

The Key Drivers and Manifestations of Public Servant Resistance to Emiratization Outsourcing in the UAE Government Sector

Jamal Sajwani., Hariyaty Ab Wahid

Faculty of Business and Economics, Universiti Pendidikan Sultan Idris, Malaysia

DOI: <https://doi.org/10.47772/IJRISS.2026.1014MG0029>

Received: 12 January 2026; Accepted: 18 January 2026; Published: 17 February 2026

ABSTRACT

A growing interest in outsourcing within governments around the world has been reported. In 2015, the United Arab Emirates (UAE) government announced that the roadmap for outsourcing most federal government works to the private sector is ready. Organizations in the UAE federal government worked on the Emiratization policy for years to reach an Emiratization percentage of 65% in 2020. To the present, this target has not been achieved so outsourcing remains the best solution to reduce the number of public servants in the government sector, especially UAE nationals, which may impact them by shifting them to the private sector; this may result in a public servant resistance. Such resistance could affect the success of outsourcing as well. There is a lack of studies that report the challenges faced by federal organizations in UAE outsourcer their services, and have a high percentage of local employees, at the same time, which may result in public servant resistance. Therefore, the aim of this study is to identify the main drivers and forms of public servant resistance to Emiratization outsourcing in the UAE government sector. The result shows high degree of concerns among public servants with respect to job loss and job security, reflecting anxieties within the workforce regarding displacement and loss of control. This fear can lead to active resistance or disengagement, hindering smooth execution of outsourcing strategy in public service organizations in the UAE. Accordingly, it is recommended that regularly communicate with the employees by the managers for the purpose, benefits, and impact of outsourcing on job roles. Ensure employees understand that outsourcing is not synonymous with job loss. Also involve employees in the outsourcing process from the beginning. Seek their input and address their concerns to reduce resistance and foster a sense of ownership, such as recognition and rewards by recognize and reward employees for their contributions and adaptability during the transition

Keywords: Emiratizations, Outsourcing Strategy, Public Servant Resistance

INTRODUCTION

Emiratization in the United Arab Emirates (UAE) is a government policy to increase the number of the national workforce in government and private organizations (Toledo, 2013), which was officially announced in the 1980s (Watlal, 2017). This policy started five decades ago to cope with the growth and development of the UAE. During these years, private organizations were allowed to recruit expatriates without any objection from the government as a result of a lack of local expertise in the country. However, due to the emphasis on the Emiratization policy by the government in recent years, the number of local skilled workforce in the UAE has increased, even though the number of expatriate laborers has significantly increased (Al-Waqfi & Forstenlechner, 2010). UAE nationals prefer to work in the government sector instead of the private sector, as the public sector is less burdensome and more flexible with high salaries and more public holidays (Al Murshidia & Al Riyami, 2020).

In general, the reasons behind outsourcing are reducing the load and stress on public service organizations, lowering the cost, improving the quality of the service by transferring it to a specialized vendor, and risk sharing (Bera, 2017). Higher management in public organizations implements outsourcing due to the only solution to bureaucratic, political, economic, social, and management problems. To that end, outsourcing was successful in UAE because it relied on third parties from the private sector to help the UAE government focus on the social agenda i.e., providing jobs for the national people (Al Ameri & Al Ameri, 2018). However, in

2017, a study highlighted that the announcement to outsource most federal government jobs to the private sector may lead to a decrease in the number of local employees in the government sector which contribute to an increasing unemployment rate (Mansour, 2017). While outsourcing has been reported to help public and government organizations in the UAE to shift considerable workload to third-party organizations, it may affect employee motivation, lowering performance, and raise job security (Al Shahab, 2019). This scenario may produce a public servant resistance to outsourcing. Therefore, the aims of this study is to explore the impact of public servant resistance on outsourcing success in the government sector. In addition, it aims to explore the perceptions of managers in federal government agencies on the quality of work done by the local workforce to achieve strategic outsourcing by developing a framework that helps policymakers to reduce employee resistance toward outsourcing in the government sector.

Outsourcing is the practice of hiring external organizations or third-party providers to perform tasks or undertake services (Bera, 2017). In other words, organizations hire a party from outside to perform services or create goods that were traditionally performed in-house by the organization's employees and staff. For that reason, Outsourcing is a cost-cutting practice. Hiring another organization to do the job can be done through automation or by human workers (Kim, 2018). In recent decades, the government of UAE relied on outsourcing to transfer services that would be performed internally by third-party private companies to drive cost optimization and efficiencies. In this regard, Al Shahab (2019) mentioned that organizations implement outsourcing when they want to reduce costs, especially those linked to hiring costly human resources. Thus, outsourcing human resources will help public and government organizations in UAE to enhance service quality. In addition, the organization can get the benefit of acquiring new technologies if continuously depends on outsourcing (Al Shahab, 2019).

According to Paz-Fuchs (2018), it can be done through “partial privatization”, “outsourcing” or “contracting out”. Outsourcing results in government servants being replaced with workers employed by a contractor who has a contract or business agreement with the organization. Employee contracts can either be renewed or terminated according to the terms of the contract. These contracts are usually easy to privatization terminate as compared to government employment contracts (Paz-Fuchs, 2018). However, it is important to monitor the details of the partnerships as some partners may take advantage of establishing shared infrastructure for their benefit (Petchel, 2020). However, at the same time, outsourcing impacts the workers by creating salary differences between employees (Goldschmidt & Schmieder, 2017). Controlling and enhancing such factors is the responsibility of the internal teams within the organization. For example, in IT outsourcing, different teams such as advisory firms, executives, managers, risk managers, business process owners, program managers, and audit personnel are involved in the outsourcing process (Rajack, 2019). The availability of a proper system to monitor the organization for the success of objectives, on the other hand, is also important (Gheorghe & Maria Ana, 2014). In sum, the benefits of outsourcing will not be straightforward as they lead to the economic growth of the country or improve the economy, in addition, to making the labor services well-organized and decreasing unemployment, which in turn increases welfare. There is a lack of studies that report the challenges faced by federal organizations in UAE outsource their services, and have a high percentage of local employees, at the same time, which may result in public servant resistance. Therefore, the aim of this study is to identify the main drivers and forms of public servant resistance to Emiratization outsourcing in the UAE government sector.

Latest Initiatives in Emiratization Policy

The new Emiratization requirements apply to all employers who fall under the jurisdiction of the Ministry of Human Resources and Emiratization (outside of the free zones). Private sector companies with 50 or more employees are required to increase their Emirati workforce over their current quota through a 2% year-on-year increase until they reach 10% in 2026. The actual number of Emiratis required will be calculated according to the overall number of skilled workers in the company. In 2022, the Ministry of Human Resources and Emiratization (MoHRE) called on companies with more than 50 employees to expedite achieving an Emiratization rate of two percent for skilled jobs, in line with the concerned UAE Cabinet Resolution, before the end of 2022. Non-compliant companies will face financial penalties. As a result, a two percent Emiratization rate is calculated as for every 50 non-Emiratis working in skilled jobs, one UAE national shall be hired (MoHRE, 2022).

Many Emiratis also work for government-owned or semi-government companies such as regional banks. The great majority of foreign nationals work in the private sector. Another top objective for the UAE is expanding the private sector to lessen its reliance on oil. The Emirati Human Resources Competitiveness Council, 'Nafis' implements national initiatives aimed at increasing Emiratization in the private sector. The council supports citizens in the private sector by increasing their competitiveness and providing this sector with Emirati skills. This program aims to employ 75,000 citizens in the private sector over the next five years. It also offers many initiatives to empower Emirati cadres and stimulate private enterprises to attract Emirati competencies.

Moreover, the Council approved a decision to raise the current Emiratization rates in private sector establishments that have 50 employees or more, at a rate of 2% annually for skilled jobs, and to achieve a total increase rate of 10% in 2026, in parallel with providing incentives to distinguished establishments that achieve qualitative achievements in training and employing citizens. In a way that contributes to achieving the objectives of the "Nafes" program. To support the commitment to achieving the aforementioned employment targets for nationals, monthly contributions will be applied to establishments that do not comply with the required percentages, at a value of 6,000 dirhams for each job that has not been localized according to the target. To ensure the governance of those decisions and follow up on their implementation in the labor market, the Ministry of Human Resources and Emiratization, in coordination with the Secretariat of the Council of Ministers, is working to measure the Emiratization index in the private sector.

The next stage witnesses giving a major priority to economic development and empowering human capital to reach the goal of "building the best and most active economy in the world", which requires integrated solutions that respond to the needs and aspirations of society and individuals, and strengthen and support Emirati cadres, as well as ensure the flexibility of the economy, and consolidate the country's position as a capital of talent-companies and investments (UAE government, 2023). While Arnold (2020) found that salaries fall after 10 years of outsourcing in government organizations as employees are replaced or transition to lower salaries, which means the outsourcing has not increased the output or lowered prices; instead it is all about decreasing worker welfare as employment falls by about 34% following outsourcing (Arnold, 2020). In brief, the latest development in Emiratization policy and outsourcing requires that government organizations build trust between the organization and contractors to avoid public servant resistance, in addition, to building trust between public servants and contractors to achieve more from outsourcing (Tolbert, 2017). In other sense, involving public servants in organizational changes and decision-making, and sharing information with them will make them feel that the change is part of the organization's goals and vision. This will help them to be more positive about the change and more committed to the organization, which in turn reduces the effect of the public servant's resistance towards outsourcing (Kanto, 2018).

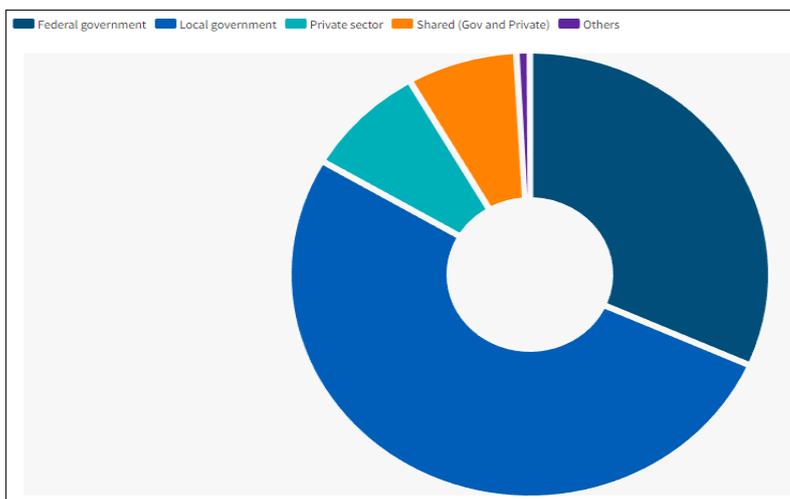
The Challenges of Outsourcing in The UAE

Despite that private sector companies are the major part of all current outsourcing in the UAE. However, the local private sector may not be able to fulfill outsourcing demands in the future due to the increasing adoption of Emiratization police, whereas today the rate of local (Emirati) workforce in government and public organizations is on the rise (Alreshaid, 2020), which could result in offshore outsourcing, meaning relocating the work to places other than the home country (Layen-Layeni, 2017). The UAE community benefitted from outsourcing through Emiratization in the private sector as well (Al Ameri & Al Ameri, 2018). This scenario may produce public servant resistance towards the Emiratization outsourcing strategy. In 2020, the UAE federal government succeed in transferring 65% of federal government jobs to local employees based on the Emiratization plan (Jamal, 2020). Many firms may face difficulties as a result of the new Emiratization legislation, which requires businesses with 50 or more employees to increase their Emiratization quota by 2% annually. It's difficult to find and keep Emirati talent in the UAE labor market, which is why it currently appears that any existing Emirati employee population (depending on employee headcount) won't be taken into account when setting the quota. To recruit and keep talent, businesses may want to think about using a range of strategies to address the achievement of these aims, such as short- and long-term incentive programs, training programs, and overseas secondment efforts.

The Emiratization plan aims to continue increasing Emiratization in administration and assistant administration jobs by 10% annually, to reach 90% in five years (Emiratization Indicators in the Federal Government Are

Running According to Target, 2020). Therefore, the attitudes of the employees and management are the most important part of outsourcing (Edwin & Ohaegbu, 2015). As the engagement of the staff, governance, lack of accountability, and resources may affect the outsourcing outcome (Rajack, 2019). On the other hand, Henry (2019) finds that outsourcing decisions are mainly about the job instead of cost assessment and there is a lack of evidence confirming who the best source is, the contractor or the federal employee. In addition, the same study advises federal government leaders to specify the organization's needs in addition to analyzing and comparing between contractors and federal employees (Henry, 2019). According to statistics, less than one in ten Emiratis who were employed in 2017 worked in the private sector and more than 80% were employed by the federal or municipal governments as shown in Figure-1.

Figure-1: The distribution of sectors that Emiratis work in private government, private, and shared organizations (Source: UAE Federal Competitiveness and Statistics Authority, 2017).



The Impact of Emiratization Outsourcing on Public Servants

The UAE has been implementing an Emiratization policy for over a decade during this time the effectiveness of the policy and its challenges have been discussed on various platforms by the stakeholders (Reddy & Kota, 2019). The association between Emiratization and outsourcing in federal organizations in the UAE could not be denied. An example of an outsourcing initiative in UAE is when a minister of the Ministry of Human Resources and Emiratization in 2019 highlighted that outsourcing the ministry's services to be provided through the private sector is one of the most important strategic paths of the ministry, which aims to enhance employment opportunities for citizens within a set of policies and programs aimed at promoting the acceleration of the pace of Emiratization. In 2017, The Federal Authority for Human Resources (FAHR) published its strategic plan for 2017-2021. A part of the second strategic objective is "Foreseeing Emiratization Challenges and setting suitable futuristic programs" by "Following up with the Recruitment plans in the Federal Government" (Strategy of the Federal Authority for Government Human Resources (FAHR) 2017-2021, 2017, p. 10). In addition, FAHR directs federal organizations to set an Emiratization plan for all specialty jobs for five to ten years. It also included directions to stop recruiting non-local individuals in supervisory, administrative, and support service jobs through outsourcing in private companies in UAE.

The federal government in UAE has worked on the Emiratization policy for years, which has resulted in an increase in the number of local employees in federal government organizations from 53% to 65% in the last eight years. In addition, outsourcing is officially becoming a practice within the federal government to reduce the number of ministries or have a smaller number of ministries. At the same time, there is a big difference between local and non-local salaries in the federal government. Salaries in government jobs are multiple times higher than those for similar jobs in the private sector. The UAE government needs to create a balance between government and private-sector jobs in terms of features so that UAE nationals can consider joining the private sector. However, the UAE government employs locals as an essential policy to maintain the relationship between the welfare of rulers, locals, and citizens.

Resistance Towards Outsourcing

Existing personnel resist organizational changes because they believe they will have an influence on them. This can lead to decreased or slower employee output, as well as disagreements (Smith, 2023). Employee opposition is mostly motivated by compensation reductions, increased workload, uninformed personnel, and uncertainty about the future (Tetiana, 2016). Outsourcing is an example of organizational change, and an organization's effectiveness with outsourcing is determined by how it manages the change. The decision to outsource organizational functions is well studied, but research on the consequences of outsourcing decisions and the insourcing of outsourced tasks is limited. This opposition can be motivated by a variety of factors, including fear of job loss, concerns about the quality of work provided by outsourced suppliers, and a strong feeling of loyalty to the organization. Employees may also be concerned about the influence outsourcing will have on their professional development and job security. Furthermore, cultural differences between in-house teams and outsourced providers might cause misunderstandings and communication issues. Despite these possible challenges, effective communication and change management tactics can help ease employee resistance and ensure a smooth outsourced shift.

There are several reasons why employees may resist outsourcing. One common concern is the fear of job loss or displacement. Employees worry that their jobs may be outsourced to cheaper labor markets, leaving them without employment or facing the prospect of having to compete for a new position. Additionally, employees may be concerned about the quality of work that will be produced by outsourced workers as well as the impact on company culture and morale. Overall, employees resist outsourcing because it represents a significant change in their work environment and can create uncertainty about their future within the organization. These fears are not unfounded, as outsourcing can indeed result in job loss and decreased job security for employees. Furthermore, the potential for lower quality work from outsourced workers can lead to frustration and dissatisfaction among current employees.

The shift in company culture that often accompanies outsourcing can also be unsettling, causing employees to feel disconnected from their work and their colleagues. In the end, resistance to outsourcing stems from a desire for stability, security, and a sense of belonging within the workplace. Employees may resist outsourcing because they fear that their hard work and dedication will go unrecognized or undervalued in a more globalized workforce. They may worry that their skills and expertise will become obsolete in the face of cheaper labor from overseas. Ultimately, the resistance to outsourcing reflects a deep-seated need for employees to feel valued, secure, and connected within their organization.

Damanpour et al. (2020) argue that organizational learning from the outsourcing decision process could over time result in competencies that would enhance the sustainability of outsourcing decisions. Therefore, the organization can succeed by exploring the attitude and perception of workforce, e.g., using employee surveys and organizing resistance while working on change processes, while experts in HR could be part of the change process (Aninkan, 2018). Managers must, therefore, support the public servants and build a strong relationship with them. However, building a trusted environment is a challenge. According to a study internally measuring the trust in over 10,000 organizations worldwide for more than 20 years, there is a strong relationship between psychological safety and teamwork in high-ranked organizations (Smith, 2023). In addition, employee attitudes can be positively changed through human resource departments and the management of the organization (Kanto, 2018). Therefore, the management in an organization intend to implement outsourcing strategy must meet the employee personally to thank them for their consideration and ask them to be a part of the outsourcing process to get their benefits (Kaboro, 2018).

In general, the reasons behind outsourcing include reducing the load and stress of the primary agent, lowering the cost, improving the quality of the service by transferring it to a specialized vendor, and risk sharing (Bera, 2017). However, there are several reasons why employees resist outsourcing. Firstly, they fear losing their jobs and the uncertainty that comes with it. Outsourcing often leads to layoffs or job reassignments (Watson, 2022), leaving employees worried about their financial stability and career prospects (Deibler, 2021).

In sum, this study suggests that organizations should also consider the potential risks associated with outsourcing, such as a decrease in quality control and potential breaches in data security. Communication

issues can arise when working with external vendors, which could lead to misunderstandings and delays in project completion. Moreover, outsourcing may negatively impact employee morale if they perceive it as a threat to job security or a lack of trust in their abilities. Accordingly, organizations must carefully weigh the benefits and drawbacks before deciding to outsource any tasks despite the benefits, such as cost savings, reducing labor and operational expenses.

METHODOLOGY

The qualitative data gathered from the in-depth interviews were analyzed using thematic analysis guided by an inductive approach, which is appropriate for studies aiming to generate insights directly from participants' lived experiences rather than from predetermined theoretical assumptions. An inductive orientation allows patterns, concepts, and themes to emerge naturally from the data, ensuring that the analysis remains grounded in the perspectives expressed during the interviews. This approach was selected because the research sought to explore underlying meanings, perceptions, and processes that are not yet well-defined in the existing literature, making a flexible and data-driven method both necessary and methodologically sound.

Thematic analysis was applied provided a systematic framework for identifying, organizing, and interpreting recurring ideas across the interview transcripts. The analysis began with repeated, immersive reading of the transcripts to develop familiarity with the content. Coding was then conducted inductively, meaning that labels were assigned to meaningful segments of text without relying on pre-established categories. These initial codes were then compared and grouped into broader categories through the iterative process of reviewing similarities, differences, and relationships across participants' responses. As the analysis progressed, categories were refined and integrated into higher-level themes that captured the core patterns emerging from the data. This step-by-step approach ensured that the final themes reflected both depth and coherence, staying true to the voices and contexts of the participants. NVivo version 12 was used as an analytic tool to support this inductive thematic analysis. NVivo did not generate themes automatically; instead, it facilitated the rigorous and transparent organization of the data. The software was used to import the interview transcripts, create and manage codes, and systematically store coded segments. Its features allowed for efficient retrieval and comparison of coded text, which supported the refinement of categories and emerging themes.

RESULTS AND FINDINGS

The content analysis reveals that the most dominant driver of public servant resistance is fear of job loss and job insecurity, as evidenced by the high frequency of related codes such as fear of displacement, concerns about job security, potential layoffs, and being replaced by outsourced staff. The repeated appearance of these codes across multiple transcripts indicates that resistance is rooted primarily in personal and career-related anxieties rather than opposition to Emiratization as a national policy. This finding confirms that resistance is largely psychological and anticipatory, emerging before outsourcing initiatives are fully implemented. Table-1 indicates the themes (manifestations) encompass the various drivers behind the resistance observed among public servants towards the Emiratization outsourcing strategy and highlight the challenges faced in implementing and achieving the objectives of such initiatives.

Table-1: The Summary of Themes in the Transcripts of Managers

Themes (manifestations)	Codes (drivers)	Frequency of occurrence
Fear of Job Loss and Job Security	Fear of job displacement	8
	Concerns about job security	10
	Fear of losing control over essential functions	6
	Fear of being replaced by others	5

	Fear of potential layoffs	9
	Perceived threat to job security	7
Doubts about Competency and Quality	Skepticism about the capabilities of local vendors	3
	Doubt about the quality of work delivered by local vendors	4
	Doubts about the competence and experience of Emirati vendors	2
	Concerns about the ability of local vendors to meet required standards and deadlines	5
	Perceived impact on service quality	6
Sense of Attachment and Loyalty	Reluctance to change existing work dynamics	8
	Sense of loyalty to in-house operations	7
	Reluctance to adapt to new processes	9
	Attachment to existing processes and systems	6
	Reluctance to change established workflows	8
Impact on Implementation and Success	Resistance complicates the implementation process	5
	Resistance poses significant challenges to implementation	6
	Resistance hampers the smooth transition towards Emiratization goals	4
	Resistance leads to delays in achieving Emiratization targets	5
	Resistance affects overall efficiency and success of outsourcing initiatives	7
	Resistance creates tension within teams	6
	Resistance undermines morale and cooperation	8
	Resistance leads to decreased productivity	7
Overcoming Challenges	Overcoming concerns about job security	3
	Overcoming the perception that outsourcing threatens job security	4
	Overcoming the mindset that outsourcing threatens job security	3
	Overcoming resistance to adapt to new processes and technologies	6
	Overcoming resistance to integrate external contractors into existing workflows	5

The analysis of interview data revealed several key themes regarding public servant resistance to Emiratization outsourcing in the UAE government sector. The findings indicate that resistance is primarily driven by fears

related to job security, doubts about the competence and quality of local vendors, and a strong sense of attachment to existing organizational processes and cultures. These drivers manifest in a variety of behaviors and attitudes that ultimately impact the implementation and success of outsourcing initiatives. Additionally, the study identified potential strategies for overcoming resistance, although these are discussed in detail in response to RQ3. The themes that emerged from the data provide a comprehensive understanding of how resistance originates, is experienced, and affects organizational outcomes.

As shown in Tabl-1, these themes illustrate the multifaceted nature of public servant resistance to Emiratization outsourcing. Addressing these concerns is essential for improving the effectiveness of outsourcing strategies and achieving organizational objectives as explain below:

Theme 1: Fear of Job Loss and Job Security.

Fear of job loss emerged as the most prominent driver of resistance among public servants. Many participants expressed concern that outsourcing would lead to redundancies, layoffs, or reduced job stability. This anxiety resulted in reluctance to engage with or support outsourcing initiatives. For instance, Participant 1 noted, “Employees worry about losing their jobs due to outsourcing,” while others echoed similar sentiments about the potential threat to their career longevity.

Theme 2: Doubts about Competency and Quality of Local Vendors

A significant number of participants questioned the capabilities of local vendors to maintain service standards and fulfill organizational requirements. This skepticism contributed to resistance, as employees feared that outsourcing would compromise the quality of work. As Participant 6 stated, “There is doubt regarding the competency of local service providers,” highlighting a common hesitation about relying on external vendors.

Theme 3: Attachment and Loyalty to Existing Processes

The study found that many employees felt a strong attachment to established workflows and in-house operations. This sense of loyalty fostered resistance to change, as staff were reluctant to adapt to new systems or relinquish control over key functions. Participant 12 summarized this view: “Employees feel a strong allegiance to in-house operations,” and several others mentioned difficulties in adjusting to new ways of working.

Theme 4: Impact of Resistance on Implementation and Success

The resistance exhibited by employees had tangible effects on the implementation and success of outsourcing. Challenges included delays in project execution, reduced morale, and decreased productivity. As Participant 7 explained, “Resistance creates tension within teams and undermines morale and cooperation,” illustrating the broader organizational consequences.

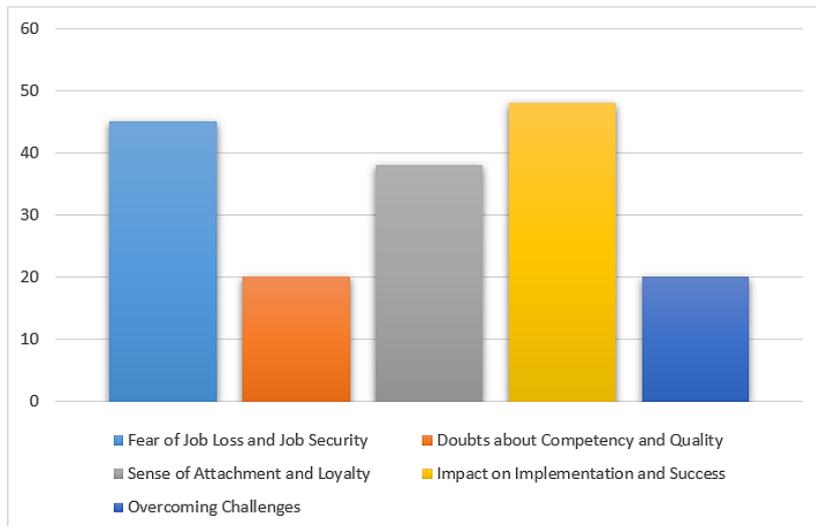
Theme 5: Overcoming Challenges

While strategies to overcome resistance were raised by participants, such as effective communication and employee involvement.

The themes and related codes reveal various dimensions of public servant resistance towards Emiratization outsourcing strategies in the government sector and their impact on success. The fear of job loss and job security, as highlighted in Theme 1, underscores a fundamental concern among employees about potential displacement, layoffs, and loss of control over essential functions, which can breed resistance. Additionally, doubts about competency and quality, as outlined in Theme 2, contribute to skepticism regarding the capabilities of local vendors and their ability to maintain standards, further impeding acceptance of outsourcing initiatives. Theme 3 emphasizes the significance of attachment and loyalty to existing work dynamics, hindering the willingness to adapt to new processes and systems, thus exacerbating resistance. Importantly, Theme 4 elucidates the direct impact of resistance on implementation and success, with complications, delays, and decreased efficiency evident, undermining the achievement of Emiratization

targets. However, Theme 5 offers a glimpse of potential strategies to mitigate resistance, emphasizing the need to address concerns about job security, change perceptions, and overcome resistance through adapting to new processes and integrating external contractors effectively. In totality, these findings underscore the pivotal role of addressing public servant resistance in shaping the effectiveness of Emiratization outsourcing strategies within the government sector, ultimately influencing their success in achieving national goals. The distribution of themes with respect to the frequencies of codes first research question is shown in Figure-2.

Figur-2. The distribution of Emiratization outsourcing factors



Moreover, the fear of job loss and insecurity, as indicated in Theme 1, not only stems from individual apprehensions but also reflects broader anxieties within the workforce regarding the stability of their careers and livelihoods. Such fears can manifest as active resistance, reluctance to cooperate, or even passive forms of disengagement, all of which can significantly impede the smooth execution of outsourcing initiatives. Moreover, doubts about competency and quality, highlighted in Theme 2, suggest a lack of trust in the capabilities of local vendors, potentially undermining confidence in the outsourcing process and its ability to deliver results up to par with in-house operations. This skepticism could lead to heightened scrutiny, micromanagement, or even outright rejection of outsourced services, further complicating implementation efforts.

Theme 3, emphasizing a sense of attachment and loyalty to existing processes and systems, underscores the importance of organizational culture and familiarity in shaping employee attitudes towards change. This reluctance to adapt to new workflows can prolong resistance and hinder the integration of outsourced components into existing operations, leading to friction and inefficiencies.

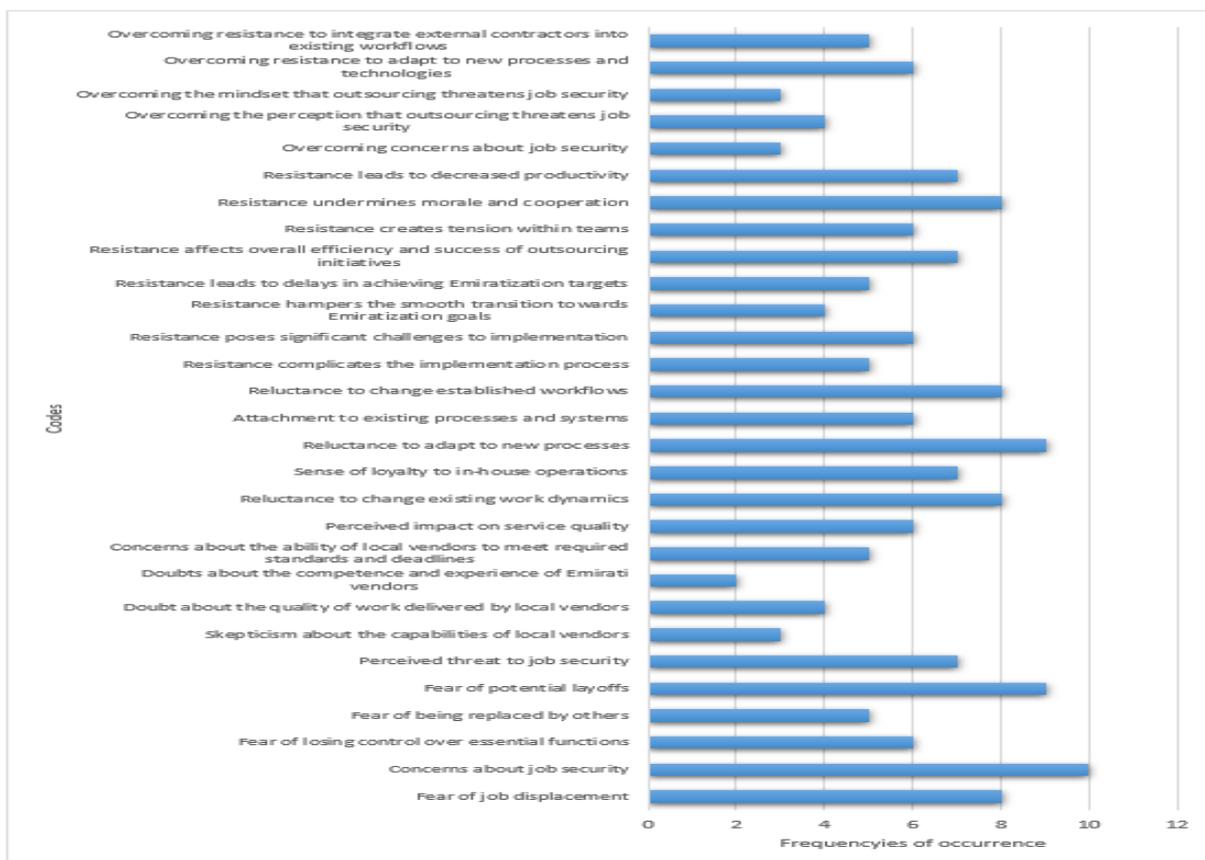
Importantly, Theme 4 elucidates the tangible impacts of resistance on implementation and success, highlighting not only logistical challenges but also the broader ramifications on team dynamics, morale, and productivity. Resistance can create tension within teams, erode trust in leadership, and diminish overall organizational effectiveness, thus jeopardizing the achievement of Emiratization goals.

In summary, the codes show that overcoming Emiratization outsourcing reluctance may have long-term advantages. Organizations may increase operational efficiency, service quality, and creativity by accepting change and incorporating external contractors into operations. Emiratization efforts attempt to provide jobs for residents and encourage their active involvement in the labor market, thus overcoming opposition can increase diversity and inclusion in the workforce. Organizations may lead the government sector, drive sustainable growth, and boost the economy by adopting Emiratization outsourcing practices and overcoming objections. Understanding and resolving public servant resistance is crucial for government Emiratization outsourcing success. Organizations may foster openness, cooperation, and adaptability to achieve Emiratization goals by understanding and addressing the concerns, uncertainties, and attachments that drive resistance. By making

public workers feel heard, respected, and supported, firms may increase employee trust and buy-in. This will make Emiratization outsourcing easier and more likely to succeed.

Finally, continual communication and training may ease worries and ensure that all staff members have the skills and expertise to succeed in the new framework. By focusing public servants' well-being and professional growth, organizations may create a successful Emiratization outsourcing plan that benefits personnel and the organization. This technique can also boost morale and productivity by creating a pleasant work culture. Organizations may build long-term success and sustainability by investing in employee development. Emiratization outsourcing may help organizations achieve their goals and improve performance when handled properly and supported.

Figure-3: The Frequencies of Occurrence of Codes



CONCLUSIONS

The UAE has boosted its Emiratization policy drastically in the past decade. Emiratization means employment of UAE citizens and it is one of the highest priorities of the government. The UAE federal government organizations worked on the Emiratization policy for years to reach an Emiratization percentage of 65% in 2020. In addition, currently, the organizations are focusing on outsourcing most of the services to the private sector following the direction of the UAE prime minister. The conclusion drawn from exploring the impact of public servant resistance on the success of Emiratization outsourcing strategy in the government sector highlights the pivotal role that overcoming resistance plays in achieving successful implementation. The result of this study reveals that public servant resistance can significantly hinder the effectiveness of Emiratization outsourcing initiatives, impeding progress and potentially leading to suboptimal outcomes. Therefore, addressing and mitigating this resistance is essential for maximizing the benefits of such strategies. In this regard, this study investigated the factors that reduce public servant resistance toward Emiratization outsourcing strategies, several key elements emerge, such as effective communication between the manager and employees, and more engagement with employees, including transparent explanations of the rationale behind outsourcing and its potential benefits, can help alleviate concerns and foster outsourcing strategy. Additionally, the outcome showed that providing comprehensive training and support to equip public servants

with the skills needed to adapt to new roles or functions created by outsourcing can increase acceptance and cooperation. Overall, by proactively addressing public servant resistance through communication, training, involvement, and support, organizations can enhance the likelihood of successful Emiratization outsourcing initiatives in the government sector, ultimately contributing to the achievement of outsourcing goals.

REFERENCES

1. Al Ameri, H., & Al Ameri, B. (2018). Privatization of the Utilities in Abu Dhabi, UAE. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, 8(20), 1–7.
2. Al Murshidia, G., & Al Riyami, R. (2020). Emiratization Policy: Factors Affecting Job Satisfaction and Intentions to Continue Jobs in the Public Sector. September.
3. AL Shahab, S. (2019). A Study on the Impact of Human Resource Cost Reduction Strategies on the Employee Performance in the Semi Government Organizations in Abu Dhabi, UAE (Issue March).
4. Albloushi, I. A. (2015). Exploration of the Challenges of Emiratization in UAE in the 21 St Century. March, 410.
5. Alhammadi, H. (2009). IT Outsourcing in Government Organizations in the United Arab Emirates (Issue March).
6. Alqutbah, A. S. M. (2017). Assessing police privatization in the United Arab Emirates (Doctoral dissertation, Middlesex University).
7. Alreshaid, N. (2020). Turning public into private participation in GCC states' infrastructure: sustainable institutions in a world of international investment standards.
8. Al-Waqfi, M., & Forstenlechner, I. (2010). Stereotyping of citizens in an expatriate-dominated labor market: Implications for workforce localization policy. *Employee Relations*, 32(4), 364–381.
9. Aninkan, D. O. (2018). Organizational Change, Change Management, and Resistance to Change – An Exploratory Study. *European Journal of Business and Management*, 10(26), 109–117.
10. Arnold, D. (2020). Essays on the Determinants of Employment and Wages.
11. Bera, S. P. (2017). The concept of outsourcing, 19(4), 37–39.
12. Damanpour, F., Magelssen, C., & Walker, R. M. (2020). Outsourcing and insourcing of organizational activities: the role of outsourcing process mechanisms. *Public Management Review*, 22(6), 767-790.
13. Deibler, D. (2021). The Effect of Outsourcing on Remaining Workers, Rent Distribution, and Inequality. Rent Distribution, and Inequality (December 29, 2021).
14. Deibler, D. (2021). The Effect of Outsourcing on Remaining Workers, Rent Distribution, and Inequality. Rent Distribution, and Inequality (December 29, 2021).
15. Edwin, A., & Ohaegbu, V. A. (2015). Strategic Management of the Benefits and Challenges of HR Outsourcing in Effective Organizational Management. *Journal of Business Studies Quarterly*, 7(2), 85–108.
16. Emiratization indicators in the federal government are running according to target. (2020). Federal Authority for Government Human Resources. <https://www.fahr.gov.ae/Portal/en/news/16/2/2020/Emiratization-indicators.aspx>
17. Forstenlechner, I., Madi, M. T., Selim, H. M., & Rutledge, E. J. (2012). Emiratization: Determining the factors that influence the recruitment decisions of employers in the UAE. *International Journal of Human Resource Management*, 23(2), 406–421.
18. Gheorghe, M., & Maria Ana, C. N. (2014). Features of Internal/Managerial Control in Public Organizations. *Journal of Defense Resources Management (JoDRM)*, 5(2), 139–146.
19. Goldschmidt, D., & Schmieder, J. F. (2017). The rise of domestic outsourcing and the evolution of the German wage structure. *Quarterly Journal of Economics*, 132(3), 1165–1217. <https://doi.org/10.1093/qje/qjx008>
20. Henry, T. L. (2019). The Value of Public-Private Contracts – How Public Managers Addressed the Quality of Contractor Services. July.
21. Jamal, A. (2020). 65% Emiratization percentage in government and HR jobs only for local. Emarat Alyoum.
22. Kaboro, K. (2018). Outsourcing and Its Effects on Competitive Advantage in Kenya Commercial Banks (Doctoral dissertation, university of Nairobi).
23. Kanto, O. (2018). Outsourcing process from management and employee perspectives.

24. Karam, A. M. (2017). The Influence of Organizational Socialization and Stereotypes on Organizational Commitment and Turnover Intention: A Study on Localization in the United Arab Emirates.
25. Kim, J. (2018). Increasing Capabilities or Decreasing Cost: Fairness Perceptions of Job Displacement Due to Automation and Outsourcing Jennifer Kim Marshall School of Business, Management and Organization Ph.D. in Business Administration University of Southern Calif.
26. Layen-Layeni, M. (2017). Strategies for minimizing defects in offshore-outsourced products, 78(9-A(E)).
27. Mansour, A. M. (2017). From Bureaucracy to New Public Management: The Case of the United Arab Emirates Federal Government. *International Public Management Review*.
28. MOHRE. (n.d.). (2022). Outsourcing services to the private sector are a strategic path to accelerate Emiratization and delight customers. Ministry of Human Resources & Emiratization. Retrieved February 14, 2022, from <https://www.mohre.gov.ae/ar/search.aspx?type=pages,news,events,faqs,service&query=Al-Hamli:> Outsourcing services to the private sector is a strategic path to accelerate localization and delight customers
29. Paz-Fuchs, A. (2018). Privatization, outsourcing and employment relations in Israel. Springer Science and Business Media LLC. Pensions and end-of-service benefits - The Official Portal of the UAE Government. (n.d.). Retrieved February 16, 2022, from <https://u.ae/en/information-and-services/jobs/working-in-uae-government-sector/pensions-and-end-of-service-benefits>
30. Petchel, S. J. N. (2020). Organizational Risk in Multi-Sector Health Partnerships: A Case Study of Oregon's Accountable Health Communities.
31. Rajack, C. (2019). Information Technology Outsourcing Strategies to Ensure Customer Satisfaction. Regulating partnership between the public sector and the private sector in the emirate of Dubai, Pub. L. No. 22 (2015).
32. Reddy, A., & Kota, S. (2019). Globalization & Leadership—Challenges & Strategies in Cross-Cultural Environment to Enhance Employee Performance. *Think India Journal*, 22(4), 5552-5563.
33. Smith, V. (2023). Managing in the corporate interest: Control and resistance in an American bank. Univ of California Press.
34. Tolbert, T. R. (2017). Increase cultural awareness to improve communication in it outsourcing relationships (Issue May).
35. Toledo, H. (2013). The political economy of Emiratization in the UAE. *Journal of Economic Studies*, 40(1), 39–53.
36. Watlal, S. (2017). The role of coaching in supporting private sector organizations in the United Arab Emirates (UAE) to manage diversity and to achieve inclusion (Issue November).
37. Watson, N. M. (2022). A Multiple Case Study on Small and Mid-Size Enterprise Managers' Lived Experiences on the Impact of Job Losses on Outsourcing Practices. *Qualitative Report*, 27(8).