

# CIPD Members Event

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# CIPD Research: The State of the People Profession

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**CIPD**

*Championing better  
work and working lives*



# The State of the People Profession ME survey results

# Survey Method and Background

- Survey was developed for the CIPD and YouGov project teams to explore the views of HR professionals, across a range of international markets
- The survey was conducted among respondents drawn from YouGov research panels and partner organisations in the UK, Ireland, Greece, Romania, APAC and ME
- The total number of responses from each market and function were:

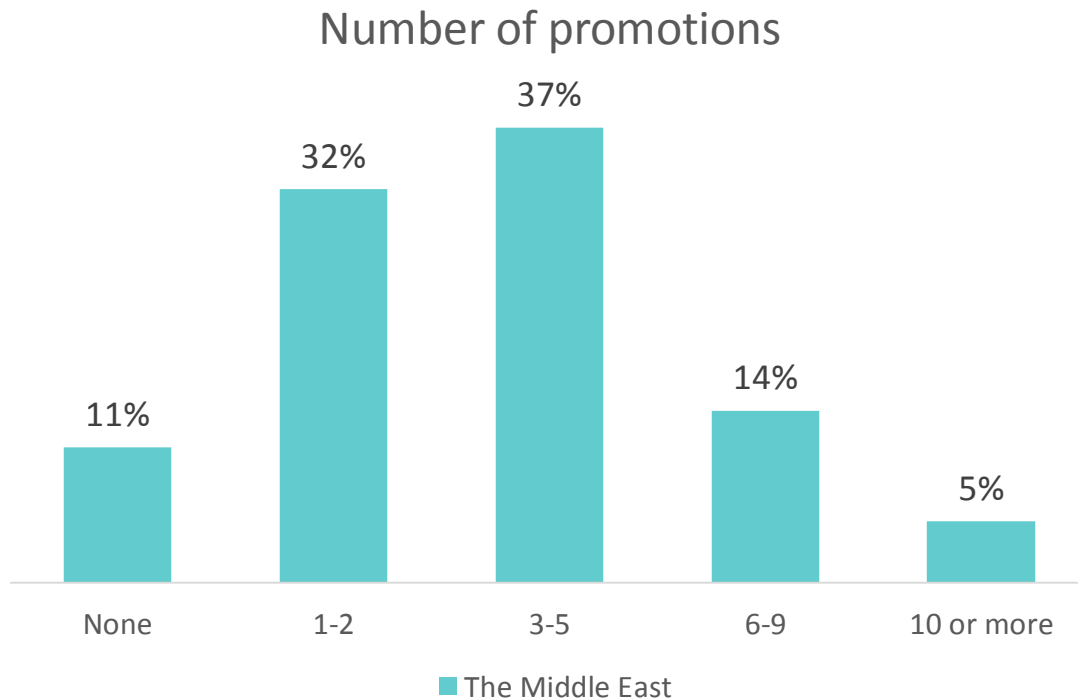
Middle East		Europe		Asia Pacific	
UAE	262	UK	899	Singapore	313
Saudi Arabia	167	Ireland	75	Hong Kong	152
Other	269	Greece	370	Malaysia	204
		Romania	182	Australia	563
				Other	100
Total	698	Total	1,526	Total	1,332



# Career



# It is most common for HR professionals in the Middle East to have had 3-5 promotions over their career



All HR professionals in the Middle East = 698

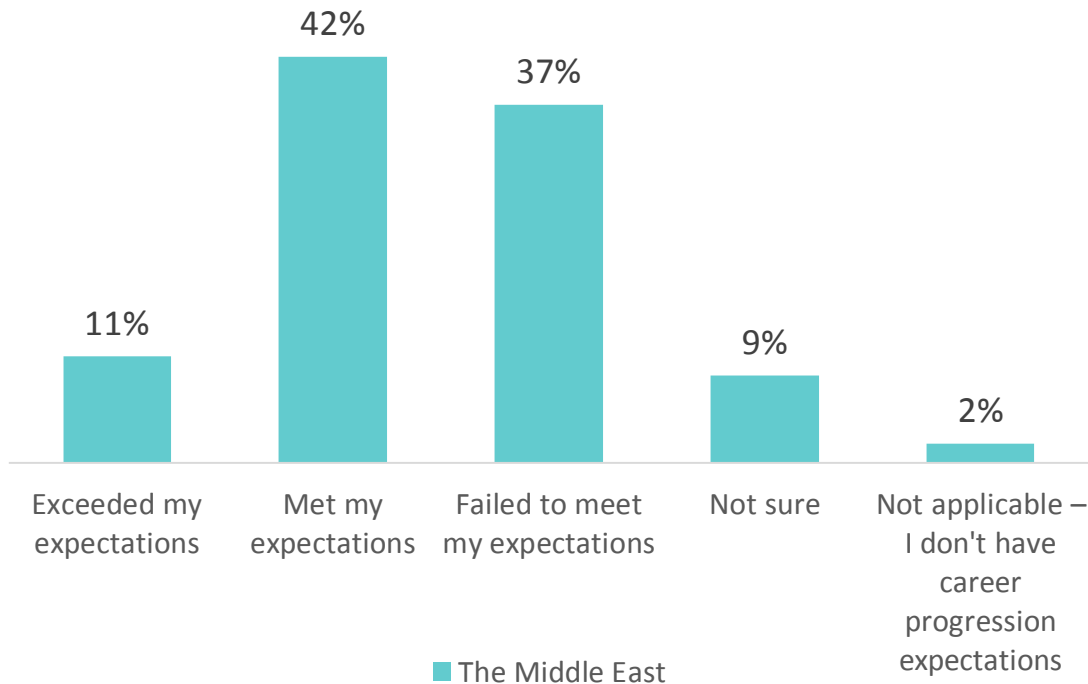
Q19. How many promotions have you received over your entire career, including promotions within the same or a different organisation?

- Organisation size
  - HR professionals working in large organisations are more likely than those in SMEs to have had 3+ promotions (64% v 48%)
  - Those working in SMEs are more likely to never have been promoted (15% v 7%)
- Membership of an HR professional body
  - HR professionals who are a member of a professional body are more likely than non-members to have had 6 or more promotions (33% v 14%)



# For just over a third (37%) of HR professionals in the Middle East, their career progression has failed to meet their expectations

## Career progression

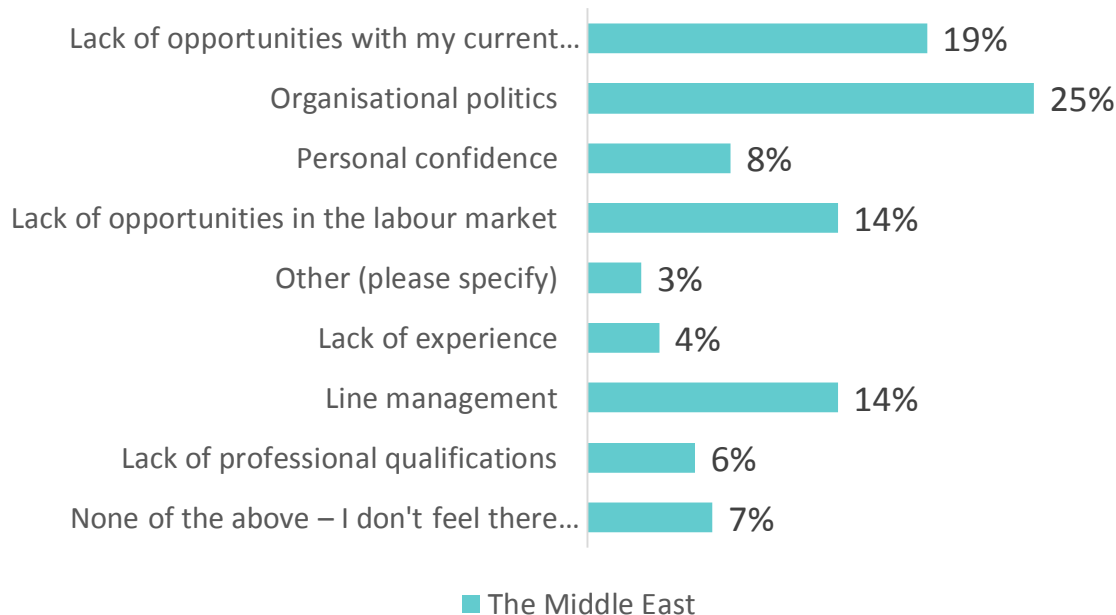


- Membership of an HR professional body
  - HR professionals who are a member of a professional body are more likely than non-members to feel that their career progression has exceeded their expectations (19% v 8%), whilst non-members are more likely to say it has failed to meet them (40% v 27%)



# In ME one quarter cite organisational politics as the greatest barrier to advancing their career

## Barriers to career progression



### Sector

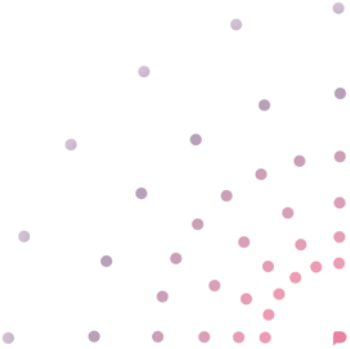
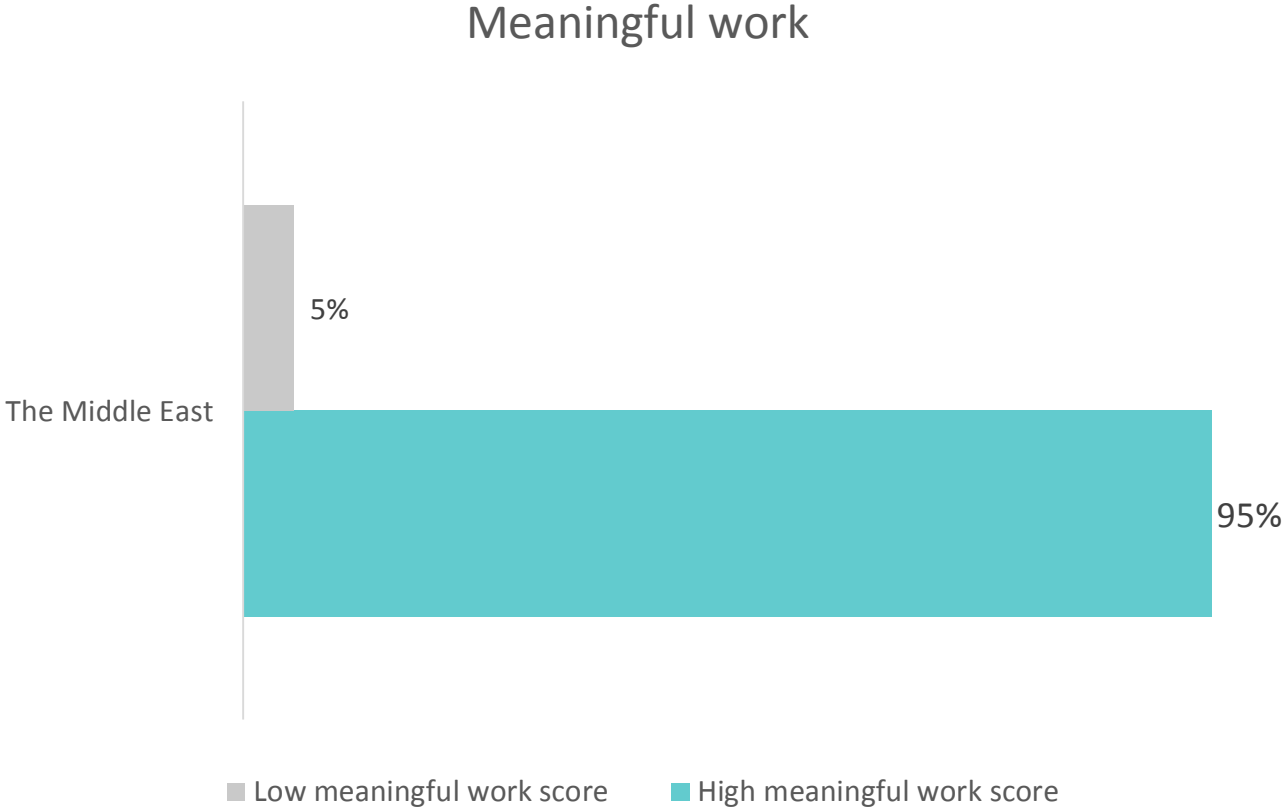
- HR professionals working in the public sector are more likely than those in the private sector to cite organisational politics as the biggest barrier to career advancement (34% v 23%)
- Private sector workers are more likely than public to feel that personal confidence has been the biggest barrier (9% v 3%)

### Years of experience in the people profession

- HR professionals who have spent less time in the profession (up to 5 years experience), are least likely to say that a lack of opportunities with their current employer has been the biggest barrier to career advancement (11% v 25% with 6-15 years and 19% with 16+ years)



# Using a composite measure of meaningful work, the vast majority of HR professionals in the Middle East report a 'high' score



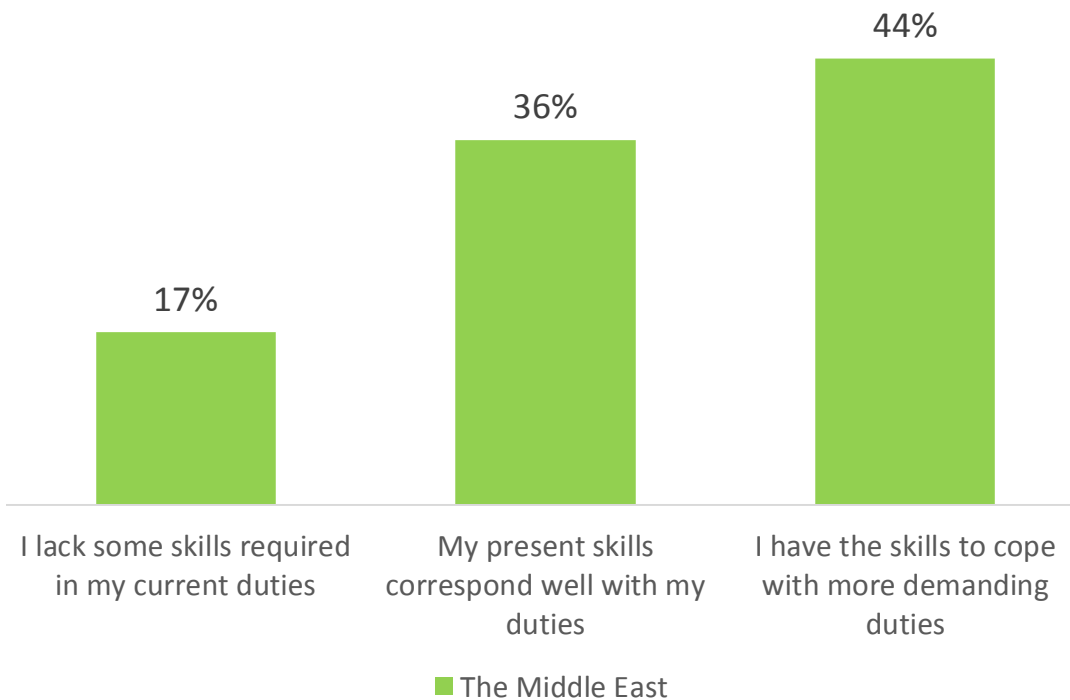
# Professional development

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# HR professionals in the Middle East are more likely to feel over-skilled than under-skilled

## Level of skill in role

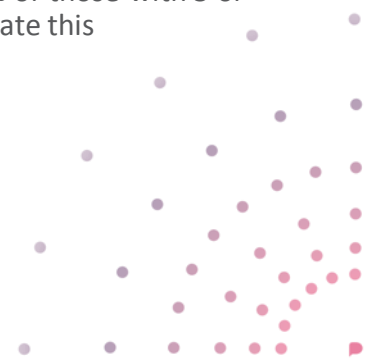


## Organisation size

- HR professionals working in large organisations are more likely than those in SMEs to say they have the skills to cope with more demanding duties (52% v 37%)

## Years of experience in the people profession

- HR professionals with less than 5 years experience are more likely than those with 16+ years to say they lack some skills required in their current duties (25% v 10%)
- 59% of those with 16+ years experience feel they have the skills to cope with more demanding duties – while just 29% of those with 5 or fewer years state this



# Being principles-led



# 1 in 3 HR professionals in the Middle East say that managers in their organisation often engage in behaviours they consider unethical

## Perceptions of ethics



Years of experience in the people profession

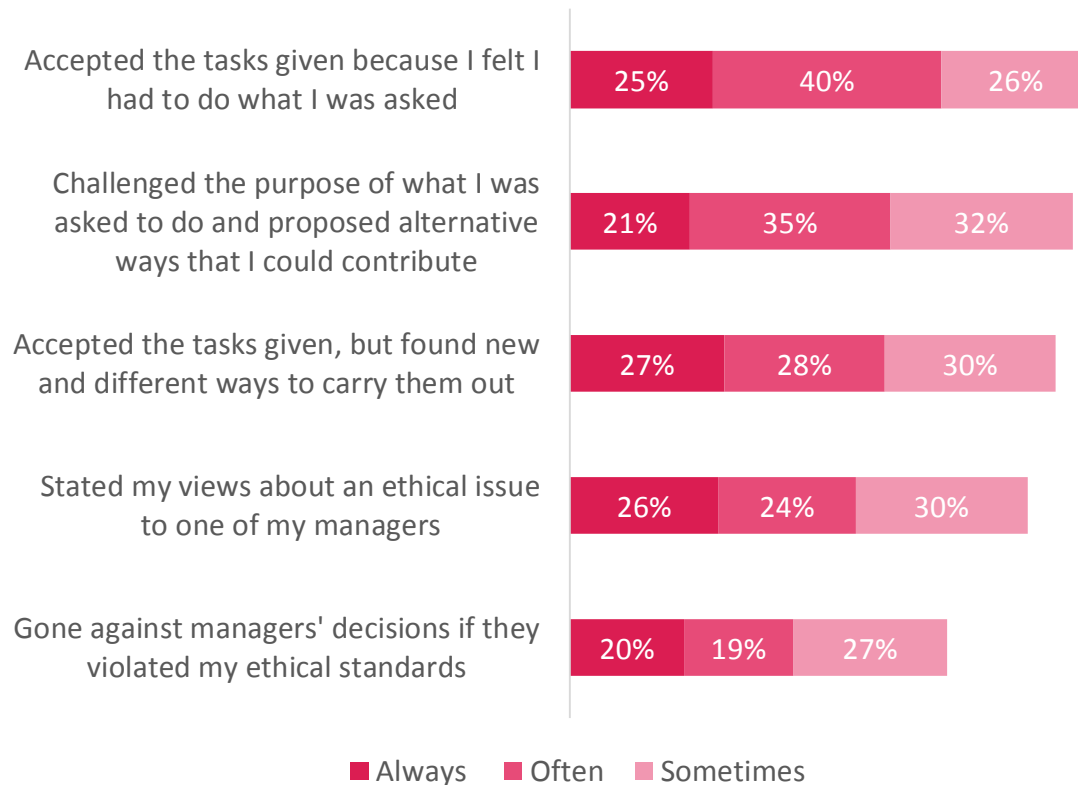
- HR professionals with 16+ years of experience are more likely than those with up to 5 years experience to disagree that they often need to compromise ethics to succeed (62% v 47%)

■ Agree ■ Neither agree nor disagree ■ Disagree ■ Don't know



# The vast majority have, at some point, accepted the tasks they were given because they felt they had to do what was asked

## Ways of acting



## Years of experience in the people profession

- HR professionals with less experience (5 years or fewer) are more likely than those with 16+ years to say they always accepted tasks because they felt they had to do what was asked (31% v 21%)

## Membership of an HR professional body

- HR professionals who are a member of a professional body are more likely than non-members to always state their views about an ethical issue to one of their managers (33% v 24%)



# HR professionals in the Middle East feel there's a mismatch between their professional values and their organisation's values when it comes to how they view employees

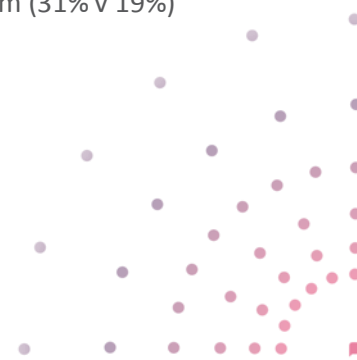


## Years of experience in the people profession

- HR professionals with 16+ years experience are more likely than those with up to 5 years to believe it's a value of the people profession for employees to accept that the organisation cannot guarantee security of employment (50% v 37%)
- They are even more likely to say that this is true for their own organisation (55% v 41%)

## Membership of an HR professional body

- HR professionals who are a member of a professional body are more likely than non-members to *disagree* that the people profession believes employees should accept the employment deal that is offered to them (31% v 19%)



# Professional impact

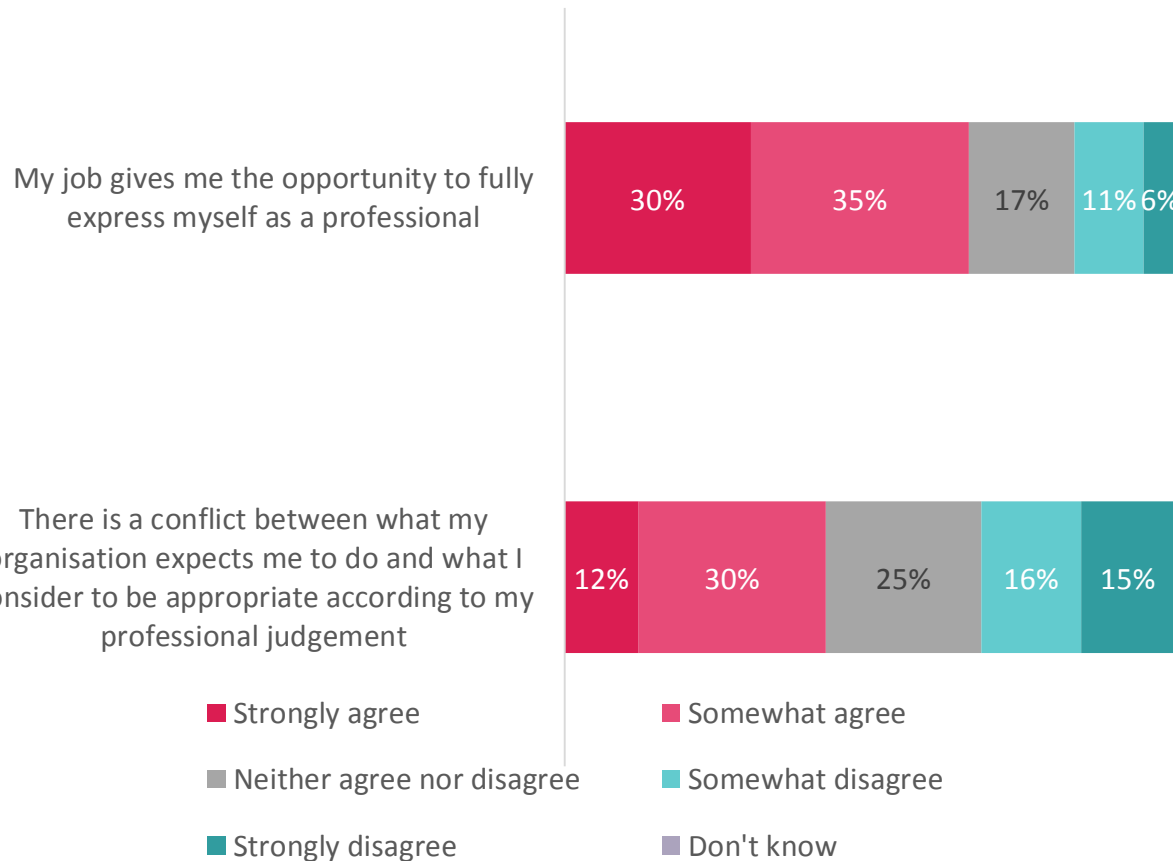
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# Two thirds of HR professionals in the Middle East feel their job gives them the opportunity to fully express themselves as a professional

## Self expression and professional judgement



### Years of experience in the people profession

- HR professionals with 16+ years of experience are more likely than those up to 5 years to *disagree* that there is often a conflict between what their organisation expects them to do and what they consider to be appropriate (41% v 24%)

### Membership of an HR professional body

- HR professionals who are a member of a professional body are also more likely to disagree with this – 39% v 28% of non-members



# In ME two-thirds agree that the HR/people department is respected in their organisation

Their HR/people department (% agree)



## Organisation size

- HR professionals working in large organisations are more likely than those in SMEs to *disagree* that the HR/people department is respected in their organisation (17% v 9%)

## Sector

- HR professionals in the Private sector are more likely than those in the Public sector to *strongly agree* that the HR/people department is respected in their organisation (34% v 25%)

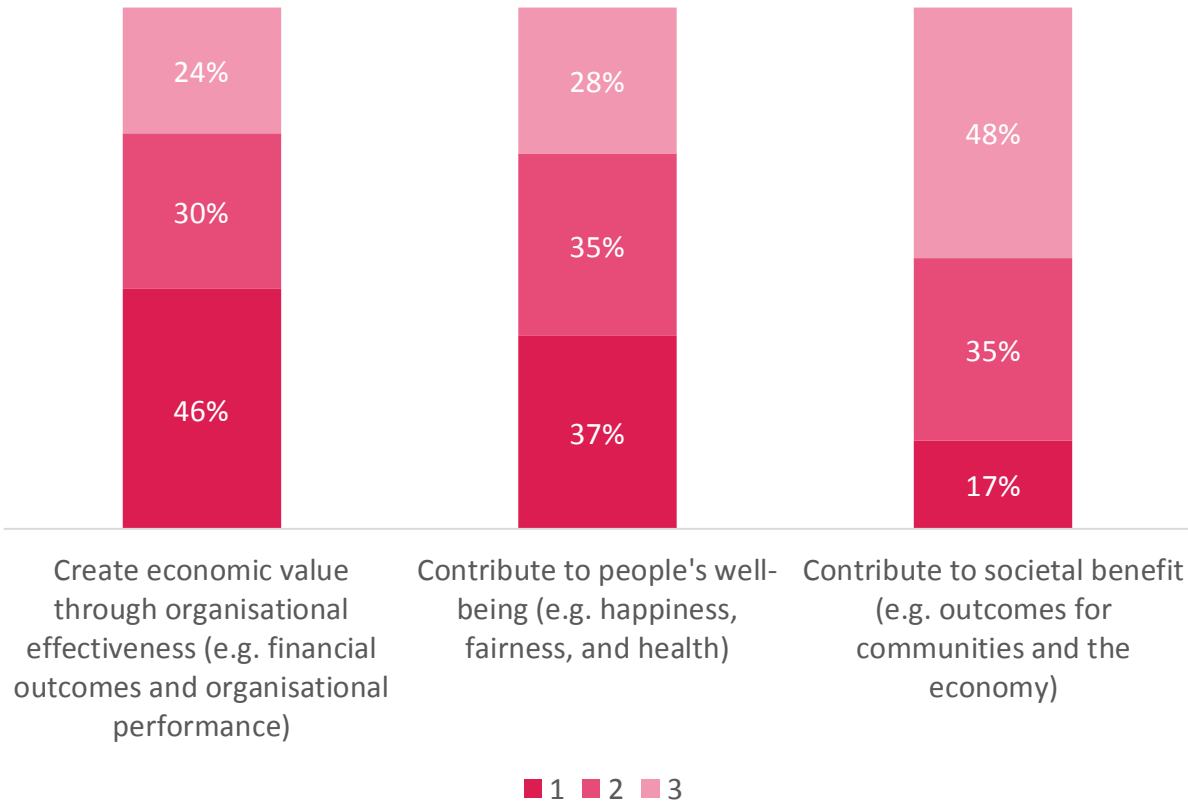
## Years of experience in the people profession

- HR professionals with 16+ years of experience are most likely to say that the HR/people department is given the opportunity to add value to their organisation (75% v 60% of those with up to 5 years experience)



# Creating economic value is considered to be the most important indicator of their own performance for HR professionals in the Middle East

## Own performance indicators



### Sector

- HR professionals working the Public sector are more likely than those in the Private sector to feel that contributing to societal benefit is the most important indicator of their own performance (27% v 13%)

### Years of experience in the people profession

- HR professionals with 16+ years of experience are more likely than those with up to 5 years experience to say that creating economic value is the top indicator (52% v 39%)

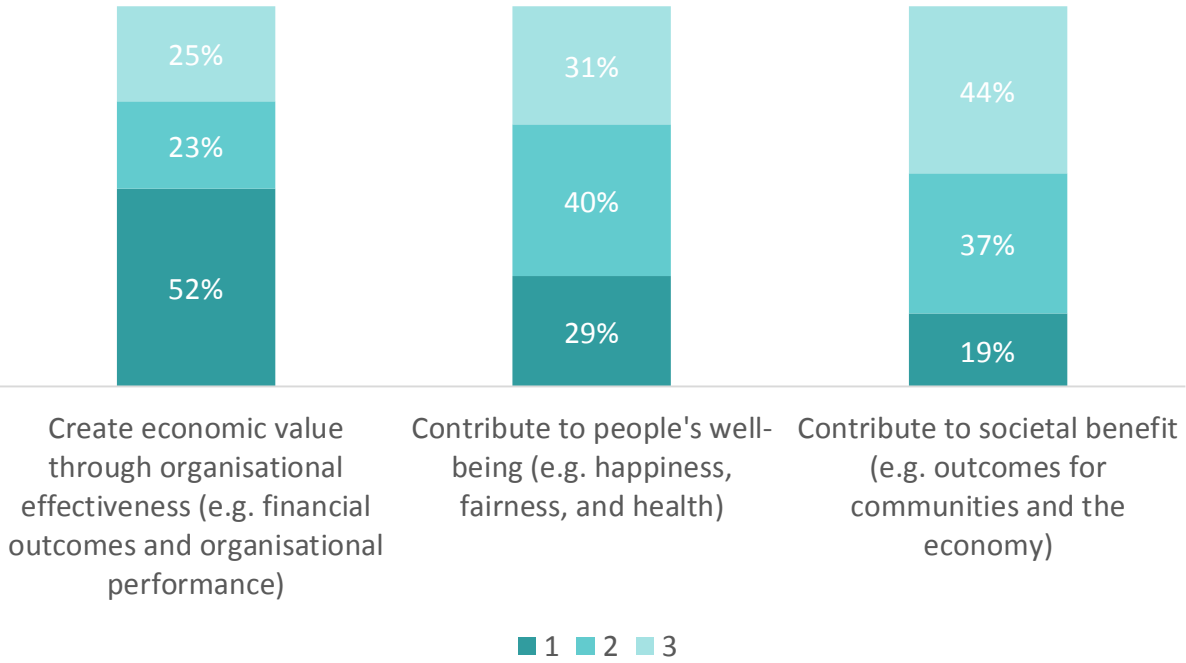
### Membership of an HR professional body

- HR professionals who are a member of a professional body are more likely than non-members to feel that contributing to societal benefit is the least important performance indicator (64% v 42%)



# HR professionals in the Middle East also believe that creating economic value is the most important factor for evaluating performance in their organisation, with over half saying this

Company performance indicators



All HR professionals in the Middle East = 628  
 Q25. Please rank the following in order of importance for how your performance is evaluated in your current organisation, where 1 is the most important and 3 the least important.

Organisation size

- HR professionals working in SMEs are more likely than those in large organisations to say that contributing to societal benefit is the top indicator of how their performance is evaluated in their organisation (23% v 15%)
- Those in large organisations are more likely to say that creating economic value through organisational effectiveness is the top indicator (57% v 47%)

Sector

- HR professionals working in the Public sector are more likely than those in the Private to say contributing to people's well-being is the top indicator (37% v 27%)

Membership of an HR professional body

- HR professionals who are a member of a professional body are more likely than non-members to say that creating economic value through organisational effectiveness is the most important indicator (61% v 49%)

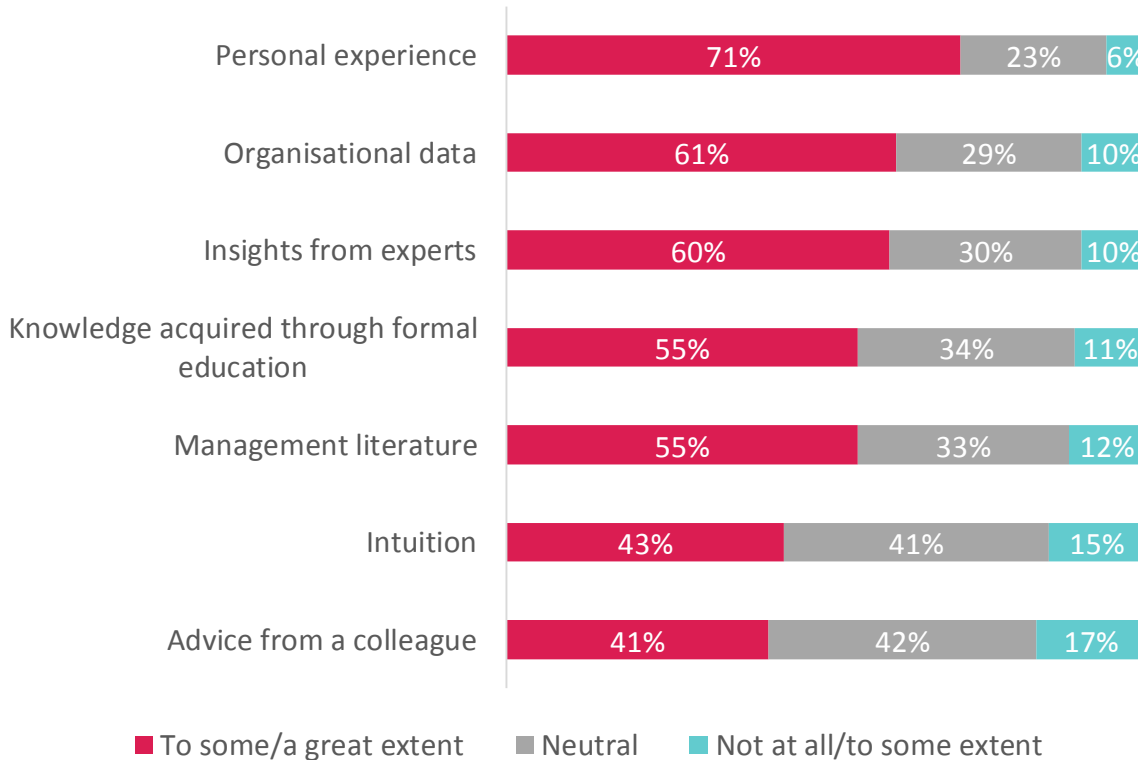


# Evidence-based practice



# Personal experience is the top decision-making factor for HR professionals in the Middle East, followed by organisational data and insights from experts

## Decisions at work



## Years of experience in the people profession

- The more experienced an HR professional is, the more they rely on personal experience to make decisions - with 76% of those with 16+ years experience stating this compared with 64% of those with up to 5 years experience
- Organisational data is also more important to them when making decisions at work (69% v 56%)



# THANK YOU



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A panoramic view of the Dubai skyline, including the Burj Khalifa, partially obscured by a thick layer of white fog or mist. The buildings are silhouetted against a light, hazy sky.

# CIPD | Middle East People Conference & Awards

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for experts in the world of work.

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