



**HUMAN RESOURCE MANAGEMENT AND TALENT  
MANAGEMENT TOWARDS ORGANIZATIONAL SUCCESS OF  
ALUMINIUM INDUSTRY IN UNITED ARAB EMIRATES (UAE):  
A MEASUREMENT MODEL**

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**Abstract:**

Organizations in the past have neglected talents employees. Alongside, the role of human resources has been limited to attract and train the staff. Therefore, this study discusses the relationship between HRM and talent management towards organisational success in the UAE aluminium industry context. For this study, data were collected through a self-administered questionnaire from the various aluminium companies operating in UAE. The respondents for this study were the employees working at various aluminium companies in UAE. A random sampling method was used to select the samples for this study. A self-administered questionnaire was developed basing on the literature review. However, few items were also be adapted from the existing scales on HRM, Organisational success and talent management. After adapting, all the items were modified according to the study requirements to make those fit for UAE context. The respondents were chosen from the different companies randomly. Prior to that, the respondents were asked their willingness to participate in this survey and only those who voluntarily agreed were given the questionnaire. The study findings show that there is a strong relationship between HRM and talent management towards organizational success in the UAE aluminium industry context.

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The potential implications and recommendations of this study are discussed from methodological, empirical, and practical standpoints.

**Keywords:** HR strategy, employee retention, employee management, HR competencies

## 1. Introduction

The need for management of talent and experts in organization is imperative. Talent Management (TM) has as of late been the objective of expanding intrigue and is thought to be a strategy by which organization can meet the requests that are connected with expanded multifaceted nature (Nilsson & Ellström, 2011). Employees with specific knowledge or experts in their field of knowledge are considered talented individuals. Initiatives to retain them in organizational must be put high consideration by the top management. Top management have a vital role in determining the loyalty of individual in an organization. Talent management is considered as one of the five key areas faced by human resources profession (Vaiman, Scullion & Collings, 2012). Hence, human resources need to identify the potentials and the capability of employees that can benefits the organization for competitive advantage. When these talented individuals are overlooked, they might be hired by their competitors in the same area of business which can cost organization dearly. Challenges currently facing in retaining the workforce have brought the management of top companies and organization to talent management. Values and money had been significantly invested in recruiting, retaining and developing talented individuals in order for significant contribution to performance (Minbaeva & Collings, 2013).

Another issue of current HRM practices in the aluminium industry is that people involved in the HRM have lack of knowledge or training on how to handle human capital in the aluminium industry (Raj & Kothai, 2014). However, the main function of HRM is to ascertain the required number of people in the organisation as well as to retain the qualified workforce for the organisation to compete in this ever competitive aluminium market (Wright, Snell & Dyer, 2005). As such, proper knowledge should be acquired by the people involved in the HRM to effectively handle this ever challenging aluminium industry environment (Hammad, Omran & Pakir, 2011). Sweis et al. (2009) further noted that good HRM practice in the aluminium industry helps to build trust between the employees and employers. As aluminium industry involves diverse occupational cultures, thus, it makes this particular industry as one of the most complex industries where a proper and refined HRM practice is a must (Maloney, 1997; Bernstein, 2003; Donald, 2006). As such, HR department is liable for developing a

healthy and friendly work environment along with the tactics for converting those towards achieving organisation's ultimate goal. Hence, organizations need to analyze the ability of a worker that drives the organization smoothly. Therefore, the organisation must be cautious in managing these diverse workforces that will lead to better productivity through increased employee satisfaction.

In many of research in the area of talent management, scholars have paid attention into several key areas. Issues that are focused on such as talent conceptualization, talent management degree of inclusivity, demand and supply of talent forecast, talent management and business strategy alignment and talent management and human resource management differences (McCracken, Currie & Harrison, 2015). There are still many gaps in addressing the area of talent management as in various industries; the focus might be different either on a specific issue or multiple issues at one time (Bhatnagar, 2007; Cappelli, 2008; Iles, Chuai & Preece, 2010; Morton & Ashton, 2005; Ruppe, 2006; Scheweyer, 2004). The government agencies as well as the private companies have lots of responsibilities to adhere to talent management principles in order to not only increase the profits but also the human capital development (Bhatnagar, 2004; Boudreau & Ramstad, 2005; Deloitte, 2012).

From this fact, the investment in human resources became an important part for the organizations' strategies in order to be able to compete globally (Collings & Mellahi, 2009). Therefore, it is necessary to pay attention to the talented human elements in contemporary organizations as it is the most important elements towards excellence and success. Besides, changes and developments in technology and economy create new issues in the field of human resources as the organization alone cannot deal with these challenges without considering and investment on talented human capital (Cappelli, 2000; Lockwood, 2006).

Organizations in the past have neglected talents employees (Whelan, Collings & Donnellan, 2010). Alongside, the role of human resources has been limited to attract and train the staff (Longenecker & Fink, 2011, 2012). However, international experiences have confirmed that the countries that have focused more on establishing and expanding projects and importing latest technology and neglected the human talented elements has failed to achieve any economic progress among countries and organization (Abdullah, Ahsan & Alam, 2009; Alagaraja, 2013; Becker & Gerhart, 1996; Boxall & Purcell, 2008; Delery & Doty, 1996; Hitt, Hoskisson & Kim, 1997; Katou & Budhwar, 2010).

Evaluation of the concept of human recourse has attract a lot of academic and specialist to study this field as distinct cognitive science and to learn from theatrical and practical development (Baron & Kreps, 1999; Boselie, Brewster & Paauwe, 2009; Boxall

& Macky, 2009; Cania, 2014; Dave & Wayne, 2005; Ferguson & Reio Jr, 2010; Hassan, 2007; Huselid, 2011; Li, Zhao & Liu, 2006; Purcell & Hutchinson, 2007; Tessema & Soeters, 2006). Organizations have begun to focus on talent employees by hiring and attracting as future assets for organization and to achieve organization goals and objectives (Bhatnagar, 2004; Cappelli, 2008; Iles et al., 2010; North, 2011). Despite the tremendous cognitive development achieved by developed countries, Arab countries are still progressing slowly toward the development of human capital (Downs & Swailes, 2013; Haghparast et al., 2012; Mashood et al., 2009; Saadi, 2015). Therefore, there is a need to identify the relationship between HRM and talent management that increases organizational success in UAE.

This study will also provide some meaningful insights on the methodological, empirical, practical as well as theoretical aspects. Empirically, this study will test the proposed model; thus, will contribute to the development of new framework on the relationship between HRM and TM that increases organisational performance. Methodologically, this study will develop a reliable and valid measurement tool to measure HRM and its relation to TM and organisational success. This study will provide such guidance to the academics as well as to the practitioners. From the theoretical stance, there is a lack of proper mechanism by which HRM is related to talent management (Treblay et al., 2010; Yeung & Berman, 1997). Therefore, this study will fill this research gap in the UAE context. Finally, from the practically point of view, the findings will serve as an important guideline for HRM for ameliorating employee motivation and also retaining employees with high potential and talent, in the setting of UAE.

## **2. Literature Review**

Literature review for a particular research topic is fundamentally conducted to support the concept and hypothetical models used in the previous research tasks. Fundamentally, HRM has grown as the key and most integral portion of organisations. It involves mostly in the managerial functions of hiring, firing and payroll. Thus, it deals with the employees' satisfaction and legal compliance (Noe et al., 2010). On the other hand, talent management is interchangeably used with other terms such as "succession management", "talent strategy" and "human planning". As a basis, talent management is concerned on the effective employee talent management. Differences of terms provided in the literature somehow have substantial contrast in the definition of talent management, either on the processes or decision alternatives (Guthridge et al., 2008; Minbaeva & Collings, 2013; Nilsson & Ellström, 2011; Whelan et al., 2010).

Talented individuals, are considered to deliver and perform or believed to have to deliver on higher contribution to the organization compared with other employees, in whatever position or sector in any industry (Vaiman et al., 2012). The talent possess by the individual are considered obsolete and could not acquire by others easily or require more monetary investment and time to develop individual with specific talent (Downs & Swailes, 2013).

Talent management is broadly specified in term of domestic and global. The challenges to manage talent on a global scale are greater than domestic scale due to its location and demographic barriers (Minbaeva & Collings, 2013). Multinational companies for instance have to deal with global talent management where their offices are available in several countries and region (Iles et al., 2010). With many offices, it is difficult to identify and retain talented individuals who can deliver and contribute to the development and sustaining the excellence of these companies (Cappelli, 2000; Collings & Mellahi, 2009; Deloitte, 2012). The management in big companies requires lot of money and budget for their operations and trusting their employees requires talents in the organization (Boxall & Macky, 2014). Even though domestic companies are much easier to manage compared with global multinational company, to manage talent in an organization with thousands of staff is difficult (Cassoni & Labadie, 2013). This is the case for aluminium industry, where the employees consist of different backgrounds and expertise (Conti, 2005).

The concepts of managing talent have been around since the hunter-and-gather stage of human development. However, the concept of explicit talent focus and term "talent management" seems to have arisen only in the mid-70s (Setiarso, 2007). Despite the progress of the concept, there is no one definition of Talent Management has been officially defined and accepted by the practitioners and adopters. According to Hassan (2007), employees play an integral role in organizations as they make up a crucial part and also are the most vital asset of the companies. Due to this reason, it is obligatory for every organization to handle the employees with proper management skills so that they can properly maintain positive relationship with employees. Therefore, for every organization, effective leadership plays a vital role to keep not just the employees active and satisfied but to uphold the company's value in every circumstance (Huselid, 2011).

Moreover, talent management has been recognized to be important in improving adaptability and gaining competitive advantages. Preparing an organization for talent management initiatives means changing or adapting the organizational culture to facilitate, support, and encourages the sharing, utilization, and creation of talent (Vaiman et al., 2012). However, the effectiveness of the TM has to be measured beyond the availability of centralized repository of talent (Michaels et al., 2001). Organizations

are becoming aware that organization talent exists and is distinct from talent of individuals and groups (McCracken et al., 2015). Organization has to develop itself as a learning organization in order to compete successfully in the current information edge. Communities of Practices provide the environment and process for an organization to harness the internal and external tacit talent normally confined by the experienced employees within the isolated department or unit. The development of community of practitioner, instead of a team of providers, has encouraged voluntarily sharing of magnitude of information, without the limit of the political, value or organizational barrier. Furthermore, proper implementation and utilisation of HRM policies will ensure that right employees are employed to perform the right task which will significantly increase the employees' performance (Mynatt et al., 1997). As a result, the organisational performance will be improved.

Based on the above discussion, this research concentrates on conceptual framework of the relationship between HRM and organisational success in the UAE aluminium industry context. Based on the detail discussion presented above, this study draws the following framework (Figure 1).

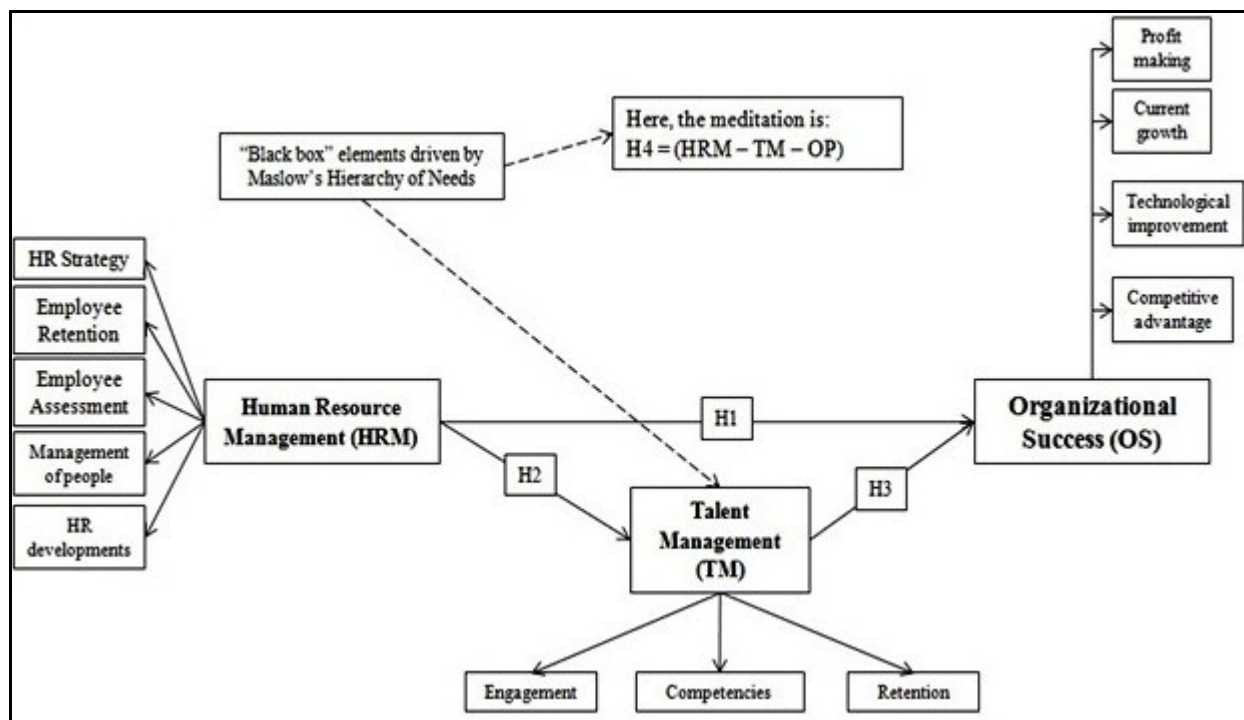


Figure 1: Research Framework

All necessary issues are presented based on available literature, and that will contribute to the justification of variables used and linkages within the developed framework. This clarifies the research and is organized in an effective manner to produce the best work

of prospects and sources that are readily available. As such, this study will test the following hypotheses in the UAE aluminium industry context.

H1: There is a significant positive relationship between HRM and organisational success

H2: There is a significant positive relationship between HRM and talent management.

H3: There is a significant positive relationship between talent management and organisational success.

H4: There is a significant positive relationship between the human resource management and organisational success mediated by talent management.

### **3. Research Methodology**

In this study, phase one will be of exploratory research type while phase two will be descriptive. Each of these types has distinct and complementary roles to play in this research. Exploratory research focuses on primary or secondary data (Kothari, 2004; Yin, 2013). Exploratory research covers the literature review in order to get insights into the research problems and to get an overview of the relations between the dependent and independent variables identified for this study. The main sources of the exploratory research were academic journals, books and other printed as well as online materials.

The researcher chose a survey method for some reasons such as to get holistic perception of respondent and to know the actual scenario of UAE aluminium industry. These can be related to lower operational costs, minimization of possible researcher's bias, and maximization of possibility of greater degree of objectivity and usefulness for hypotheses testing.

A total of 12 aluminium companies in UAE are listed by the UAE government (Gherbal et al., 2012; Shibani et al., 2010; Zhang & Wei, 2012). Hence, the population for this study were these 12 aluminium companies listed. The unit of analysis is based on organisation. However, data were collected from the employees working in these 12 aluminium companies (e.g. project manager, engineers, architect, quantity surveyor, and site supervisor). Beside, classification of aluminium industry workforce can be divided in different categories. First category consists of employees who are experienced and working for minimum ten years. Second category consists of middle managers who are experienced more than five years. The third category consists of people whose experience must be not less than three years. Finally, last category consists of people whose experience must be no more than three years.

In this study, data analysis was done in four stages. In the first stage, the collected data were coded and entered into SPSS worksheet. Stage two involves testing validity, reliability and exploratory factor analysis (EFA) using SPSS. In stage three, further statistical tests were conducted; such as confirmatory factor analysis (CFA), reliability, and validity using Amos. Last stage employed SEM for the model and hypotheses testing.

## 5. Data Analysis

The discussion regarding the results which have been obtained based on the 321 respondents is presented in this section. The data collected from the respondents were run into SPSS to do the analysis and all the results have been presented in this section. This section gives a clear picture of all the analysis, which has been conducted and testing the hypothesis that has been formulated for this study.

From the total respondents, 62.6 percent of respondents were male while female respondents answered 37.4 percent of the questionnaires. The result showed the distribution between male and female respondents. Base on the question answered, 6.7 percent of the respondents come from respondents aged between 0 to 25 years old. Another 37.7 percent come from people aged between 26 to 35 years old. 39.1 percent of respondent fall between the age of 36-45 and the rest 16.5 percent falls in age of 46 and above. Base on the question answered, 20.2 percent of the respondents are unit heads. Another 71.7 percent are line managers and the rest 8.1 percent belongs to the top management. The questionnaire in this study had been distributed among the locals as well as to the foreigners who are living in UAE. The majority of the respondents are locals. Out of the 297 respondents, 64.6 percent of them are locals. Foreigners consist of 35.4 percent that include respondents from many different countries. This reflects the popularity of UAE to the foreigners as a preferred job location.

Descriptive analysis was carried out for all the attributes of HRM, talent management and organizational success. Item wise statistics are presented in Table 1. From the table, it can be observed that the item Q28 (This organization remunerates and rewards fairly) under the “talent management” construct has the highest mean average (4.2121) with a standard deviation of 0.71574. This confirms that most of the respondents are happy with their current remunerate and reward system.

On the other hand, the item Q17 (Employees are provided opportunity to suggest improvements in the way things are done here) under the HRM construct achieves the lowest average mean score of 3.0080 with a standard deviation of 1.48864. This means that, majority of the respondents does not agree to this statement. This may



be due to the reason that UAE being conquered by the typical Arab culture do not allow the lower level employees to participate in the decision making process. This also reveals that the hierarchical management system still exists in UAE.

**Table 1: Descriptive Statistics**

Code	Item	Mean	Std. Deviation
Q1	Our organization conducts extensive training programs for its employees in all aspects of quality	3.2929	1.05510
Q2	New knowledge and skills are imparted to employees periodically to work in teams	3.1987	1.09557
Q3	There are formal training programs to teach new employees the skills they need to perform their jobs	3.2189	1.07925
Q4	Training needs identified are realistic, useful and based on the business strategy of the organization	3.1178	1.12237
Q5	Employees are provided performance based feedback and counselling	3.3098	1.13230
Q6	The objectives of the appraisal system are clear to all employees	3.7677	.88335
Q7	Our organization plans for the career and development of employees	3.6768	.89096
Q8	The duties of every job are clearly defined in our organization	3.7542	.80341
Q9	In our organization, salary and other benefits are comparable to the market	3.8552	.85182
Q10	The selection systems followed in our organization are highly scientific and rigorous	3.1717	1.31550
Q11	The compensation for all employees is directly linked to his/her performance	3.0168	1.26933
Q12	Appraisal system has a strong influence on individual and team behaviour	3.1414	1.26553
Q13	Employee's career aspirations within the organization are known by his/ her immediate superior	3.2424	1.23374
Q14	Employees in our organization have more than one potential position for promotion	3.1414	1.49330
Q15	Our organization prefers an internal employee whenever a vacancy exists	3.2020	1.42359
Q16	Employees in this organization are allowed to make decisions related to cost and quality matters	3.4310	1.27983
Q17	Employees are provided opportunity to suggest improvements in the way things are done here	3.0080	1.48864
Q18	Each job in our organization has an up to date job description	3.1414	1.59185
Q19	The job description for each job contains all the duties performed by individual employee	3.9731	.89628
Q20	In our organization, compensation is decided on the basis of competence or ability of the employee	4.1212	.88843

Code	Item	Mean	Std. Deviation
Q21	In our organization, profit sharing is used as a mechanism to reward higher performance	3.9899	.92446
Q22	This organization displays a talent management mindset	4.0000	.86992
Q23	This organization attracts and recruits talent	4.0673	.90541
Q24	This organization identifies and differentiates talented employees	4.0539	.91743
Q25	This organization possesses a genuine interest to foster the learning and development of people	3.9832	.84812
Q26	This organization manages to resolve conflict efficiently and effectively	4.0101	.81574
Q27	This organization provides meaningful and challenging work	4.1313	.79244
Q28	This organization remunerates and rewards fairly	4.2121	.71574
Q29	This organization manages work-life balance by assuring that workload is full but not excessive	4.1549	.79030
Q30	In terms of the competitiveness, the overall performance of the organization is excellent	4.1111	.88786
Q31	The organization is capable in developing its capacity to meet future opportunities	3.8855	.82222
Q32	The organization is capable in developing its capacity to meet future challenges	4.0269	.85776
Q33	In terms of the creativeness, the overall performance of the organization is excellent	3.9394	.81147
Q34	This organization is capable in innovating new products	3.9091	.87485
Q35	This organization is capable in innovating new processes	4.1145	.77570
Q36	In terms of the effectiveness, the overall performance of the organization is excellent	4.1010	.83214
Q37	This organization is capable in achieving its objectives	3.9697	.84775
Q38	In terms of the productiveness, the overall performance of the organization is excellent	4.1481	.89571
Q39	This organization shows the satisfaction among stakeholders	4.0236	1.01148
Q40	This organization shows the satisfaction among employees	4.1178	.92063
Q41	This organization shows the satisfaction among customers	3.7576	.86709
Q42	In terms of the efficiency, the overall performance of the organization is excellent	3.6970	.82758
Q43	This organization uses the fewest possible resources to meet its objectives	3.7710	.84316
Q44	In terms of the profitability, the overall performance of the organization is excellent	3.6936	.93201
Q45	The profit margin reflects the capability of the organization	3.8889	.75187

Table 2 shows the reliability statistics for the study constructs. It shows the level of consistency between the constructs being tested (Babbie, 2016). This test ascertains that the output is similar and reliable with past and future outputs (Hair et al., 2010). For this, Cronbach’s alpha is used that defines the consistency of the variables measured. However, to be a reliable construct, the Cronbach’s alpha value should be 0.70 or higher (Nunnally & Berstein, 1994). The Cronbach’s alpha value was verified using SPSS. By considering the value stated in Table 2 below, we can confirm that the reliability of the measurement tool used in this study is moderately high (the overall Cronbach’s alpha for this study is 0.860). Besides, alpha value for all the dimensions varies from 0.729 to 0.904.

**Table 2: Reliability Statistics**

Variable	Dimension	Cronbach’s Alpha	N of Items
HRM	HR Strategy (HS)	.832	4
	Employee Retention (ER)	.762	4
	Employee Assessment (EA)	.790	4
	Employee Management (EM)	.904	4
	HR Developments (HRD)	.775	5
TM	Engagement (TME)	.830	3
	Competencies (TMC)	.768	3
	Retention (TMR)	.777	2
OS	Profit Making (PM)	.729	4
	Current Growth (CG)	.788	4
	Technological Improvements (TI)	.810	4
	Competitive Advantage (CA)	.801	4
<b>Overall</b>		<b>.860</b>	<b>45</b>

HRM = Human Resource Management, TM = Talent Management, OS = Organizational Success

This study further conducted the measurement modelling for each construct. According to Byrne (2016), to achieve discriminant validity, every study must conduct measurement modelling by combining all the constructs. This is done to check the Inter-correlation among the study variables. The results are provided below (Figure 2). It has also achieved the required fitness value [Incremental fit (CFI) = .961, (GFI) = .953; Parsimonious fit (ChiSq/df) = 2.215; and Absolute fit (RMSEA) = .077].

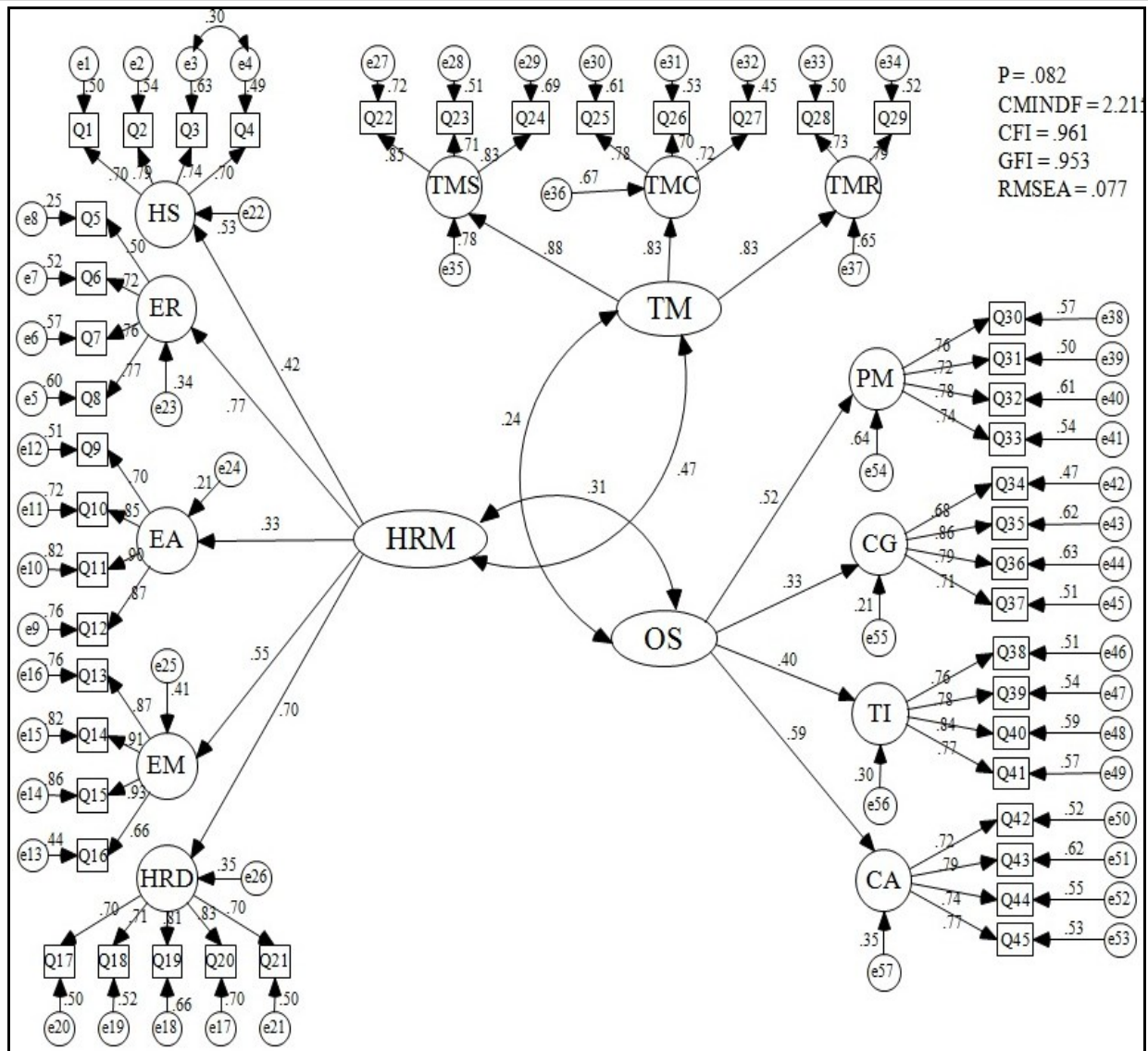


Figure 2: Measurement Model of the Study

To achieve the discriminant validity, this study runs CFA for the measurement model by linking all the exogenous and endogenous constructs together to examine whether these constructs are highly correlated. In the case where the measure of correlation between two constructs is higher than 0.85, one could conclude that the discriminant validity is not achieved (Byrne, 2010; Hayduk et al., 2007; Zainudin, 2012). If the discriminant validity is not achieved, then the researcher needs to drop one of those two constructs for further analysis since it is like the mirror of the other (Byrne, 2016; Kline, 2011; Zainudin, 2012). Figure 2 and Table 3 indicates that none of the exogenous constructs' correlation is higher than 0.85. Thus, it is assumed that the discriminant validity is achieved.

**Table 3: Discriminant Validity**

Inter Item Correlations			Estimate
Human Resource Management (HRM)	<-->	Talent Management (TM)	.471
Human Resource Management (HRM)	<-->	Organizational Success (OS)	.314
Organizational Success (OS)	<-->	Talent Management (TM)	.243

All the hypotheses of this study have been tested through the application of SEM. For the overall model as a whole, the statistical result indicates a good fit. The complete model inclusive of the 4 hypothesized paths is illustrated in Figure 2 and Table 4. From the model, it can be seen that all the variables uphold a positive significance.

**Table 4.3: Hypothesis Testing**

			Estimate	S.E.	C.R.	P
Talent Management (TM)	<---	HRM	.374	.075	10.268	***
Organizational Success (OS)	<---	HRM	.342	.087	.760	***
Organizational Success (OS)	<---	Talent Management (TM)	.530	.110	1.635	***

From Table 3, it can also be seen that the first model was not fit perfectly in the goodness of fit [Absolute fit (RMSEA) = .069; Incremental fit (CFI) = .911, (GFI) = .893; and Parsimonious fit (ChiSq/df) = 3.929]. However, the revised model improved and the goodness of fit has met with the required value [Absolute fit (RMSEA) = .079; Incremental fit (CFI) = .961, (GFI) = .953; and Parsimonious fit (ChiSq/df) = 3.114]. Thus, it was assumed that the revised model was correct as this has improved all the goodness of fit (GOF) as suggested by (Byrne, 2016; Davey & Savla, 2010; Hair et al., 2010; Kline, 2011; Zainudin, 2012). Summary of the main findings of the study is provided in Table 4.

**Table 4: Summary of the Main Findings of the Study**

H(x)	Hypothesis	Finding
H1	There is a significant positive relationship between HRM and organisational success	Accepted
H2	There is a significant positive relationship between HRM and talent management	Accepted
H3	There is a significant positive relationship between talent management and organisational success	Accepted
H4	There is a significant positive relationship between the human resource management and organisational success mediated by talent management	Accepted

## 6. Conclusion and Managerial Implication

The main objective of this study was to investigate the relationship between HRM and talent management towards organisational success in the UAE aluminium industry context. Katou (2008) pointed out that identifying the definite mechanisms is crucial to understand the relationship between HRM practices and organisational success. This is due to the fact that business strategies are defined in line with the organisational goals and objectives (Vermeeren et al., 2014). Therefore, a proper HRM policies need to identified which will lead any organisations towards success. However, organisational success also influenced by talent management as identified in this study. Definitely, in larger organisations, it is not an easy task to manage its employees; however, this will have bigger variation in the output compare to smaller organisation. This is because, large organisations may be more likely than small ones to have well-developed HRM policies. In addition, capital intensity, industry and degree of unionisation also influence the values and development of the organisation. Hence, these elements will help to better understanding the linkage between HRM and talent management towards organisational success.

Interestingly, this study also highlighted that HRM and talent management strongly influence organisational success. It should be noted that these elements and success are interlinked variable and these are counted as the key factors in moving the organisation forward. If the employee attitude and behaviour towards the organisation is not positive, the outcome cannot be positive (Dearden et al., 2006). Appropriate job training motivates employees towards increased productivity where the results are shared by both the employees and the employers.

Due to limited scholarly literature available from the UAE aluminium industry perspective, this research started with reviewing the current literature on HRM and talent management and their role on organisational success. From there, this research narrowed down to specific HRM and talent management issues related to aluminium industry which was the main purpose of this research. In the process of doing so, this research has explored that although that talent management is a subset of the HRM process. And effective management will lead towards organisational success. This also helps to bridge the gap in the existing literature, owing to the fact that empirical evidences are limited in the context of UAE in this particular field.

UAE is presently undergoing rapid expansion in the aluminium industry for its infrastructure development and this particular industry needs proper HRM policies and practices to compete in this ever challenging working environment. The present study tried to gain an insight about the pertinent research questions through acquiring

knowledge in regards to the success as also the underlying factors that determine the efficiency as well as profitability of the aluminium industry of UAE.

Emergence of internet technology has led to tremendous changes in organizational structure and impact on talent management towards organizational success. Many companies are trying in this competitive market to be successful on their product offerings by given the customer with best possible experiences. As a result, managers, and CEOs are concerned about taking the right direction to introduce new trainings to manage their talented employees. Nonetheless, this study is more concerned about HRM and talent management towards organizational success from the UAE aluminium industry perspective. Conversely, to be successful in this competitive market, all companies must care about their employees.

Based on this study, each company should understand the importance of managing the talented employees and how they can fulfil the needs and wants of their employees through introducing proper HRM policies to retain them. Hence, UAE companies should consider these factors that have been developed in the framework that will definitely experience good sales and would generate good profit margin in the coming future.

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