefore, should be highlighting the true development of nationals who offer sustainable economic value to organizations they work for, rather than highlighting the achievements demographically.

Finally, the respondents of this study believe that the early development of self-leadership characteristics of mainly grit and resilience does impact to an extent the success of a Qatarization program.

2. National Policies and Strategies

Of a considerable impact to the success of Qatarization was Factor 3 that included aspects related to sector-based Qatarization Quotas, nation-wide commitment, and cross ministerial collaboration. The factor explained roughly 7.2 percent of the variances in the data.

It can be argued perhaps that Qatarization Quotas should not be exceedingly prioritized as an objective in and of itself, which could further encourage a notion of ghost workers. However, assigning sector-based quotas might be somewhat necessary to the overall achievement of Qatarization objectives as it perhaps communicate emphasis on the most attractive or most relevant sectors to the economic sustainability in Qatar over others. Such was the case in Emiratization, as the strategy focused nationalization programs on three highly growing sectors: banking, insurance, and hospitality. Emiratization also went further into targeting job

roles that included: human resource managers, public relations officers and secretaries (Forstenlechner, 2008).

Moreover, while Qatar has shown a national commitment towards Qatarization, as the issue was addressed extensively across the national development strategies (Qatar National Development Strategy 2011 ~ 2016, 2011), it might be deemed somewhat necessary to address issues related to policies and regulations set by ministries in order to facilitate the achievement of Qatarization objectives. For example, as shown in **Figure 2**, *restrictive labor regulations* was the factor highlighted as the most problematic in doing business in Qatar (World Economic Forum, 2015).

3. Economic Regulations

Close to Factor 3, Factor 4 explained approximately 6.1 percent of the variances in the data of this study. The factor included only two aspects that were related to sector-promotion, and were put under the theme of economic regulations.

The first aspect under Factor 3 was the promotion of a verity of sectors of the local economy. In this regards, and drawing from experiences in neighboring GCC countries, it is perhaps deemed less necessary to the success of Qatarization to promote a *variety* of sectors, than it is necessary to promote those factors that are most important to the Qatari economy, or sectors that have shown most growth in demand at the labor market.

On the other hand, the second aspect was about the promotion of the private sector; an aspect that although found to have less impact to the success of a Qatarization program according to this study's results, it was highlighted in the

national development strategy under the challenges faced in the labor market (Qatar National Development Strategy 2011 ~ 2016, 2011):

Success will depend largely on whether incentives and regulatory policies can transform the private sector into a high-productivity, high-wage economy and whether Qataris compete for work in the private sector.

4. Social and Cultural Aspects

The least among the other factors, both external and internal, in terms of the variances explained was Factor 5. The factor explained 5.3 percent of the variances, and included the remaining three aspects that were themed under aspects related to society and culture: incentives for expatriates, involvement of Qatari women, and the absence of tribalism. While being assumingly important to the local communities, those aspects should perhaps represent the least of priorities targeted by policy makers when designing a Qatarization strategy, as there has been limited evidence of them being deemed important to the success of the strategy at hand.

C. Other Factors Suggested by Respondents

Around **65** (42 percent) of respondents have offered further insights when there were asked if they believe there are any other factors or aspects other than the ones mentioned in the questionnaire that they believe are necessary to the success of Qatarization. The respondents have reemphasized aspects that were already tackled by this study, but also they've also offered other aspects that they believe were important.

1. Reemphasis on Existing Factors

Reemphasizing some of the factors already in the study, respondents have mentioned mostly discussed a variety of methods related to training and development, and the involvement of expatriates. As for the former, respondents suggested a range of training methodologies including: rotation, mentorships, shadowing programs, and cross-cultural exchange programs. In fact, a South African section manager from the health private sector has referred to the use of Sector Based Education and Training Authorities, also known as SETAs that are practiced in South Africa. The respondent explained that the authorities could be used as governance and quality assurance tools, as each of the SETAs sets targets for its sector at the beginning of the financial year, and then provides a report at the end of the year.

Involvement of expatriates also received an equivalent amount of space in the comments provided by respondents. Overall, the discussion tackled points that could be mainly themed under change management strategies. Several respondents have highlighted the need to increase the buy-in among expatriates and clarifying their roles in order gain their commitment and collaboration in the nationalization program.

Following the two aspects of training and development, and the involvement of expatriates, was the reemphasis on aspects concerning nationals' self-motivation levels, discouraging the use of or the overemphasis on quotas, focusing on improving education, and finally merit-based hiring.

2. Suggesting New Aspects and Factors

Respondents have discussed other aspects and factors that they believed were necessary to the success of Qatarization in addition to those discussed in this paper.

Most of the discussion revolved around aspects concerning: work ethics, performance evaluation, and role-modeling.

a. Work Ethics

Issues related to work ethics were discussed at large in the unstructured part of the questionnaire featured in this study. Respondents have stressed the necessity of nationals' expression of strong work ethics by showing commitment, accountability, and taking responsibility for poor performance.

b. Performance Evaluation

In line with the necessity of accountability and responsibility was the discussion of the importance of having strong performance evaluation for nationals. Respondents argued that having a sense of job security might challenge the success of a Qatarization program. Therefore, a fair performance evaluation based on meritocracy should be implemented within organizations in order to encourage continuous improvement in the workplace.

c. Role-Modeling

According to some respondents, the availability of good examples and role models of successful Qataris is deemed necessary to the success of Qatarization. As was discussed previously in this paper, communicating successful stories could help in promoting qualitative aspects of Qatarization, beyond the achievement of numbers or quotas.

VII. Conclusion

Qatar has achieved substantial economic growth ever since the discovery of its world's third largest natural gas reserves. Similar to the situation of its neighboring GCC countries, Qatar has been alarmed by the severe imbalance of its workforce in terms of national-to-expatriate ratios and their concentrations across its business sectors. As a response, nationalization became recently the focus of national strategies to rebalance the workforce for reasons mostly related to economical sustainability as well as national identity and culture.

This paper has focused on highlighting the aspects and factors that most impact the success of nationalization strategy for organizations, who are the main executers of nationalization strategies, as well as policymakers. The results brought by this paper showed that internal organizational factors that mainly focused on optimizing the conditions towards the development of a motivated and a skilled national played a much significant role in impacting the success of a nationalization program. Next in the level of impact were the educational structures in the country, followed by national policies, economic regulations, and social and cultural factors.

While the factors highlighted in this paper were tested and ranked in terms of the level of impact on the success of nationalization strategy in Qatar, it was found that there are still other factors, not highlighted in this paper that also had the impact on Qatarization. Hence, academic research must continue to highlight more of the factors that play a role in the successful execution and achievement of Qatarization.

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Appendix A | Qatarization Success Aspects (List of Aspect Abbreviations)

Internal Aspects

- I01. Top Management Commitment.
- I02. Training and Development.
- I03. Involvement of Expatriates.
- I04. Incentives for Expatriates.
- I05. Communication and Public Affairs.
- I06. Benchmarking.
- I07. Motivating Organizational Culture for Qataris.
- I08. Merit-based Hiring.

External Aspects

- E01. Involvement of Qatari Women.
- E02. Absence of Tribalism.
- E03. Education Structures.
- E04. Higher Education Structures.
- E05. Demystifying Qatarization.
- E06. Developing Leadership. Characteristics of Grit and Resilience.
- E07. Promoting a Variety of Sectors of the Local Economy other than Oil and Gas.
- E08. Promoting the Private Sector.
- E09. Cross-Ministerial Collaboration.
- E10. Sector-based Qatarization Quotas.
- E11. Nation-wide Commitment.

Appendix B | Qatarization Success Factors Questionnaire (in English and Arabic Languages)

1. Questionnaire in English Language

Qatarization Success Factors Questionnaire

Recruitment Statement/Consent for Research Participation in the Online Survey

INVESTIGATOR: Mr. Bisher Al-Homsi, MBA Student, College of Business and Economics at Qatar University. Email: 200701146@qu.edu.qa . P.O. BOX 2713, Doha, Qatar.

Dear Sir/Madam,

As a student in the Masters of Business Administration (MBA) Program, at the College of Business and Economics (CBE), at Qatar University (QU), I've chosen *Qatarization* to be the topic of my Graduation Project. I believe that such research project would have a positive impact on the Qatari society and economy, as it seeks to provide an academic reference to organizations and policy makers on business issues related to the development of Qataris and the further advancement of the nationals in their participation in the local economy.

You're receiving this questionnaire due to the belief that your contribution will be of great value, having been involved in Qatarization programs, human resource policies, or learning and development programs at organizations in Qatar.

RESEARCH PURPOSE

This research aims primarily to develop a *Qatarization Success Factors Model*, containing factors that takes place inside the organization (internal factors), and outside the organization (external factors). Organizations and policy makers, therefore, would be able to look after those factors when designing a Qatarization program on both organizational and national levels.

CONFIDENTIALITY

All successfully completed questionnaires will be collected to form an academic report, and would be submitted **ONLY** to the graduation project supervisor (a professor at CBE) for grade assessment. The study results might also be featured in academic studies concerning nationalization initiatives and programs, *without* any disclosure of any personal data of the respondents. Therefore, your participation would be much valued in service for the academic field and academic studies.

*We assure you that the responses will be treated with utmost confidentiality, and that your organization will **NOT** be mentioned in any way at the outcomes of this research.*

INSTRUCTIONS

The questionnaire contains *three main sections*, with *26 structured questions*, and only *one open-ended optional question*. Most respondents should be able to complete this survey within **10-15 minutes**. Should you agree to participate in this study, kindly proceed to filling the following questionnaire by providing your answers as instructed on the guidelines provided on each section.

We kindly ask you to complete the questionnaire by [date].

You may withdraw at any time during filling the questionnaire by simply closing the webpage on your browser. Your withdrawal will not result in any penalty.

FURTHER QUESTIONS AND INQUIRES

If you have further questions on this questionnaire, or would like to have access to the results of this study, please contact Mr. Bisher Al-Homsy on 4403-3043, or email at 200701146@qu.edu.qa, or email the project supervisor, Professor Akrem Temimi, at atemimi@qu.edu.qa. If you have questions about your rights as a research participant, you may call Qatar University Institutional Review Board (IRB) at 4403-5307.

I HAVE READ THE EXPLANATION ABOUT THIS STUDY. I HAVE BEEN GIVEN THE OPPORTUNITY TO DISCUSS IT, AND MY QUESTIONS HAVE BEEN ANSWERED TO MY SATISFACTION. BY CLICKING “I AGREE” I WILLINGLY GIVE MY CONSENT TO PARTICIPATE IN THIS STUDY:

I Agree

I Don't Agree

How many years of experience do you have in the field of Management, Qatarization, Human Resources, or Learning and Development?

None

1-3 Years

3-7 Years

7+ Years

1. Qatarization Success Factors – Internal Factors (Page 1 of 3)

Which of the following **Internal Factors** do you believe is **necessary to the success of Qatarization in your organization?**

Kindly, respond to each of the statements below by checking **ONE BOX ONLY** that most describes your level of agreement, or disagreement.

Factor	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly Disagree
	7	6	5	4	3	2	1
INTERNAL FACTORS							
1. My organization's Top Management Commitment to Qatarization							
2. Availability of enhanced and intensive professional training and development programs in my organization for Qataris							
3. Having expatriates to be mainly tasked with transferring the knowledge to the nationals							
4. Offering appropriate compensation and incentives to expatriates on the basis of transfer of knowledge to nationals							
5. Communicating our Qatarization goals and programs to the public							
6. Benchmarking with other organizations that have a Qatarization program							
7. Cultivating an internal organizational culture that motivates Qatari employees							
8. My organization's Top Management Commitment to Qatarization (Validating Question)							
9. Merit-based hiring is necessary to develop highly qualified Qatari Nationals in my organization.							

2. Qatarization Success Factors – External Factors (Page 2 of 3)

Which of the following **External Factors** do you believe is **necessary to the success of Qatarization in your organization?**

Kindly, Respond to each of the statements below by checking **ONE BOX ONLY** that most describes your level of agreement, or disagreement.

EXTERNAL FACTORS							
	7	6	5	4	3	2	1
10. Adapting more gender-focused approaches aimed towards greater inclusion of Qatari women in the workforce							
11. The absence of tribalism in the local society							
12. The quality of school education							
13. Having a clear definition of Qatarization among the public							
14. Developing the self-leadership characteristics of determination and resilience since early childhood							
15. Promoting a variety of sectors, beyond oil and gas sectors, in the Qatari economy							
16. Promoting the private sector in the Qatari economy							
17. Cross-ministerial collaboration is necessary to develop policies that facilitate the achievement of Qatarization objectives.							
18. Sector-based Qatarization Quotas.							
19. Nation-wide commitment towards Qatarization							
20. The quality of Post-Secondary Education							

21. Do you believe that there are other internal/external factors that contribute to the success of Qatarization programs in your organization?

Yes (Please specify below) No

3. Organizational and Personal Profile (Page 3 of 3)

You've reached to the final page of the survey!

We'd like to sincerely thank you for taking some of your valuable time and sharing your valuable experience in this study! Before you leave us, we have few questions we'd like to ask you.

*Please check **ONE BOX** next to the answer that applies to your case.*

- **What is your current position:**
 - C-Level Manager (CEO, CFO, etc.)
 - Section Manager or Supervisor
 - Department Manager
 - Employee

- **What industry does your company belong to?**
 - Oil and Natural Gas
 - Finance, Insurance and Real Estate
 - Trade, Restaurants, and Hotels
 - Electricity and Water
 - Education
 - Ministries and Governmental Services
 - Other (please specify) _____
 - Manufacturing
 - Building and Construction
 - Transport
 - Telecommunication
 - Healthcare
 - Agriculture and Fisheries

- **Which sector does your company belong to?**
 - Public
 - Private
 - Others

- **What is your nationality? (Optional)**
 - Qatari
 - Europe and North America
 - Other (please specify) _____
 - Arab (Non-Qatari)
 - Asian

- **Gender:**
 - Female
 - Male

— End of Questionnaire —

2. Questionnaire in Arabic Language

استبيان العوامل المؤثرة على نجاح التطوير

بيان التوظيف والموافقة للمشاركة في البحث عن طريق ملئ استبيان من على شبكة الانترنت

الباحث: بشر محمد أسامة الحمصي، طالب ماجستير إدارة الأعمال، كلية الإدارة والاقتصاد في جامعة قطر.
البريد الإلكتروني: 200701146@qu.edu.qa ، صندوق بريد: ٢٧١٣، الدوحة، قطر.

السيد الفاضل / السيدة الفاضلة،

تحية طيبة وبعد،

كطالب في برنامج الماجستير لإدارة الأعمال بكلية الإدارة والاقتصاد بجامعة قطر، اخترت موضوع **التطوير** ليكون موضوع مشروع التخرج الخاص بي، وذلك لإيماني بأن هذا البحث سيساهم بشكل إيجابي على كل من المجتمع القطري والاقتصاد القطري، حيث أنه يهدف بأن يقدم مرجعاً أكاديمياً للشركات وصانعي السياسات في قضايا الأعمال المتعلقة بتطوير القطريين ودعم مسيرتهم في المشاركة بفعالية في الاقتصاد المحلي.

لقد استلتم هذا الاستبيان الذي بين أيديكم بناءً على إيماني بأن مساهمتكم ستثري هذا البحث، لكونكم قد عملتم في مجال التطوير، أو في الموارد البشرية، أو في التعليم والتطوير بمؤسسات في قطر.

الغرض من البحث

يهدف هذا البحث بالشكل الأساسي إلى تطوير نموذج **عوامل نجاح التطوير**، ليحوي الأخير على العوامل التي توجد داخل المؤسسات (العوامل الداخلية)، والعوامل التي تأخذ حيزاً خارج تلك المؤسسات (العوامل الخارجية). وعليه، فإن المؤسسات وصانعي القرار سيستطيعون التطرق إلى تلك العوامل وأخذها بعين الاعتبار عند تصميم برامج التطوير على المستوى المؤسسي، أو على مستوى الدولة.

السرية وخصوصية البيانات

جميع الاستبيانات التي سيتم ملؤها سيتم استخدامها بغرض عمل تقرير أكاديمي، والذي سيتم تسليمه **فقط** لمشرف مشروع التخرج (وهو برفسور في كلية الإدارة والاقتصاد بجامعة قطر) بهدف التقييم **دون التطرق إلى بيانات المشاركين بالبحث أو مؤسساتهم بأي شكل من الأشكال**. قد يتم المشاركة بنتائج البحث في دراسات أكاديمية أخرى تتعلق بمبادرات وبرامج للتوطين، من غير فصح عن أي بيانات شخصية تتعلق بأولئك الذين قاموا بملئ هذا الاستبيان أو مؤسساتهم.

تؤكد لكم أن أجوبتكم سيتم التعامل معها بآتم درجات السرية، وأنه **لن يتم الإفصاح عن بياناتكم الشخصية أو اسم مؤسساتكم بأي شكل من الأشكال في مخرجات هذه الدراسة**.

تعليمات ملء الاستبيان

يتضمن الاستبيان ثلاث أقسام رئيسية، ويحتوي ٢٦ سؤالاً يتضمن خيارات متعددة، وسؤالاً واحداً كتابياً اختيارياً. معظم المشتركين بهذا الاستبيان سيستطيعون ملء الاستبيان في غضون **١٠ إلى ١٥ دقيقة**. في حال موافقتك على المشاركة في هذه الدراسة، نرجو التفضل بتعبئة الاستبيان التالي بالشكل المطلوب وحسب الإرشادات المتاحة لكل قسم من أقسام الاستبيان.

يرجى إنهاء هذا الاستبيان في موعد أقصاه **[تاريخ]**

بإمكانك الانسحاب في أي وقت أثناء ملء الاستبيان من خلال إغلاق نافذة الاستبيان من على متصفحك. إن انسحابك من الاستبيان في أي وقت لا يعرضك لأي مسؤولية.

للمزيد من المعلومات أو الاستفسارات

إن كانت لديك أية أسئلة أخرى حول هذا الاستبيان، أو أن لديك رغبة في الحصول على نتائج هذه الدراسة، يمكنك التواصل مع السيد/ بشر الحمصي على هاتف رقم: ٤٤٠٣٣٠٤٣، أو على البريد الإلكتروني: 200701146@qu.edu.qa ، أو التواصل مع البروفسور أكرم التميمي، عبر البريد الإلكتروني: atemimi@qu.edu.qa. إن كانت لديك أية أسئلة أخرى عن حقوقك كمشارك في هذا البحث، يمكنك التواصل مع مجلس المراجعة المؤسسية في جامعة قطر، عبر هاتف رقم: ٤٤٠٣٥٣٠٧.

لقد قرأت شرح ومقدمة هذه الدراسة، ولقد تم إعطائي فرصة مناقشتها والحصول على الإجابة عن استفساراتي بالشكل الذي أَرْضَى عنه. من خلال ضغطي على "موافق" فإنني أعطي موافقتي بكامل إرادتي على المشاركة في هذه الدراسة:

غير موافق

موافق

ما هو عدد سنوات الخبرة لديك في مجال الإدارة، أو التقدير، أو الموارد البشرية، أو التعليم والتطوير؟

١-٣ سنوات

٧ سنوات فأكثر

لا توجد لدي خبرة

٣-٧ سنوات

1. عوامل نجاح التطوير - العوامل الداخلية (صفحة 1 من 3)

أي من هذه العوامل الداخلية التالية ضروري لنجاح التطوير في مؤسستك؟
قم بتبيان مدى اتفاقك أو عدم اتفاقك مع كل من العبارات التالية، وذلك من خلال وضع علامة عند خانة واحدة فقط مناسبة:

العامل	تتفق بشدة	أتفق	أتفق إلى حد ما	لست متفقاً ولا غير متفق	غير متفق إلى حد ما	غير متفق	غير متفق بشدة
	7	6	5	4	3	2	1
العوامل الداخلية							
1. التزام الإدارة العليا في مؤسستي تجاه التطوير							
2. توافر برامج تدريب وتطوير مهني مكثفة ومعززة في مؤسستي للقطريين							
3. توظيف وافدين يعملون بشكل رئيسي على نقل الخبرة إلى القطريين							
4. تقديم تعويضات ومحفزات ملائمة للوافدين على أساس نقل الخبرة للقطريين							
5. تعريف أفراد المجتمع والعامّة بأهداف وبرامج التطوير لدينا							
6. عقد مقارنات بين برامج التطوير لدينا وبين برامج التطوير في مؤسسات أخرى							
7. السعي إلى خلق بيئة محفزة للقطريين داخل المؤسسة							
8. التزام الإدارة العليا في مؤسستي تجاه التطوير							
9. التوظيف بناءً على الكفاءة							

2. عوامل نجاح التقطير - العوامل الخارجية (صفحة ٢ من ٣)

أي من هذه العوامل الخارجية التالية ضروري لنجاح التقطير في مؤسستك؟
قم بتبيان مدى اتفاقك أو عدم اتفاقك مع كلٍ من العبارات التالية، وذلك من خلال وضع علامة عند خانة واحدة فقط مناسبة:

العوامل الخارجية	7	6	5	4	3	2	1
10. تبني سياسات أو ممارسات تركز على تفعيل دور المرأة القطرية في سوق العمل							
11. النزعة القبلية في المجتمع المحلي							
12. جودة التعليم المدرسي							
13. وجود تعريف واضح للتقطير بين العامة							
14. تطوير صفات القيادة الذاتية المتمثلة في العزم والمرونة منذ الطفولة المبكرة							
15. دعم قطاعات أخرى بالإضافة إلى قطاع النفط والغاز في الاقتصاد القطري							
16. دعم القطاع الخاص في الاقتصادي القطري							
17. التعاون بين الوزارات هو أمر ضروري لتطوير سياسات تساهم في تحقيق أهداف التقطير							
18. تخصيص حصص تقطير نسبية (أو الكوتا) بحسب القطاعات							
19. الالتزام الوطني نحو التقطير							
20. جودة التعليم الجامعي							

21. هل تعتقد بوجود عوامل داخلية، أو خارجية، أخرى تساهم في نجاح برنامج التقطير في مؤسستك؟

كلا

نعم (برجاء التحديد أدناه)

3. الملف الشخصي والمهني (صفحة 3 من 3)

لقد وصلت إلى آخر صفحة في هذا الاستبيان!

نود أن نشكركم جزيل الشكر على وقتكم الثمين ومشاركاتكم خبراتكم القيمة في هذه الدراسة. قبل الخروج من الاستبيان، لدينا بعض الأسئلة السريعة.

يرجى وضع علامة عند مربع واحد فقط، والذي يجاور الإجابة المناسبة

- ماهو المنصب الذي تشغله الآن؟

- مدير تنفيذي
 مدير إدارة
 رئيس وحدة أو مشرف
 موظف

- ماهو قطاع عمل مؤسستك؟

- النفط والغاز الطبيعي
 التصنيع
 التمويل والتأمين والعقارات
 البناء والتشييد
 التجارة والمطاعم والفنادق
 النقل والمواصلات
 الكهرباء والماء
 الاتصالات
 التعليم
 الوزارات والخدمات الحكومية
 الرعاية الصحية
 الزراعة والثروة السمكية
 غير ذلك. برجاء التحديد: _____

- هل تعمل مؤسستك ضمن القطاع العام، أم الخاص، أم غير ذلك؟

- القطاع العام
 القطاع الخاص
 غير ذلك

- ماهي جنسيتك؟ (اختياري)

- قطري
 عربي (غير قطري)
 أوروبا وأمريكا الشمالية
 آسيوي
 غير ذلك. برجاء التحديد: _____

- ماهو جنسك؟

- أنثى
 ذكر

— نهاية الاستبيان —

Appendix C | Email Invitations

Dear «First_Name» «Last_Name»,
«Position», at «Company»

This is **Bisher Al-Homsi**, an MBA Student at Qatar University College of Business and Economics.

I'm currently doing a research project on **Qatarization** with an aim of researching the factors that determines the success of a Qatarization Program. The outcome of my research will be mainly a **Qatarization Success Factors Model**, which will hopefully become a framework that organizations and policy makers could refer to when designing nationalization program in Qatar.

You're receiving this email due to my belief that your experience in Management, Human Resources, or Learning and Development would help verify (based on your professional experience) the importance of each of the factors that were extracted out from intensive literature review as well as in-depth interviews with Qatarization Experts.

Therefore, I would be honored if you would participate in this research by filling a small questionnaire available via the link below.

If you believe that there is someone else in your organization or at other organizations that has an experience in the field or the topic of this research, I would highly appreciate if you could forward this email to them as well, and help reaching to all those who could contribute valuably to the study.

We have designed the following questionnaire carefully so that it would take **only 10-15 minutes** of your time to complete (please click on the following link for the questionnaire written in English Language): [\[Link\]](#)

If you have any questions about this questionnaire or my research project in general, please feel free to email me back or contact me using the office number: +974-4403-3043

Once again, thank you very much for your time and effort in participating in this research.

Best regards,
Bisher Al-Homsi
MBA Student
College of Business and Economics
Qatar University, Doha, Qatar
Tel.: +974-4403-3043

إلى «الاسم الأول» «الاسم الأخير»،
«المنصب»، في «الشركة»،

معكم بشر الحمصي، طالب ماجستير إدارة أعمال في كلية الإدارة والاقتصاد بجامعة قطر.

أقوم حالياً بمشروع بحثي يتعلق بالتقطير، يهدف إلى إيجاد العوامل التي تؤثر على نجاح برامج التقطير في المؤسسات. المخرج الأساسي لمشروعي البحثي سيكون نموذج عوامل نجاح التقطير، والذي نطمح إلى أن يصبح مرجعاً تعود إليه المؤسسات والشركات وصناع القرار حين القيام بتصميم برامج التوطين في قطر.

لقد وصلكم هذا البريد الإلكتروني بناءً على إيماني بأن خبراتكم في مجال الإدارة، أو إدارة الموارد البشرية، أو التعليم والتطوير، ستكون ذات قيمة كبيرة في المساعدة في تقييم أهمية كل من العوامل التي تم استخراجها من مراجعة الأبحاث السابقة وكذلك من خلال مقابلات أجريناها مع خبراء في مجال التقطير.

لذلك، فإنه سيكون لي الشرف بأن أحظى بمشاركاتكم في هذه الدراسة من خلال تعبئة استبيان قصير والذي يمكنكم الوصول إليه من خلال الرابط أدناه.

إن كنتم تؤمنون بأن هنالك شخص آخر في مؤسستكم أو مؤسسات أخرى، لديهم الخبرة في مجال أو موضوع البحث، فسأكون شاكراً لكم جزيل الشكر إن قمتم بتحويل هذه الرسالة لهم كذلك للمساعدة في الوصول إلى كل من يمكنه المساهمة بشكل قيم في هذه الدراسة.

لقد قمنا بتصميم الاستبيان التالي بعناية وذلك لكي نتأكد من أنه لن يأخذ أكثر من 10-15 دقيقة من وقتكم. يمكنكم الوصول إلى الاستبيان باللغة العربية من خلال الرابط التالي: [\[رابط\]](#)

إن كان لديكم أية أسئلة حول الاستبيان أو مشروع التخرج بشكل عام، يمكنك التواصل معي عبر البريد الإلكتروني هذا أو من خلال رقم الهاتف التالي: 0097444033043

مرة أخرى، شكراً جزيلاً لوقتكم ولجهودكم في المشاركة في هذا البحث.

مع أطيب التحيات،

بشر الحمصي

طالب ماجستير في إدارة الأعمال

كلية الإدارة والاقتصاد

جامعة قطر، الدوحة، قطر

هاتف: 0097444033043

Appendix D | LinkedIn Invitations

Subject: Qatar University MBA Research Project on Qatarization Success Factors - Take 10-15min Survey

Dear [First Name]

Good morning! Thank you very much for accepting my invitation to connect!

I'm Bisher Al-Homsi, an MBA Student at Qatar University College of Business and Economics. I'm currently doing a research project on Qatarization with an aim of researching the factors that determines the success of a Qatarization Program.

You're receiving this message due to my belief that your experience in Management, Human Resources, or Learning and Development would help verify (based on your professional experience) the importance of each of the factors that were extracted out from intensive literature review as well as in-depth interviews with Qatarization Experts. Therefore, I would be honored if you would participate in this research by filling a small questionnaire available via the link below.

If you believe that there is someone else in your organization or at other organizations that has an experience in the field or the topic of this research, I would highly appreciate if you could forward this email to them as well, and help reaching to all those who could contribute valuably to the study.

We have designed the following questionnaire carefully so that it would take only 10-15 minutes of your time to complete (please click on the following link for the questionnaire written in English Language):
<https://www.surveymonkey.com/r/TRVZVJB>

If needed, an Arabic Version of the survey is also available via the link following:
<https://www.surveymonkey.com/r/CM2M2D6>

If you have any questions about this questionnaire or my research project in general, please feel free to email me back or contact me using the office number: +974-4403-3043

Once again, thank you very much for your time and effort in participating in this research.

Best regards,

Bisher Al-Homsi

MBA Student

College of Business and Economics, Qatar University, Doha, Qatar

Tel.: +974-4403-3043

Appendix E | Respondents' Data

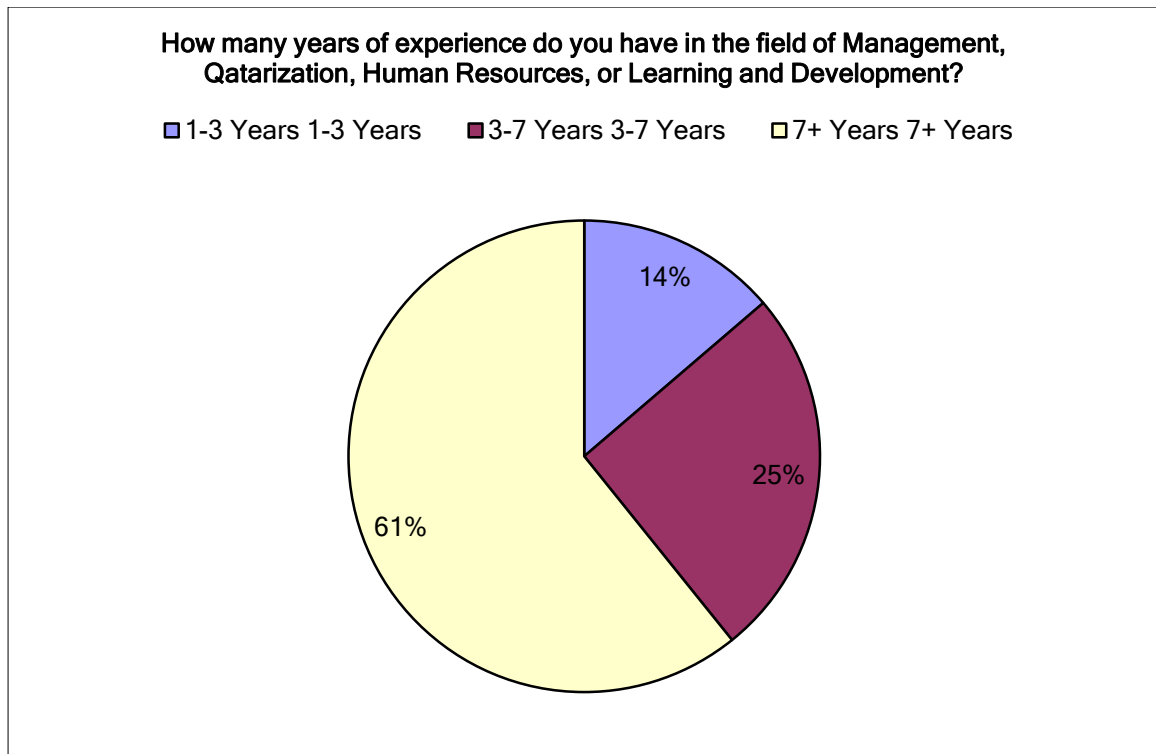
1. Years of Experience

Table 7: Respondents' Years of Experience

Q: How many years of experience do you have in the field of Management, Qatarization, Human Resources, or Learning and Development?

Answer Options	Response Percent	Response Count
1-3 Years	14%	21
3-7 Years	25%	39
7+ Years	61%	93
Total	100%	153

Figure 4: Respondents' Years of Experience

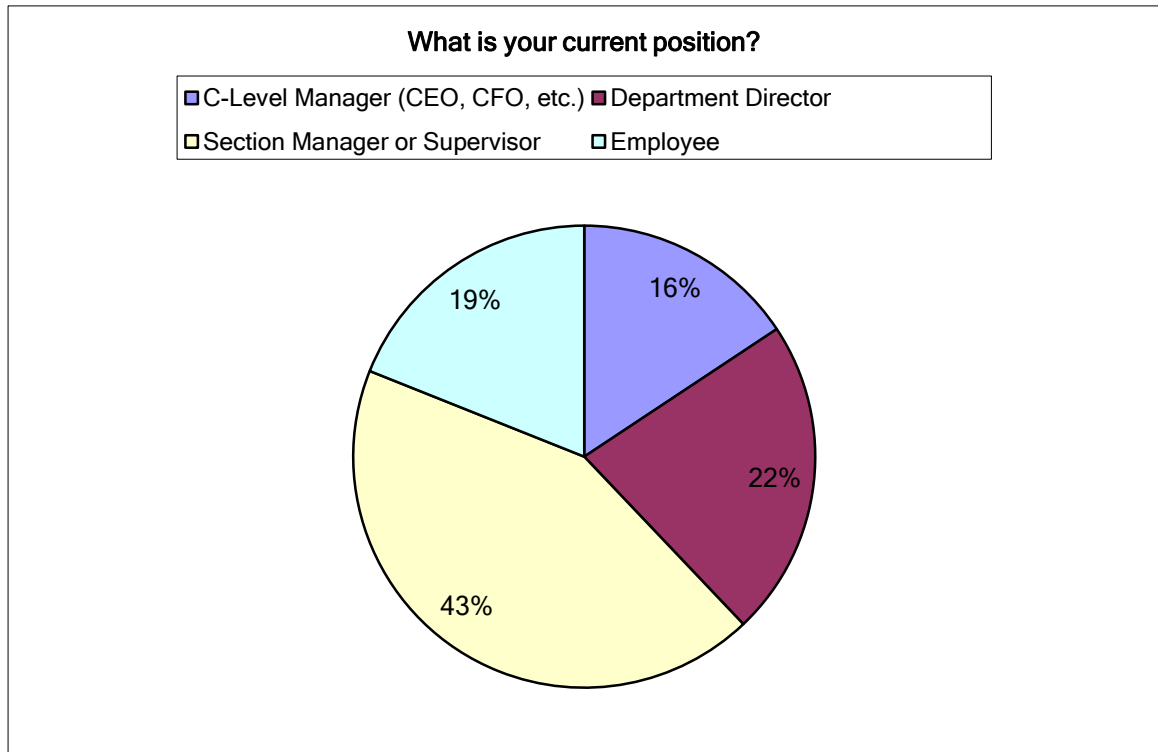


2. Seniority Levels

Table 8: Respondents' Seniority Levels

<i>Q: What is your current position?</i>		
Answer Options	Response Percent	Response Count
C-Level Manager (CEO, CFO, etc.)	16%	24
Department Director	22%	34
Section Manager or Supervisor	43%	66
Employee	19%	29
Total	100%	153

Figure 5: Respondents' Seniority Levels



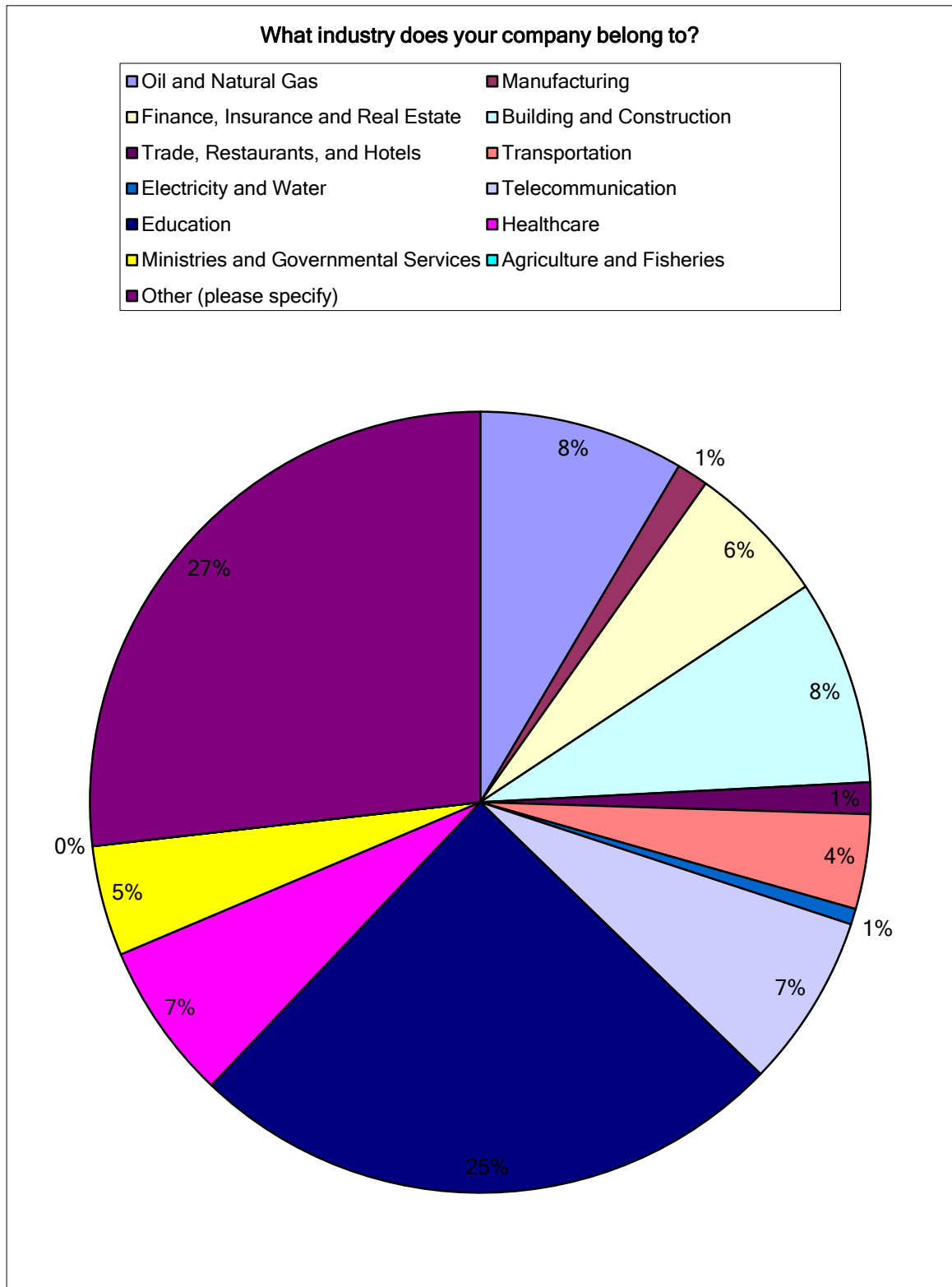
3. Industry

Table 9: Respondents' Industry

Q: What industry does your company belong to?

Answer Options	Response Percent	Response Count
Oil and Natural Gas	8%	13
Manufacturing	1%	2
Finance, Insurance and Real Estate	6%	9
Building and Construction	8%	13
Trade, Restaurants, and Hotels	1%	2
Transportation	4%	6
Electricity and Water	1%	1
Telecommunication	7%	11
Education	25%	38
Healthcare	7%	10
Ministries and Governmental Services	5%	7
Agriculture and Fisheries	0%	0
Others	27%	41
Total	100%	153

Figure 6: Respondents' Industry

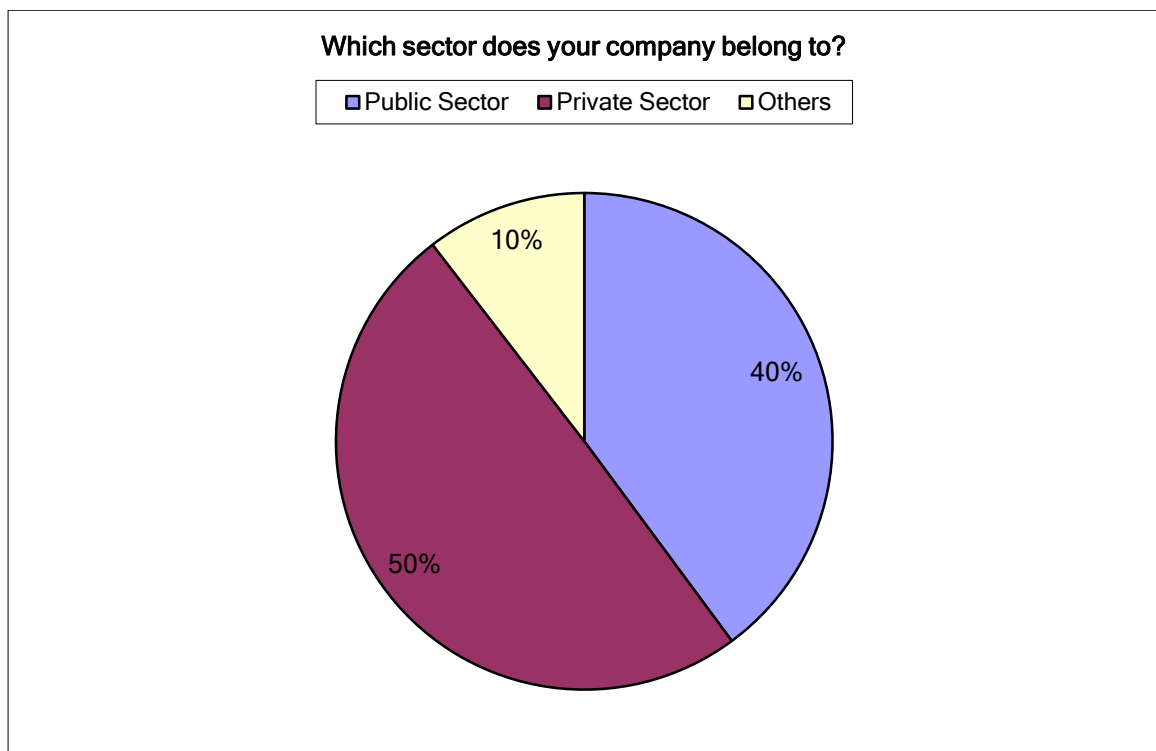


4. Sectors

Table 10: Respondents' Sectors

<i>Q: Which sector does your company belong to?</i>		
Answer Options	Response Percent	Response Count
Public Sector	40%	61
Private Sector	50%	76
Others	10%	16
Total	100%	153

Figure 7: Respondents' Sectors

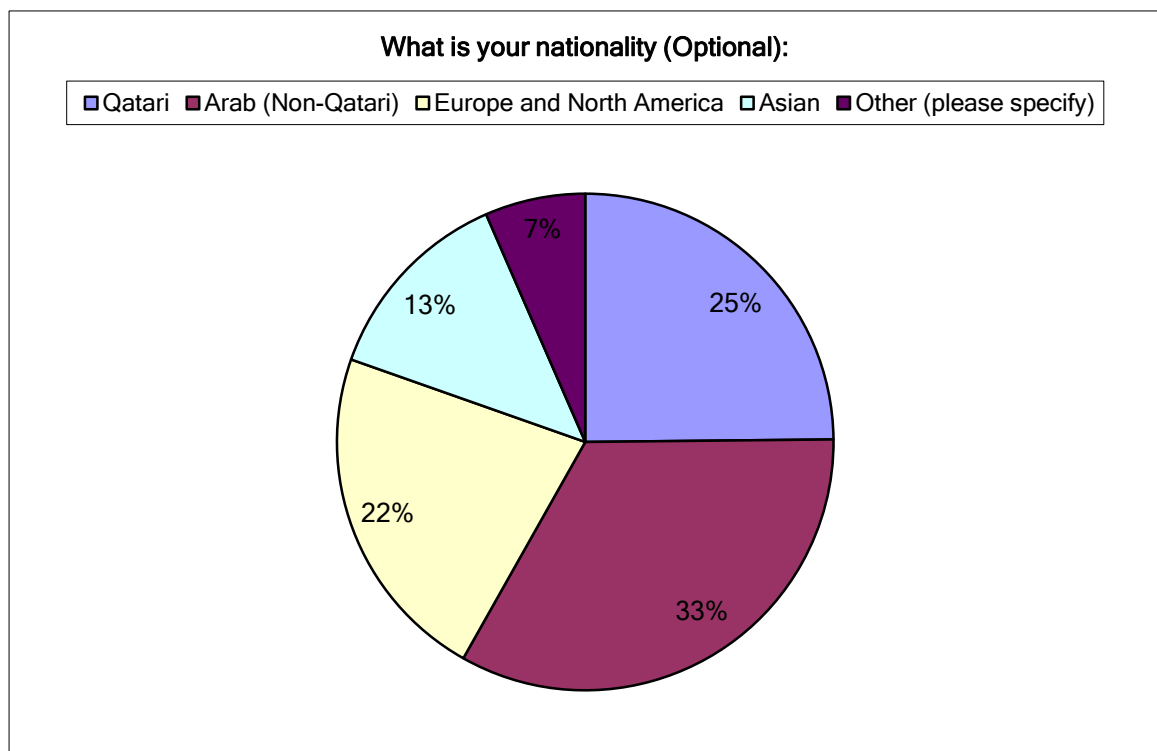


5. Nationalities

Table 11: Respondents' Nationalities

<i>Q: What is your nationality (Optional)</i>		
Answer Options	Response Percent	Response Count
Qatari	25%	38
Arab (Non-Qatari)	33%	51
Europe and North America	22%	34
Asian	13%	20
Others	7%	10
Total	100%	153

Figure 8: Respondents' Nationalities

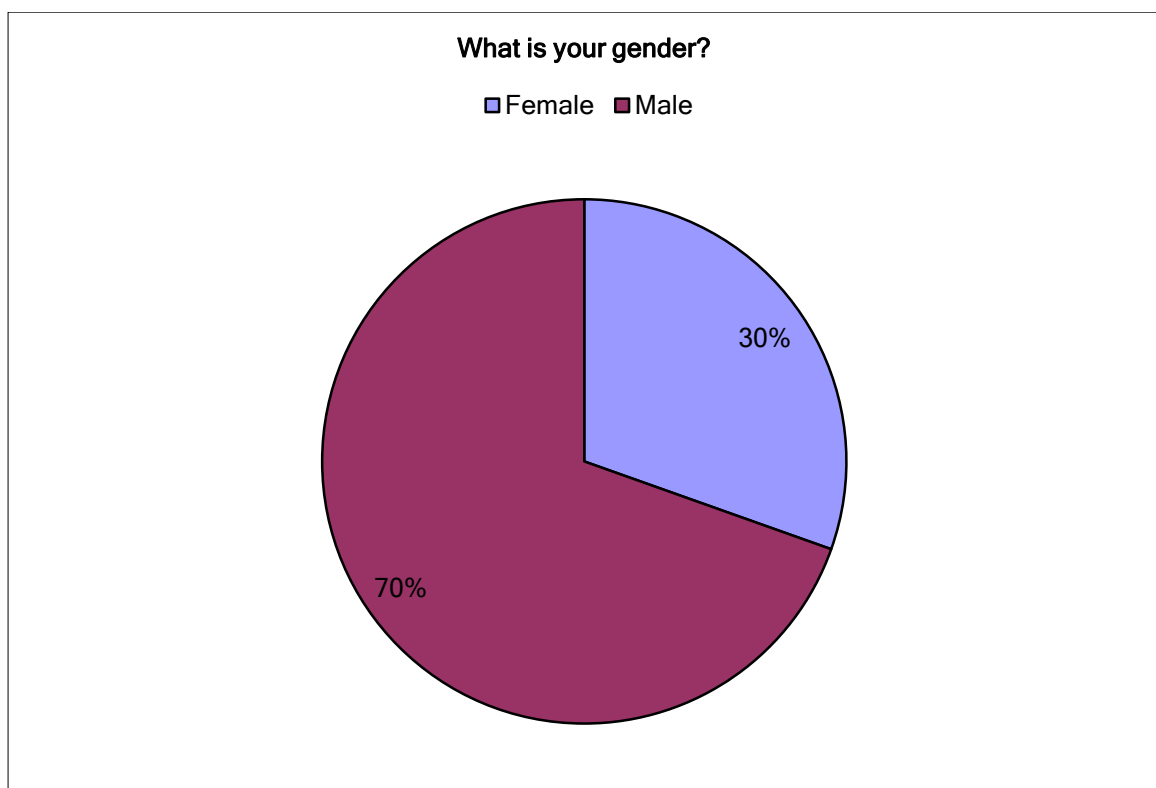


6. Genders

Table 12: Respondents' Genders

<i>Q: What is your gender?</i>		
Answer Options	Response Percent	Response Count
Female	30%	46
Male	70%	107
Total	100%	153

Figure 9: Respondents' Genders



Appendix F | Scale: Reliability Test (SPSS)

Table 13: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha		
Based on		
Standardized		
Cronbach's Alpha	Items	N of Items
.891	.895	19

Table 14: Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
I01. Top Management Commitment.	5.93	1.384	153
I02. Training and Development.	5.67	1.606	153
I03. Involvement of Expatriates.	5.39	1.729	153
I04. Incentives for Expatriates	5.25	1.858	153
I05. Communication and Public Affairs.	5.33	1.547	153
I06. Benchmarking.	5.29	1.622	153
I07. Motivating Organizational Culture for Qataris.	5.72	1.519	153
I08. Merit-based Hiring	5.45	1.717	153
E01. Involvement of Qatari Women.	5.50	1.496	153
E02. Absence of Tribalism	5.34	1.565	153
E03. Education Structures	6.08	1.311	153
E04. Higher Education Structures.	6.18	1.014	153
E05. Demystifying Qatarization.	5.76	1.428	153
E06. Developing Leadership.	5.94	1.339	153
E07. Promoting a Variety of Sectors of the Local Economy	6.19	1.157	153
E08. Promoting the Private Sector.	6.12	1.251	153
E09. Cross-Ministerial Collaboration.	5.73	1.411	153
E10. Sector-based Qatarization Quotas.	4.61	1.903	153
E11. Nation-wide Commitment.	5.73	1.420	153

Table 15: Inter-Item Correlation Matrix

Inter-Item Correlation Matrix																			
	I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06.	E07	E08	E09	E10	E11
I01	1.000	.662	.453	.313	.486	.568	.573	.287	.264	.114	.195	.243	.315	.126	.349	.331	.368	.232	.446
I02	.662	1.000	.348	.332	.408	.407	.490	.344	.325	.111	.084	.158	.208	.144	.250	.242	.308	.194	.289
I03	.453	.348	1.000	.451	.411	.470	.418	.321	.350	.111	.123	.114	.356	.198	.291	.173	.462	.297	.398
I04	.313	.332	.451	1.000	.321	.421	.319	.338	.281	.294	.195	.123	.392	.321	.275	.174	.307	.195	.243
I05	.486	.408	.411	.321	1.000	.600	.502	.260	.208	.132	.302	.143	.492	.194	.369	.367	.443	.407	.425
I06	.568	.407	.470	.421	.600	1.000	.512	.347	.259	.004	.206	.168	.301	.190	.293	.258	.303	.379	.332
I07	.573	.490	.418	.319	.502	.512	1.000	.306	.419	.104	.269	.297	.347	.128	.277	.267	.363	.273	.440
I08	.287	.344	.321	.338	.260	.347	.306	1.000	.229	.165	.230	.185	.292	.212	.096	.138	.250	.091	.094
E01	.264	.325	.350	.281	.208	.259	.419	.229	1.000	.317	.238	.154	.221	.235	.313	.253	.406	.271	.363
E02	.114	.111	.111	.294	.132	.004	.104	.165	.317	1.000	.449	.335	.367	.346	.233	.238	.257	-.010	.187
E03	.195	.084	.123	.195	.302	.206	.269	.230	.238	.449	1.000	.539	.520	.441	.350	.460	.293	.136	.220
E04	.243	.158	.114	.123	.143	.168	.297	.185	.154	.335	.539	1.000	.402	.439	.319	.326	.278	.138	.294
E05	.315	.208	.356	.392	.492	.301	.347	.292	.221	.367	.520	.402	1.000	.505	.414	.329	.542	.272	.506
E06	.126	.144	.198	.321	.194	.190	.128	.212	.235	.346	.441	.439	.505	1.000	.462	.397	.462	.179	.299
E07	.349	.250	.291	.275	.369	.293	.277	.096	.313	.233	.350	.319	.414	.462	1.000	.757	.475	.183	.376
E08	.331	.242	.173	.174	.367	.258	.267	.138	.253	.238	.460	.326	.329	.397	.757	1.000	.458	.185	.400
E09	.368	.308	.462	.307	.443	.303	.363	.250	.406	.257	.293	.278	.542	.462	.475	.458	1.000	.457	.622
E10	.232	.194	.297	.195	.407	.379	.273	.091	.271	-.010	.136	.138	.272	.179	.183	.185	.457	1.000	.542
E11	.446	.289	.398	.243	.425	.332	.440	.094	.363	.187	.220	.294	.506	.299	.376	.400	.622	.542	1.000

Table 16: Item-Total Statistics

Item-Total Statistics						
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	
I01. Top Management Commitment.	101.27	247.645	.608	.635	.883	
I02. Training and Development.	101.54	247.829	.507	.528	.886	
I03. Involvement of Expatriates.	101.81	243.010	.558	.445	.884	
I04. Incentives for Expatriates	101.95	243.149	.508	.399	.887	
I05. Communication and Public Affairs.	101.87	243.562	.623	.576	.882	
I06. Benchmarking.	101.91	243.794	.585	.577	.883	
I07. Motivating Organizational Culture for Qataris.	101.48	245.041	.603	.528	.883	
I08. Merit-based Hiring	101.75	251.504	.397	.300	.890	
E01. Involvement of Qatari Women.	101.70	250.896	.484	.399	.887	
E02. Absence of Tribalism	101.86	257.040	.330	.376	.892	
E03. Education Structures	101.12	254.715	.469	.559	.887	
E04. Higher Education Structures.	101.03	261.341	.418	.431	.889	
E05. Demystifying Qatarization.	101.44	245.591	.635	.611	.882	
E06. Developing Leadership.	101.26	253.931	.477	.476	.887	
E07. Promoting a Variety of Sectors of the Local Economy	101.01	254.224	.555	.665	.885	
E08. Promoting the Private Sector.	101.08	253.907	.516	.674	.886	
E09. Cross-Ministerial Collaboration.	101.48	244.514	.670	.593	.881	
E10. Sector-based Qatarization Quotas.	102.59	247.624	.414	.427	.890	
E11. Nation-wide Commitment.	101.48	246.672	.614	.609	.883	

Table 17: Scale Statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
107.20	276.057	16.615	19

Appendix G | Factor Analysis (SPSS)

Table 18: Descriptive Statistics

Descriptive Statistics				
	Mean	Std. Deviation	Analysis N	Missing N
I01. Top Management Commitment.	5.93	1.384	153	0
I02. Training and Development.	5.67	1.606	153	0
I03. Involvement of Expatriates.	5.39	1.729	153	0
I04. Incentives for Expatriates	5.25	1.858	153	0
I05. Communication and Public Affairs.	5.33	1.547	153	0
I06. Benchmarking.	5.29	1.622	153	0
I07. Motivating Organizational Culture for Qataris.	5.72	1.519	153	0
I08. Merit-based Hiring	5.45	1.717	153	0
E01. Involvement of Qatari Women.	5.50	1.496	153	0
E02. Absence of Tribalism	5.34	1.565	153	0
E03. Education Structures	6.08	1.311	153	0
E04. Higher Education Structures.	6.18	1.014	153	0
E05. Demystifying Qatarization.	5.76	1.428	153	0
E06. Developing Leadership.	5.94	1.339	153	0
E07. Promoting a Variety of Sectors of the Local Economy	6.19	1.157	153	0
E08. Promoting the Private Sector.	6.12	1.251	153	0
E09. Cross-Ministerial Collaboration.	5.73	1.411	153	0
E10. Sector-based Qatarization Quotas.	4.61	1.903	153	0
E11. Nation-wide Commitment.	5.73	1.420	153	0

Table 19: Correlation Matrix – Part 1: Correlations

		Correlation Matrix^a																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Correlation	I01	1.000	0.662	0.453	0.313	0.486	0.568	0.573	0.287	0.264	0.114	0.195	0.243	0.315	0.126	0.349	0.331	0.368	0.232	0.446
	I02	0.662	1.000	0.348	0.332	0.408	0.407	0.490	0.344	0.325	0.111	0.084	0.158	0.208	0.144	0.250	0.242	0.308	0.194	0.289
	I03	0.453	0.348	1.000	0.451	0.411	0.470	0.418	0.321	0.350	0.111	0.123	0.114	0.356	0.198	0.291	0.173	0.462	0.297	0.398
	I04	0.313	0.332	0.451	1.000	0.321	0.421	0.319	0.338	0.281	0.294	0.195	0.123	0.392	0.321	0.275	0.174	0.307	0.195	0.243
	I05	0.486	0.408	0.411	0.321	1.000	0.600	0.502	0.260	0.208	0.132	0.302	0.143	0.492	0.194	0.369	0.367	0.443	0.407	0.425
	I06	0.568	0.407	0.470	0.421	0.600	1.000	0.512	0.347	0.259	0.004	0.206	0.168	0.301	0.190	0.293	0.258	0.303	0.379	0.332
	I07	0.573	0.490	0.418	0.319	0.502	0.512	1.000	0.306	0.419	0.104	0.269	0.297	0.347	0.128	0.277	0.267	0.363	0.273	0.440
	I08	0.287	0.344	0.321	0.338	0.260	0.347	0.306	1.000	0.229	0.165	0.230	0.185	0.292	0.212	0.096	0.138	0.250	0.091	0.094
	E01	0.264	0.325	0.350	0.281	0.208	0.259	0.419	0.229	1.000	0.317	0.238	0.154	0.221	0.235	0.313	0.253	0.406	0.271	0.363
	E02	0.114	0.111	0.111	0.294	0.132	0.004	0.104	0.165	0.317	1.000	0.449	0.335	0.367	0.346	0.233	0.238	0.257	-0.010	0.187
	E03	0.195	0.084	0.123	0.195	0.302	0.206	0.269	0.230	0.238	0.449	1.000	0.539	0.520	0.441	0.350	0.460	0.293	0.136	0.220
	E04	0.243	0.158	0.114	0.123	0.143	0.168	0.297	0.185	0.154	0.335	0.539	1.000	0.402	0.439	0.319	0.326	0.278	0.138	0.294
	E05	0.315	0.208	0.356	0.392	0.492	0.301	0.347	0.292	0.221	0.367	0.520	0.402	1.000	0.505	0.414	0.329	0.542	0.272	0.506
	E06	0.126	0.144	0.198	0.321	0.194	0.190	0.128	0.212	0.235	0.346	0.441	0.439	0.505	1.000	0.462	0.397	0.462	0.179	0.299
	E07	0.349	0.250	0.291	0.275	0.369	0.293	0.277	0.096	0.313	0.233	0.350	0.319	0.414	0.462	1.000	0.757	0.475	0.183	0.376
	E08	0.331	0.242	0.173	0.174	0.367	0.258	0.267	0.138	0.253	0.238	0.460	0.326	0.329	0.397	0.757	1.000	0.458	0.185	0.400
	E09	0.368	0.308	0.462	0.307	0.443	0.303	0.363	0.250	0.406	0.257	0.293	0.278	0.542	0.462	0.475	0.458	1.000	0.457	0.622
	E10	0.232	0.194	0.297	0.195	0.407	0.379	0.273	0.091	0.271	-0.010	0.136	0.138	0.272	0.179	0.183	0.185	0.457	1.000	0.542
	E11	0.446	0.289	0.398	0.243	0.425	0.332	0.440	0.094	0.363	0.187	0.220	0.294	0.506	0.299	0.376	0.400	0.622	0.542	1.000

a. Determinant = .000

Table 20: Correlation Matrix – Part 2: Significance Values (1-tailed)

		Correlation Matrix (Continued) ^a																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Sig. (1-tailed)	I01		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.081	0.008	0.001	0.000	0.061	0.000	0.000	0.000	0.002	0.000
	I02	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.086	0.150	0.026	0.005	0.038	0.001	0.001	0.000	0.008	0.000
	I03	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.086	0.065	0.080	0.000	0.007	0.000	0.016	0.000	0.000	0.000
	I04	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.008	0.064	0.000	0.000	0.000	0.016	0.000	0.008	0.001
	I05	0.000	0.000	0.000	0.000		0.000	0.000	0.001	0.005	0.052	0.000	0.039	0.000	0.008	0.000	0.000	0.000	0.000	0.000
	I06	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.001	0.478	0.005	0.019	0.000	0.009	0.000	0.001	0.000	0.000	0.000
	I07	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.100	0.000	0.000	0.000	0.058	0.000	0.000	0.000	0.000	0.000
	I08	0.000	0.000	0.000	0.000	0.001	0.000	0.000		0.002	0.021	0.002	0.011	0.000	0.004	0.119	0.045	0.001	0.132	0.123
	E01	0.000	0.000	0.000	0.000	0.005	0.001	0.000	0.002		0.000	0.002	0.029	0.003	0.002	0.000	0.001	0.000	0.000	0.000
	E02	0.081	0.086	0.086	0.000	0.052	0.478	0.100	0.021	0.000		0.000	0.000	0.000	0.000	0.002	0.002	0.001	0.450	0.010
	E03	0.008	0.150	0.065	0.008	0.000	0.005	0.000	0.002	0.002	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.046
	E04	0.001	0.026	0.080	0.064	0.039	0.019	0.000	0.011	0.029	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.044	0.000
	E05	0.000	0.005	0.000	0.000	0.000	0.000	0.000	0.000	0.003	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	E06	0.061	0.038	0.007	0.000	0.008	0.009	0.058	0.004	0.002	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.013	0.000
	E07	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.119	0.000	0.002	0.000	0.000	0.000	0.000		0.000	0.000	0.012	0.000
	E08	0.000	0.001	0.016	0.016	0.000	0.001	0.000	0.045	0.001	0.002	0.000	0.000	0.000	0.000	0.000		0.000	0.011	0.000
	E09	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	E10	0.002	0.008	0.000	0.008	0.000	0.000	0.000	0.132	0.000	0.450	0.046	0.044	0.000	0.013	0.012	0.011	0.000		0.000
	E11	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.123	0.000	0.010	0.003	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

a. Determinant = .000

Table 21: Inverse of Correlation Matrix

Inverse of Correlation Matrix																			
	I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
I01	2.741	-1.211	-0.296	0.121	0.054	-0.758	-0.381	0.036	0.296	-0.094	-0.109	-0.112	0.010	0.347	-0.246	-0.041	-0.055	0.285	-0.543
I02	-1.211	2.116	0.100	-0.224	-0.333	0.252	-0.239	-0.277	-0.294	0.003	0.355	-0.072	0.160	-0.173	0.110	-0.125	-0.029	-0.052	0.208
I03	-0.296	0.100	1.802	-0.375	-0.087	-0.244	-0.069	-0.186	-0.187	0.087	0.069	0.069	-0.040	0.081	-0.251	0.357	-0.426	0.034	-0.146
I04	0.121	-0.224	-0.375	1.665	0.145	-0.421	-0.110	-0.149	0.013	-0.380	0.107	0.222	-0.320	-0.234	-0.152	0.100	0.108	-0.068	0.093
I05	0.054	-0.333	-0.087	0.145	2.358	-0.836	-0.409	0.059	0.337	-0.158	-0.190	0.409	-0.672	0.262	-0.114	-0.257	-0.204	-0.352	0.074
I06	-0.758	0.252	-0.244	-0.421	-0.836	2.365	-0.235	-0.265	-0.107	0.345	-0.046	-0.072	0.239	-0.221	-0.045	0.004	0.317	-0.371	0.133
I07	-0.381	-0.239	-0.069	-0.110	-0.409	-0.235	2.119	-0.086	-0.510	0.261	-0.173	-0.371	-0.038	0.285	0.067	0.076	0.024	0.175	-0.327
I08	0.036	-0.277	-0.186	-0.149	0.059	-0.265	-0.086	1.429	-0.100	-0.012	-0.053	-0.078	-0.253	-0.062	0.393	-0.204	-0.173	0.074	0.361
E01	0.296	-0.294	-0.187	0.013	0.337	-0.107	-0.510	-0.100	1.663	-0.424	-0.237	0.247	0.317	-0.015	-0.358	0.184	-0.264	-0.168	-0.233
E02	-0.094	0.003	0.087	-0.380	-0.158	0.345	0.261	-0.012	-0.424	1.602	-0.436	-0.221	-0.129	-0.079	0.077	0.016	-0.066	0.271	-0.099
E03	-0.109	0.355	0.069	0.107	-0.190	-0.046	-0.173	-0.053	-0.237	-0.436	2.268	-0.637	-0.744	-0.220	0.439	-0.892	0.221	-0.144	0.500
E04	-0.112	-0.072	0.069	0.222	0.409	-0.072	-0.371	-0.078	0.247	-0.221	-0.637	1.756	-0.101	-0.381	-0.198	0.098	0.059	-0.080	-0.208
E05	0.010	0.160	-0.040	-0.320	-0.672	0.239	-0.038	-0.253	0.317	-0.129	-0.744	-0.101	2.569	-0.408	-0.476	0.701	-0.416	0.207	-0.738
E06	0.347	-0.173	0.081	-0.234	0.262	-0.221	0.285	-0.062	-0.015	-0.079	-0.220	-0.381	-0.408	1.908	-0.413	-0.017	-0.450	0.011	0.014
E07	-0.246	0.110	-0.251	-0.152	-0.114	-0.045	0.067	0.393	-0.358	0.077	0.439	-0.198	-0.476	-0.413	2.982	-2.006	-0.092	0.105	0.334
E08	-0.041	-0.125	0.357	0.100	-0.257	0.004	0.076	-0.204	0.184	0.016	-0.892	0.098	0.701	-0.017	-2.006	3.072	-0.385	0.180	-0.600
E09	-0.055	-0.029	-0.426	0.108	-0.204	0.317	0.024	-0.173	-0.264	-0.066	0.221	0.059	-0.416	-0.450	-0.092	-0.385	2.460	-0.403	-0.572
E10	0.285	-0.052	0.034	-0.068	-0.352	-0.371	0.175	0.074	-0.168	0.271	-0.144	-0.080	0.207	0.011	0.105	0.180	-0.403	1.745	-0.768
E11	-0.543	0.208	-0.146	0.093	0.074	0.133	-0.327	0.361	-0.233	-0.099	0.500	-0.208	-0.738	0.014	0.334	-0.600	-0.572	-0.768	2.561

Table 22: Anti-image Matrices – Part 1: Anti-image Covariance

		Anti-image Matrices																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Anti-image Covariance	I01	0.365	-0.209	-0.060	0.027	0.008	-0.117	-0.066	0.009	0.065	-0.021	-0.018	-0.023	0.001	0.066	-0.030	-0.005	-0.008	0.060	-0.077
	I02	-0.209	0.472	0.026	-0.064	-0.067	0.050	-0.053	-0.092	-0.084	0.001	0.074	-0.019	0.029	-0.043	0.018	-0.019	-0.006	-0.014	0.038
	I03	-0.060	0.026	0.555	-0.125	-0.020	-0.057	-0.018	-0.072	-0.062	0.030	0.017	0.022	-0.009	0.023	-0.047	0.065	-0.096	0.011	-0.032
	I04	0.027	-0.064	-0.125	0.601	0.037	-0.107	-0.031	-0.063	0.005	-0.143	0.028	0.076	-0.075	-0.074	-0.031	0.020	0.026	-0.023	0.022
	I05	0.008	-0.067	-0.020	0.037	0.424	-0.150	-0.082	0.018	0.086	-0.042	-0.035	0.099	-0.111	0.058	-0.016	-0.035	-0.035	-0.086	0.012
	I06	-0.117	0.050	-0.057	-0.107	-0.150	0.423	-0.047	-0.078	-0.027	0.091	-0.009	-0.017	0.039	-0.049	-0.006	0.000	0.055	-0.090	0.022
	I07	-0.066	-0.053	-0.018	-0.031	-0.082	-0.047	0.472	-0.028	-0.145	0.077	-0.036	-0.100	-0.007	0.071	0.011	0.012	0.005	0.047	-0.060
	I08	0.009	-0.092	-0.072	-0.063	0.018	-0.078	-0.028	0.700	-0.042	-0.005	-0.016	-0.031	-0.069	-0.023	0.092	-0.046	-0.049	0.030	0.099
	E01	0.065	-0.084	-0.062	0.005	0.086	-0.027	-0.145	-0.042	0.601	-0.159	-0.063	0.085	0.074	-0.005	-0.072	0.036	-0.065	-0.058	-0.055
	E02	-0.021	0.001	0.030	-0.143	-0.042	0.091	0.077	-0.005	-0.159	0.624	-0.120	-0.079	-0.031	-0.026	0.016	0.003	-0.017	0.097	-0.024
	E03	-0.018	0.074	0.017	0.028	-0.035	-0.009	-0.036	-0.016	-0.063	-0.120	0.441	-0.160	-0.128	-0.051	0.065	-0.128	0.040	-0.036	0.086
E04	-0.023	-0.019	0.022	0.076	0.099	-0.017	-0.100	-0.031	0.085	-0.079	-0.160	0.569	-0.022	-0.114	-0.038	0.018	0.014	-0.026	-0.046	
E05	0.001	0.029	-0.009	-0.075	-0.111	0.039	-0.007	-0.069	0.074	-0.031	-0.128	-0.022	0.389	-0.083	-0.062	0.089	-0.066	0.046	-0.112	
E06	0.066	-0.043	0.023	-0.074	0.058	-0.049	0.071	-0.023	-0.005	-0.026	-0.051	-0.114	-0.083	0.524	-0.073	-0.003	-0.096	0.003	0.003	
E07	-0.030	0.018	-0.047	-0.031	-0.016	-0.006	0.011	0.092	-0.072	0.016	0.065	-0.038	-0.062	-0.073	0.335	-0.219	-0.013	0.020	0.044	
E08	-0.005	-0.019	0.065	0.020	-0.035	0.000	0.012	-0.046	0.036	0.003	-0.128	0.018	0.089	-0.003	-0.219	0.326	-0.051	0.034	-0.076	
E09	-0.008	-0.006	-0.096	0.026	-0.035	0.055	0.005	-0.049	-0.065	-0.017	0.040	0.014	-0.066	-0.096	-0.013	-0.051	0.407	-0.094	-0.091	
E10	0.060	-0.014	0.011	-0.023	-0.086	-0.090	0.047	0.030	-0.058	0.097	-0.036	-0.026	0.046	0.003	0.020	0.034	-0.094	0.573	-0.172	
E11	-0.077	0.038	-0.032	0.022	0.012	0.022	-0.060	0.099	-0.055	-0.024	0.086	-0.046	-0.112	0.003	0.044	-0.076	-0.091	-0.172	0.391	

a. Measures of Sampling Adequacy(MSA)

Table 23: Anti-image Matrices – Part 2: Anti-image Correlation

		Anti-image Matrices (Continued)																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Anti-image Correlation	I01	.839 ^a	-0.503	-0.133	0.057	0.021	-0.298	-0.158	0.018	0.139	-0.045	-0.044	-0.051	0.004	0.152	-0.086	-0.014	-0.021	0.130	-0.205
	I02	-0.503	.820 ^a	0.051	-0.119	-0.149	0.113	-0.113	-0.159	-0.157	0.001	0.162	-0.037	0.069	-0.086	0.044	-0.049	-0.013	-0.027	0.089
	I03	-0.133	0.051	.914 ^a	-0.217	-0.042	-0.118	-0.035	-0.116	-0.108	0.051	0.034	0.039	-0.018	0.043	-0.108	0.152	-0.202	0.019	-0.068
	I04	0.057	-0.119	-0.217	.868 ^a	0.073	-0.212	-0.059	-0.097	0.008	-0.233	0.055	0.130	-0.155	-0.131	-0.068	0.044	0.053	-0.040	0.045
	I05	0.021	-0.149	-0.042	0.073	.864 ^a	-0.354	-0.183	0.032	0.170	-0.081	-0.082	0.201	-0.273	0.124	-0.043	-0.095	-0.085	-0.174	0.030
	I06	-0.298	0.113	-0.118	-0.212	-0.354	.848 ^a	-0.105	-0.144	-0.054	0.177	-0.020	-0.035	0.097	-0.104	-0.017	0.001	0.131	-0.183	0.054
	I07	-0.158	-0.113	-0.035	-0.059	-0.183	-0.105	.900 ^a	-0.049	-0.272	0.142	-0.079	-0.192	-0.016	0.142	0.026	0.030	0.010	0.091	-0.140
	I08	0.018	-0.159	-0.116	-0.097	0.032	-0.144	-0.049	.852 ^a	-0.065	-0.008	-0.029	-0.049	-0.132	-0.038	0.190	-0.097	-0.092	0.047	0.189
	E01	0.139	-0.157	-0.108	0.008	0.170	-0.054	-0.272	-0.065	.808 ^a	-0.260	-0.122	0.145	0.153	-0.008	-0.161	0.081	-0.131	-0.099	-0.113
	E02	-0.045	0.001	0.051	-0.233	-0.081	0.177	0.142	-0.008	-0.260	.785 ^a	-0.229	-0.132	-0.064	-0.045	0.035	0.007	-0.033	0.162	-0.049
	E03	-0.044	0.162	0.034	0.055	-0.082	-0.020	-0.079	-0.029	-0.122	-0.229	.781 ^a	-0.319	-0.308	-0.106	0.169	-0.338	0.093	-0.073	0.207
E04	-0.051	-0.037	0.039	0.130	0.201	-0.035	-0.192	-0.049	0.145	-0.132	-0.319	.824 ^a	-0.047	-0.208	-0.087	0.042	0.028	-0.046	-0.098	
E05	0.004	0.069	-0.018	-0.155	-0.273	0.097	-0.016	-0.132	0.153	-0.064	-0.308	-0.047	.845 ^a	-0.184	-0.172	0.249	-0.166	0.098	-0.288	
E06	0.152	-0.086	0.043	-0.131	0.124	-0.104	0.142	-0.038	-0.008	-0.045	-0.106	-0.208	-0.184	.876 ^a	-0.173	-0.007	-0.208	0.006	0.006	
E07	-0.086	0.044	-0.108	-0.068	-0.043	-0.017	0.026	0.190	-0.161	0.035	0.169	-0.087	-0.172	-0.173	.787 ^a	-0.663	-0.034	0.046	0.121	
E08	-0.014	-0.049	0.152	0.044	-0.095	0.001	0.030	-0.097	0.081	0.007	-0.338	0.042	0.249	-0.007	-0.663	.748 ^a	-0.140	0.078	-0.214	
E09	-0.021	-0.013	-0.202	0.053	-0.085	0.131	0.010	-0.092	-0.131	-0.033	0.093	0.028	-0.166	-0.208	-0.034	-0.140	.912 ^a	-0.195	-0.228	
E10	0.130	-0.027	0.019	-0.040	-0.174	-0.183	0.091	0.047	-0.099	0.162	-0.073	-0.046	0.098	0.006	0.046	0.078	-0.195	.812 ^a	-0.363	
E11	-0.205	0.089	-0.068	0.045	0.030	0.054	-0.140	0.189	-0.113	-0.049	0.207	-0.098	-0.288	0.006	0.121	-0.214	-0.228	-0.363	.837 ^a	

a. Measures of Sampling Adequacy (MSA)

Table 24: Communalities

Communalities		
	Initial	Extraction
I01. Top Management Commitment.	1.000	.732
I02. Training and Development.	1.000	.655
I03. Involvement of Expatriates.	1.000	.574
I04. Incentives for Expatriates	1.000	.555
I05. Communication and Public Affairs.	1.000	.640
I06. Benchmarking.	1.000	.663
I07. Motivating Organizational Culture for Qataris.	1.000	.588
I08. Merit-based Hiring	1.000	.541
E01. Involvement of Qatari Women.	1.000	.633
E02. Absence of Tribalism	1.000	.613
E03. Education Structures	1.000	.703
E04. Higher Education Structures.	1.000	.582
E05. Demystifying Qatarization.	1.000	.694
E06. Developing Leadership.	1.000	.580
E07. Promoting a Variety of Sectors of the Local Economy	1.000	.763
E08. Promoting the Private Sector.	1.000	.799
E09. Cross-Ministerial Collaboration.	1.000	.705
E10. Sector-based Qatarization Quotas.	1.000	.697
E11. Nation-wide Commitment.	1.000	.701

Extraction Method: Principal Component Analysis.

Table 25: Component Matrix

	Component Matrix^a				
	Component				
	1	2	3	4	5
E09. Cross-Ministerial Collaboration.	.732				
E05. Demystifying Qatarization.	.699				
I05. Communication and Public Affairs.	.686				
E11. Nation-wide Commitment.	.685		-.447		
I01. Top Management Commitment.	.670				
I07. Motivating Organizational Culture for Qataris.	.664				
E07. Promoting a Variety of Sectors of the Local Economy	.640				
I06. Benchmarking.	.639	-.426			
I03. Involvement of Expatriates.	.612				
E08. Promoting the Private Sector.	.607			-.457	
I02. Training and Development.	.566	-.411			
I04. Incentives for Expatriates	.553				
E06. Developing Leadership.	.545	.511			
E03. Education Structures	.538	.535			
E04. Higher Education Structures.	.484	.458			
E02. Absence of Tribalism		.495			
I08. Merit-based Hiring	.441		.550		
E10. Sector-based Qatarization Quotas.	.489		-.504		
E01. Involvement of Qatari Women.	.533				.547

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Table 26: Reproduced Correlations – Part 1: Reproduced Correlation

		Reproduced Correlations																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Reproduced Correlation	I01	.732 ^a	0.659	0.456	0.343	0.579	0.634	0.639	0.364	0.307	0.033	0.204	0.210	0.284	0.119	0.414	0.410	0.345	0.237	0.370
	I02	0.659	.655 ^a	0.448	0.382	0.436	0.532	0.568	0.385	0.377	0.088	0.105	0.103	0.172	0.068	0.338	0.311	0.268	0.108	0.251
	I03	0.456	0.448	.574 ^a	0.495	0.441	0.483	0.473	0.368	0.461	0.170	0.098	0.071	0.360	0.201	0.219	0.146	0.478	0.406	0.452
	I04	0.343	0.382	0.495	.555 ^a	0.306	0.366	0.385	0.476	0.450	0.372	0.234	0.175	0.395	0.298	0.162	0.090	0.378	0.199	0.281
	I05	0.579	0.436	0.441	0.306	.640 ^a	0.618	0.558	0.298	0.192	0.019	0.302	0.302	0.468	0.229	0.340	0.342	0.454	0.470	0.513
	I06	0.634	0.532	0.483	0.366	0.618	.663 ^a	0.600	0.395	0.205	-0.011	0.207	0.213	0.377	0.120	0.232	0.223	0.355	0.378	0.406
	I07	0.639	0.568	0.473	0.385	0.558	0.600	.588 ^a	0.385	0.306	0.089	0.234	0.228	0.356	0.176	0.344	0.329	0.380	0.293	0.392
	I08	0.364	0.385	0.368	0.476	0.298	0.395	0.385	.541 ^a	0.236	0.297	0.282	0.237	0.336	0.203	0.039	0.007	0.159	0.028	0.082
	E01	0.307	0.377	0.461	0.450	0.192	0.205	0.306	0.236	.633 ^a	0.371	0.103	0.050	0.254	0.303	0.403	0.314	0.490	0.202	0.380
	E02	0.033	0.088	0.170	0.372	0.019	-0.011	0.089	0.297	0.371	.613 ^a	0.461	0.368	0.398	0.505	0.304	0.267	0.296	-0.068	0.121
	E03	0.204	0.105	0.098	0.234	0.302	0.207	0.234	0.282	0.103	0.461	.703 ^a	0.635	0.584	0.559	0.416	0.454	0.323	0.076	0.243
E04	0.210	0.103	0.071	0.175	0.302	0.213	0.228	0.237	0.050	0.368	0.635	.582 ^a	0.519	0.482	0.382	0.427	0.277	0.078	0.223	
E05	0.284	0.172	0.360	0.395	0.468	0.377	0.356	0.336	0.254	0.398	0.584	0.519	.694 ^a	0.555	0.364	0.354	0.545	0.407	0.496	
E06	0.119	0.068	0.201	0.298	0.229	0.120	0.176	0.203	0.303	0.505	0.559	0.482	0.555	.580 ^a	0.441	0.429	0.467	0.195	0.363	
E07	0.414	0.338	0.219	0.162	0.340	0.232	0.344	0.039	0.403	0.304	0.416	0.382	0.364	0.441	.763 ^a	0.770	0.519	0.192	0.471	
E08	0.410	0.311	0.146	0.090	0.342	0.223	0.329	0.007	0.314	0.267	0.454	0.427	0.354	0.429	0.770	.799 ^a	0.467	0.156	0.435	
E09	0.345	0.268	0.478	0.378	0.454	0.355	0.380	0.159	0.490	0.296	0.323	0.277	0.545	0.467	0.519	0.467	.705 ^a	0.547	0.673	
E10	0.237	0.108	0.406	0.199	0.470	0.378	0.293	0.028	0.202	-0.068	0.076	0.078	0.407	0.195	0.192	0.156	0.547	.697 ^a	0.630	
E11	0.370	0.251	0.452	0.281	0.513	0.406	0.392	0.082	0.380	0.121	0.243	0.223	0.496	0.363	0.471	0.435	0.673	0.630	.701 ^a	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

Table 27: Reproduced Correlations – Part 2: Residual

		Reproduced Correlations (Continued)																		
		I01	I02	I03	I04	I05	I06	I07	I08	E01	E02	E03	E04	E05	E06	E07	E08	E09	E10	E11
Residual ^b	I01	.732 ^a	0.659	0.456	0.343	0.579	0.634	0.639	0.364	0.307	0.033	0.204	0.210	0.284	0.119	0.414	0.410	0.345	0.237	0.370
	I02	0.659	.655 ^a	0.448	0.382	0.436	0.532	0.568	0.385	0.377	0.088	0.105	0.103	0.172	0.068	0.338	0.311	0.268	0.108	0.251
	I03	0.456	0.448	.574 ^a	0.495	0.441	0.483	0.473	0.368	0.461	0.170	0.098	0.071	0.360	0.201	0.219	0.146	0.478	0.406	0.452
	I04	0.343	0.382	0.495	.555 ^a	0.306	0.366	0.385	0.476	0.450	0.372	0.234	0.175	0.395	0.298	0.162	0.090	0.378	0.199	0.281
	I05	0.579	0.436	0.441	0.306	.640 ^a	0.618	0.558	0.298	0.192	0.019	0.302	0.302	0.468	0.229	0.340	0.342	0.454	0.470	0.513
	I06	0.634	0.532	0.483	0.366	0.618	.663 ^a	0.600	0.395	0.205	-0.011	0.207	0.213	0.377	0.120	0.232	0.223	0.355	0.378	0.406
	I07	0.639	0.568	0.473	0.385	0.558	0.600	.588 ^a	0.385	0.306	0.089	0.234	0.228	0.356	0.176	0.344	0.329	0.380	0.293	0.392
	I08	0.364	0.385	0.368	0.476	0.298	0.395	0.385	.541 ^a	0.236	0.297	0.282	0.237	0.336	0.203	0.039	0.007	0.159	0.028	0.082
	E01	0.307	0.377	0.461	0.450	0.192	0.205	0.306	0.236	.633 ^a	0.371	0.103	0.050	0.254	0.303	0.403	0.314	0.490	0.202	0.380
	E02	0.033	0.088	0.170	0.372	0.019	-0.011	0.089	0.297	0.371	.613 ^a	0.461	0.368	0.398	0.505	0.304	0.267	0.296	-0.068	0.121
	E03	0.204	0.105	0.098	0.234	0.302	0.207	0.234	0.282	0.103	0.461	.703 ^a	0.635	0.584	0.559	0.416	0.454	0.323	0.076	0.243
	E04	0.210	0.103	0.071	0.175	0.302	0.213	0.228	0.237	0.050	0.368	0.635	.582 ^a	0.519	0.482	0.382	0.427	0.277	0.078	0.223
	E05	0.284	0.172	0.360	0.395	0.468	0.377	0.356	0.336	0.254	0.398	0.584	0.519	.694 ^a	0.555	0.364	0.354	0.545	0.407	0.496
	E06	0.119	0.068	0.201	0.298	0.229	0.120	0.176	0.203	0.303	0.505	0.559	0.482	0.555	.580 ^a	0.441	0.429	0.467	0.195	0.363
	E07	0.414	0.338	0.219	0.162	0.340	0.232	0.344	0.039	0.403	0.304	0.416	0.382	0.364	0.441	.763 ^a	0.770	0.519	0.192	0.471
	E08	0.410	0.311	0.146	0.090	0.342	0.223	0.329	0.007	0.314	0.267	0.454	0.427	0.354	0.429	0.770	.799 ^a	0.467	0.156	0.435
	E09	0.345	0.268	0.478	0.378	0.454	0.355	0.380	0.159	0.490	0.296	0.323	0.277	0.545	0.467	0.519	0.467	.705 ^a	0.547	0.673
	E10	0.237	0.108	0.406	0.199	0.470	0.378	0.293	0.028	0.202	-0.068	0.076	0.078	0.407	0.195	0.192	0.156	0.547	.697 ^a	0.630
	E11	0.370	0.251	0.452	0.281	0.513	0.406	0.392	0.082	0.380	0.121	0.243	0.223	0.496	0.363	0.471	0.435	0.673	0.630	.701 ^a

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 85 (49.0%) nonredundant residuals with absolute values greater than 0.05.

Table 28: Component Transformation Matrix

Component Transformation Matrix					
Component	1	2	3	4	5
1	.592	.459	.459	.326	.349
2	-.628	.703	-.138	.302	.039
3	.311	.306	-.694	-.428	.381
4	-.361	.002	.493	-.597	.520
5	-.167	-.449	-.216	.512	.679

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

Figure 10: Component Plot in Rotated Space

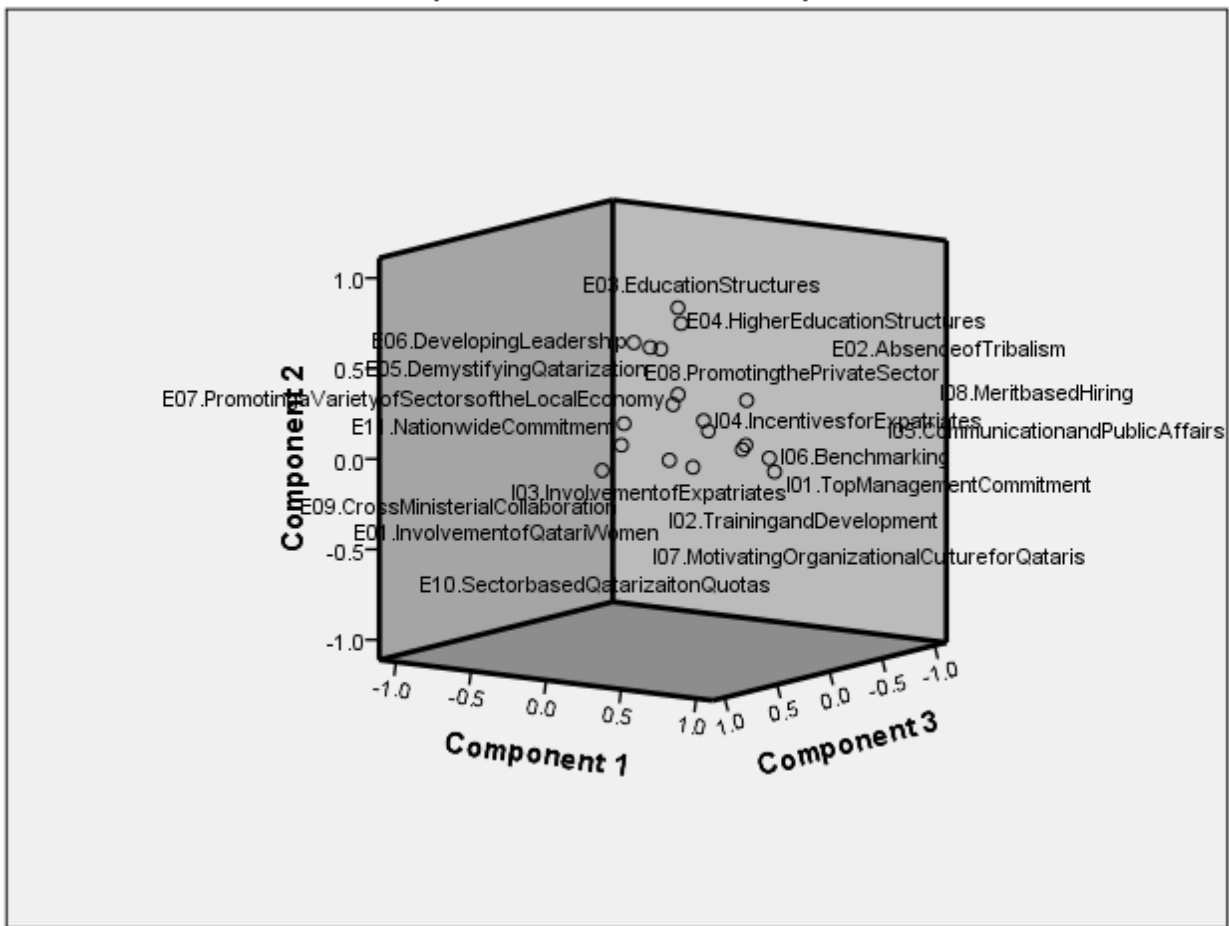


Table 29: Component Score Coefficient Matrix

	Component Score Coefficient Matrix				
	Component				
	1	2	3	4	5
I01. Top Management Commitment.	.301	-.067	-.127	.134	-.096
I02. Training and Development.	.274	-.133	-.210	.141	.096
I03. Involvement of Expatriates.	.062	-.107	.123	-.113	.240
I04. Incentives for Expatriates	.044	.023	-.026	-.197	.348
I05. Communication and Public Affairs.	.187	.068	.141	-.067	-.237
I06. Benchmarking.	.267	.028	.045	-.120	-.165
I07. Motivating Organizational Culture for Qataris.	.237	-.015	-.044	.011	-.053
I08. Merit-based Hiring	.188	.151	-.168	-.280	.153
E01. Involvement of Qatari Women.	-.090	-.208	-.014	.174	.508
E02. Absence of Tribalism	-.127	.170	-.149	-.015	.367
E03. Education Structures	.017	.378	-.084	-.043	-.147
E04. Higher Education Structures.	.043	.349	-.073	-.026	-.206
E05. Demystifying Qatarization.	-.033	.272	.171	-.194	-.048
E06. Developing Leadership.	-.135	.215	.047	.010	.108
E07. Promoting a Variety of Sectors of the Local Economy	-.022	-.043	-.067	.478	.010
E08. Promoting the Private Sector.	.007	.004	-.092	.498	-.101
E09. Cross-Ministerial Collaboration.	-.125	-.041	.270	.081	.147
E10. Sector-based Qatarization Quotas.	-.087	-.051	.494	-.133	-.102
E11. Nation-wide Commitment.	-.085	-.062	.351	.073	-.012

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Component Scores.