

How Can Talented Professionals Realizing the Gem 2.0 (Government Excellence Model) in UAE

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Abstract

The current study was launched as an attempt to determine the extent to which talented professionals understand the concept of GEM 2.0 and the standards associated with it, which including (Vision Realizing, Distinctive Value and Enablers). The current study adopted the quantitative approach in collecting primary data. The questionnaire was used as a research tool and was distributed to a sample of (233) talented professional employees within the fiscal year 2021-2022. By relying on SPSS, the study came to the conclusion that there is a high level realization of the concept of GEM 2.0 by talented professionals and that realization is attributed to the explicit and clear sequence of development of the model over time, in addition to the idea that the model took into account the differences and specializations in the nature of governmental services. Study recommended that talented professionals must pass the torch for younger talents to know their worth and employ themselves in the service of a country that will support them and present to them rare opportunities that can change their future to a better approach.

Keywords: the government excellence model GEM 2.0, vision realizing, distinctive value, enablers, talented professionals, performance

1. Introduction

The pioneering and distinguished governments bear in mind the importance of drawing public policies in harmony with their orientations, and they try as much as possible to commit to achieving their vision through access to a work system characterized by integration and harmony, and proceeds from focusing on efforts in order to reach a state of full ability and potential harmonious that leads to achieving the highest level of well-being for individuals and society as a whole (Eid et al., 2020; Liu et al., 2020; Ma & Wu, 2020; Abu-Shanab, 2020).

The United Arab Emirates represented one of the successful models that inspired many other countries towards achieving the welfare and advancement of society through improving and developing government services and creating a kind of distinction in them (Obedait et al, 2019; Krzymowski, 2020). UAE has also been keen, since its inception, to improve the lifestyle of its citizens at all levels, and to raise the level of government services in all its forms in order to ensure a comfortable and dignified life for members of society, both citizens and residents (Albreiki et al., 2019; Sarker & Rahman, 2020; Zeffane & Kemp, 2020).

In addition, the United Arab Emirates has formulated a set of new concepts aimed at improving the quality of government services provided, and developing the mechanism of work and progress of government performance (Almuraqab et al., 2021), and these efforts were based on a set of criteria that included the involvement of citizens in the development of services government, exploiting the resources it has, employing data in the service of achieving its goals, and designing work models centered around achieving happiness and stability for all individuals residing on its land (Al-Jenaibi, 2019).

From here, the UAE government set out to create a system aimed at developing government performance, and evaluating government efforts in achieving the Emirati vision by reaching institutional performance based on effective management, advanced technology, and strengthening the state's position at the international level (Zairi, 2019).

The concept of GEM 2.0 represented a system and a vision whose ultimate goal is to improve the quality of

society's life based on dynamic capabilities, flexible strategies and future readiness capable of adding qualitative value to government activities, and having the full potential to stimulate human capital and employ technology based on digital empowerment initiatives (Al-Hammouri & Awamleh, 2022).

The current study aims primarily to stand on the principle of talented professionals and how the GEM2.0 system has realized that human capital is an essential and main driver in the production process, and that the optimal utilization of human resources and the best employment of human capital is reflected in the research and identification competencies, their development, and their involvement in the development process, in addition to creating a purposeful work environment based on a high quality of work life, and high empowerment of employees, which would lead to achieving distinguished outputs and results (Al-Hammouri & Awamleh, 2022).

Based on above argument, current research study aimed at examining the extent of talented professionals' awareness in realizing GEM 2.0 within Emirati governmental entities. The research took into perspective constructs and criteria of GEM 2.0 in its last version which included:

- Vision Realizing 40% {Enhancing Wellbeing, Future Readiness, Strategic Directions and Competitiveness, and Main Functions}
- Distinctive Value 35% {Next Generations Service, Intelligent Enablement, and Talented Professionals}
- Enablers 25% {Resources and Assets, Data and Knowledge Management, Partnership and Integration, and Government Communication}

2. Material Studied and Areas of Description

2.1 Organizational Excellence

Organizations today live in an accelerated era of organizational and technological aspects, which has led to their having to achieve the highest levels of quality and perfection in the services and products provided in order to increase their ability to keep pace with the era of the knowledge revolution and tremendous technological progress, in addition to the high competitiveness that has changed market requirements (Lasrado and Kassem, 2020). Al-Jedaiah and Albdareen (2020) agree with these allegations, adding that the era of the massive information revolution, and the acceleration in development contributed to the fact that the labor market today accepts only competent individuals who possess abilities, talents and experiences that enable them to achieve the objectives of organizational strategies with the highest efficiency and distinction (de Melo and de Medeiros, 2021).

Salih (2020) and Hashem (2022) defined organizational excellence as the sum of efforts, attempts and activities that organizations employ in order to reach a leading level in providing services or products at the local, regional or global levels. As for Mohaghar et al (2022) the concept of organizational excellence is seen as the organization's reaching a state of overall excellence in performance and organizational activities that contribute to achieving distinguished results based on quality, achieving customer satisfaction and implementing strategic goals on the ground.

2.2 Emirati Excellence Journey

The launch of the UAE's march of excellence was with a big push from the Dubai Quality Award, which was launched in 1994, dedicated to the private sector. After that, the importance of quality in reaching organizational excellence was realized and various local excellence programs were created as a means of upgrading government work in 1997, leading to the formation of the Sheikh Khalifa Government Excellence Program in 2009.

After gaining experience, trial and error, realizing the various concepts and merits of excellence, training and strengthening government activities, in addition to continuous improvement in various government services, the UAE Government Excellence System emerged in 2015 with the support and guidance of His Highness Sheikh Mohammed bin Rashid Al Maktoum. From it, all the concerned parties, which were represented in the Cabinet Office, set out to work immediately and seriously in order to create a system that constitutes the essence of the journey of excellence and pushes the United Arab Emirates to be in the ranks of 1st world developed countries (Al-Zawati et al, 2021).

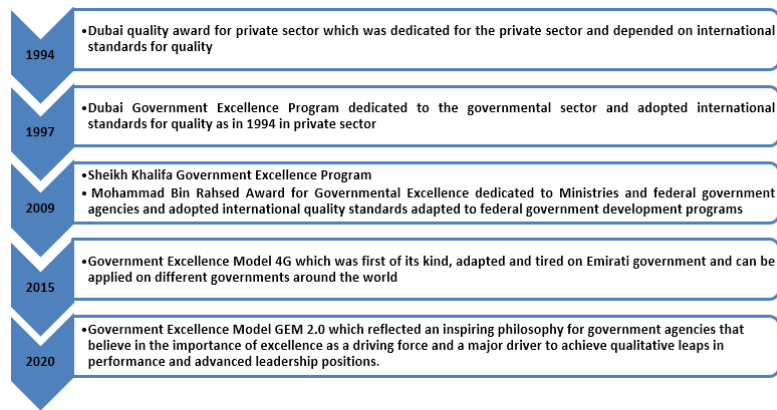


Figure 1. Tracking the UAE government excellence journey

Source. Zairi, 2019; Habib, 2019; Alnuaimi, 2019; Al-Hammouri and Awamleh, 2022; Ghafoor et al, 2022; Kiriri, 2019 and Dinesh, 2021.

2.3 The Government Excellence Model (GEM 2.0)

The ultimate goal of launching the government excellence model was to give government agencies the opportunity to provide government services that achieve the well-being and happiness of citizens, and bring their services to the level of individuals' expectations based on the highest levels of efficiency and efficiency in addition to supporting government trends in innovation and creativity, which It would achieve a competitive advantage at a high leadership level for the United Arab Emirates (Al-Hammouri & Awamleh, 2022).

According to AlDhanhani (2021) GEM 2.0 is defined as a model designed to inspire and support the UAE government's efforts in its journey towards excellence in government performance services by achieving a qualitative leap in leadership and administrative positions, adopting pioneering thinking, and formulating future government policies for the country.

Datta et al (2020) indicates that the government excellence model formed a path that enables the government to reach new horizons that may go beyond excellence in order to achieve leadership and create a proactive and smart government capable of adopting the best government practices based on effectiveness and efficiency based on advanced concepts in government work that aspires to the integrated future in government work.

GEM 2.0 came as a philosophy that contributed to referring to the institutional thinking in the UAE government and the leadership and administrative mentality enjoyed by its rulers (Elsafty & Seddek, 2022). GEM 2.0 also emerged as one of the outlets through which the focus was placed on the quality of work and services, excellence in government institutional performance, and access to leadership. In a way that contributes positively to the future industry based on criteria that include performance, services, operations, building trust between individuals and setting fair and safe scenarios for the future in all its circumstances. The new GEM 2.0 axes are as follows (www.gem.gov.ae, 2022; Sultan, 2021; Khasawneh et al, 2020; Kassen, 2022; Ghafoor, 2021):

2.3.1 Vision Realization 40%

Vision realization represented the greatest value of GEM 2.0 (60%), this was adopted on the bases that achieving the vision requires individuals' belief in this vision and their conviction in it as one of the personal goals that they must reach, and the focus of vision realization was based on a set of criteria that included community well-being, quality of life, flexibility of strategies, stability of the national agenda, and improving competitiveness.

2.3.2 Enhancing Well-Being

Quality of life is very important to GEM 2.0, as the UAE government has realized that the quality of life and the well-being of community members is an added value to them, and through it all their potentials and capabilities can be harnessed in the interest of their country by focusing on enhancing the quality of life, creating partnerships with The private sector in order to ensure reaching this stage, and creating a comprehensive and integrated quality of life that suits the desires and aspirations of individuals.

2.3.3 Future Readiness

The adoption of possible scenarios to deal with ambiguous events in the future was at the heart of the concerns of GEM 2.0, as the UAE government focused on flexibility and proactiveness in all its strategies and institutional capabilities, and also enhanced its readiness for the future by relying on assessing potential risks, and developing

plans to adapt to these risks. Forecasting what is to come based on current data and drawing up general policies to deal with any risk that might be faced.

2.3.3.1 Strategic Direction and Competitiveness

Renewal, contemporary, and originality at the same time was one of the most important strategic directions of GEM 2.0, where the UAE government transformed its stereotypical thinking regarding government work, and developed pioneering ideas that improve the nature of services that are provided to citizens and residents based on providing a distinctive value for the available services for them.

2.3.3.2 Main Functions

The entrepreneurship of the various government agencies is represented in the suitability of their work model with their goals and objectives, and thus, it can be said that government agencies are in a continuous quest to determine the level of relevance and effectiveness of the currently adopted models, and they are constantly seeking to create new business models and Innovative that raises the level of work, speeds up achievement, responds urgently to unexpected events and develops policies and legislations to ensure that.

2.3.4 Distinctive Value 35%

This axis focuses largely on the qualitative value of the services provided, working to keep pace with all the needs of customers in different circumstances and categories, here the new generation of digital transformation appears, and the focus is on creativity, capabilities, talents and competences in the human element, leading to the creation of exceptional services that achieve high competitiveness.

2.3.4.1 Next Generation Services

The concept of next generation services launches from "proactiveness", this idea stems from the orientation of placing the individual (citizen or resident) at the center of the government facility's interest, and therefore, the trend towards excellence in service provision by paying attention to individuals' requirements and trying to reach their expectations in the service provided, and tends to involve individuals in criticism, classifying and evaluating services in order to identify weaknesses and strengths, relying on digital services as a basis for this interaction.

2.3.4.2 Intelligent Enablement

In this criterion, technology is the basis, and government agencies seek to employ the maximum technological capacity that can be reached in order to create services in line with their goals and aspirations. This criterion includes the employment of artificial intelligence, robots to provide services and digital government transactions in order to create an added value to the citizen or resident in a way that is based on sustainability. Information technology infrastructure is very important in this criterion, and therefore, the UAE government has created opportunities and partnerships with various sectors (local private and foreign) in order to achieve the goal of integrating technological infrastructure and raising the level of individuals' satisfaction with government transactions.

2.3.4.3 Talented Professionals

The professional talent standard stems from the idea that leading governments are usually fully aware that human capital is the basis in the wheel of development and development. Therefore, the strategy of the United Arab Emirates was represented in the diligent search and continuous discovery of talents, skills and capabilities in human resources in order to Reaching the stage of optimal exploitation and harnessing these capabilities and talents to raise the level of quality, and develop the value of government services for the benefit of the concerned parties.

The UAE strategy was also to focus on nurturing and nurturing talents based on the principles of engagement, empowerment and education and providing them with opportunities for growth and development within a healthy work environment that takes into account the lives of working individuals and their role in improving outcomes.

With the government excellence model in all its standards, and access to GEM 2.0, it cannot be said that talented professionals have not received enough attention, as the model in all its versions focused on the importance of human capital as it is the first and main driver in accessing talents capable of serving government agencies to the fullest, thus, investing and harnessing its ability, including for the public benefit. Here, the UAE government paid absolute attention to different talents and competencies, so it involved them in decision-making processes, and provided them with various opportunities for growth, learning and progress, and created a suitable work environment for them that supported their orientation and launch towards achieving institutional goals. As a

result, working individuals are fully satisfied with their jobs and are ready to provide the best and most efficient service to their government.

Among the principles associated with the professional talent standard are the following:

- Human capital

This principle is based on the care of human capital in government agencies and sectors through achievements and initiatives that are related to the field of individual work according to specializations and interests, and it includes all workers at all levels, whether they work within the contract system, daily wages, full time or part time, or even temporary employees.

- Future jobs and skills

Emirati efforts have been directed towards discovering and developing skills and enhancing the mechanism of exploiting them and dealing with them intelligently for the benefit of both parties.

- Wellbeing at the workplace

The UAE government sought to focus on creating an ideal work environment that ensures the proper mental, intellectual and physical growth of working individuals, based on the foundations of public welfare and safety.

- lifelong learning

The UAE government has provided educational opportunities that enable the individual to develop himself and his talents, and these opportunities were not limited to a specific time frame, but were provided continuously throughout the employee's life in order to enhance the capabilities and skills of employees and sustain government performance results.

- Talent Empowerment

Empowerment was among the most important foundations that supported the professional talent standard, as the UAE government's strategy focused on empowering highly qualified talents, and supported innovation and creativity in all its forms, and activate various partnership relationships that aim to elevate the value of the service provided to stakeholders and support the foundations of happiness. and quality of life.

2.3.5 Enablers 25%

This axis started from the idea that cooperation and various partnerships would extend a helping hand and assistance in order to reach the desired goals. Indeed, the UAE government created an integrated work system that promoted the employment of all available resources and ensured access to the desired positive results for the individual and society as a whole.

2.3.5.1 Resources and Assets

One of the main objectives was to increase the ability of government agencies to make maximum use of tangible and intangible resources, thus providing services with the best available standards, and ensuring that there is no waste in all its forms, in addition to exploiting financial and non-financial resources in the best available way. The most important principles of this standard included managing human resources in an optimal way, exploiting resources in all their forms, preserving existing properties and ensuring that they are not wasted in any way.

2.3.5.2 Data and Knowledge Management

Exploitation of data and knowledge management is one of the priorities of GEM 2.0, as the UAE government was fully aware of the importance of data monitoring, collection, analysis, and classification in order to use it later in decision-making processes, and to formulate future policies to deal with any unexpected event. The government has also ensured the reliability, accuracy and appropriateness of the data that is dealt with in all its forms, from big data to open data.

2.3.5.3 Partnership and Integration

The partnership criterion is one of the most important criteria within the enablers, and this is what the UAE government realized when it aimed to improve the quality of life and the integration of government services. Therefore, it has been creating long-term partnerships based on the foundations of joint and continuous cooperation to achieve strategic goals and raise the level of presented services.

2.3.5.4 Government Communication

Communication is one of the important constants that will ensure the exchange of information and data and participation in mutual decisions based on sound foundations that stem from the correct supply of information.

Therefore, the government communication standard was among the enablers' standards, as the government developed various policies, plans and scenarios in order to create effective institutional communication, in addition to relying on social media, and media aspects as open channels that guarantee receiving feedback and criticism with all segments of society.

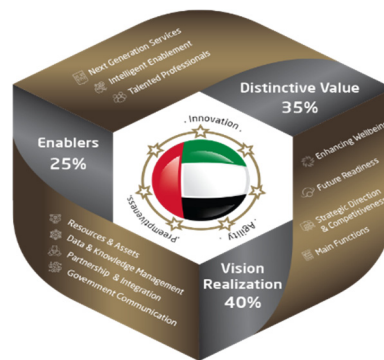


Figure 2. GEM 2.0

Source. ("SKGEP", 2022).

2.4 Emirates Strategies in Managing Professional Talents

The United Arab Emirates realized the importance of the talents, experiences and capabilities of individuals in achieving organizational excellence, and the state administration was fully aware that excellence will only come through relying on professional talents and sufficient experience to reach the first and basic goal of the narrative excellence programs in all its forms. and its stages (Al Jawali et al., 2021).

In order to reach the main goal, the United Arab Emirates created a national strategy to attract and retain talent by launching the Talent Management Program initiative through the General Department for Competency Development in the Ministry of Interior, which is a training program aimed at qualifying the workforce and discovering and developing talents. And develop plans to take advantage of these talents as they enhance the UAE's march of excellence. The program also aims to create a supportive environment for different talents, and to ensure that the country has access to competitive indicators with regard to global talents (Al Amiri & Abu Shawali, 2021). Alsharhan et al (2021) add that, in addition, a comprehensive governance framework has been reached that works to ensure the presence of talent and professional and specialized skills in order to achieve the goals of the UAE five-year plan.

Facchini et al. (2021) confirms that the first objective of the national strategy is to reach global competitive indicators with regard to professional talent in order to ensure the availability of these talents in the strategic sectors of the country and thus access to the knowledge economy, in addition to confirming the image of the UAE as a preferred destination for various talents.

It is worth noting that the talent management program comes in cooperation with the Institute for Talent Management at the University of Pennsylvania in the United States of America, and the UAE Ministry of Interior is the first entity to obtain partnership and accreditation for this program, and this step came from the idea that the government excellence program in its last form is GEM 2.0 It consists of a professional talent criterion as one of the main criteria, which aims to:

- Develop innovation and creativity among working individuals
- Attracting talent and competences
- Pay more attention to individuals with creative abilities
- Investing in and supporting existing talents

3. Methods and Techniques

3.1 Methodological Approach

The current study adopted the quantitative approach in order to reach the primary data that would achieve the objectives of the study. The quantitative approach refers to a research method based on creating mathematical theories derived from hypotheses related to a specific phenomenon that needs to be studied. The quantitative approach is considered the most appropriate in the event that the researcher wants to cover a sample that may be

rather large that it is impossible to carry out interviews or focus groups due to the large number of the sample (Salah, et al, 2021).

3.2 Tool of Study

The tool of the current study was the questionnaire, which was built by the researcher with the help of previous studies. The questionnaire appeared in its latest version and consisted of two parts. The first part dealt with the demographic factors of the study sample members such as (gender, age, academic qualifications and experience); the second part dealt with items that measure GEM 2.0 variables based on the five-point Likert scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree, which included GEM 2.0 variables:

I. Vision Realizing 40% {Enhancing Wellbeing, Future Readiness, Strategic Directions and Competitiveness, and Main Functions}

II. Distinctive Value 35% {Next Generations Service, Intelligent Enablement, and Talented Professionals}

III. Enablers 25% {Resources and Assets, Data and Knowledge Management, Partnership and Integration, and Government Communication}

In line with the precautionary measures related to COVID 19, and the difficulty of accessing all sample members due to their different work sites, the questionnaire was uploaded to the Google Forms platform and the link was distributed electronically to the study sample members.

Following table presented distribution of questionnaire statement regarding axes and criteria of GEM 2.0.

Table 1. Statement distribution according to adopted variables

Variable	# of Statements
Vision Realizing 40%	
Enhancing Wellbeing	5
Future Readiness	4
Strategic Directions and Competitiveness	4
Main Functions	4
Distinctive Value 35%	
Next Generations Service	4
Intelligent Enablement	4
Talented Professionals	4
Enablers 25%	
Resources and Assets	4
Data and Knowledge Management	4
Partnership and Integration	4
Government Communication	4

3.3 Population and Sampling

The study population was represented by employees of the UAE government ministries, a convenient sample consisting of (300) individuals was selected in order to respond to the paragraphs of the questionnaire. After uploading the questionnaire on Google Forms platform for 8 consecutive weeks, (233) questionnaire subject to statistical analysis was withdrawn, which gave an impression of the response rate that reached (77.6%) as statistically acceptable.

3.4 Data Screening and Analysis

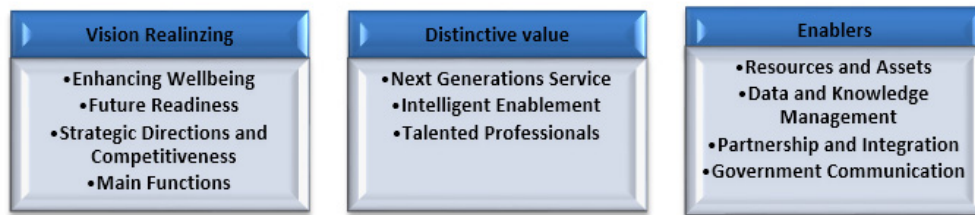
In order to sort, classify, process and analyze the primary data, SPSS v. 23 was used. Reliability and consistency of study tool was tested through cronbach's Alpha which scored (0.921) referring to the tool as reliable and consistent. In addition, the following statistical tests were applied:

- Frequency and percentage
- Mean and standard deviation
- One-sample test

Researcher was able to build a model that defined the relationship between variables from which hypotheses

were extracted:

GEM 2.0



Based on above model, following hypotheses were developed:

Main Hypothesis:

H: GEM 2.0 is fully realized by talented professionals in UAE

Sub-Hypotheses:

H1: Vision realizing is fully realized by talented professionals in UAE

H2: Distinctive value is fully realized by talented professionals in UAE

H3: Enablers are fully realized by talented professionals in UAE

4. Results

4.1 Demographic Variables

Table below presented results of sample demographics' statistics, it can be seen through analysis that majority of sample were males forming 65.8% of total sample, who were with the age range of 37-42 years old forming 38.3% which indicated that the Emirati government depends highly on young competences and talents. In addition to that, it was seen through analysis that most of the sample individuals held BA degree forming 54.7% of total sample with an experience of 8-10 years forming 38.3%.

Table 2. Sample statistics

		f	%
Gender	Male	160	65.8
	Female	83	34.2
Age	25-30	22	9.1
	31-36	67	27.6
	37-42	93	38.3
	+43	61	25.1
Educational Level	BA	133	54.7
	MA	88	36.2
	PhD	22	9.1
	Total	243	100.0
Experience	2-4	37	15.2
	5-7	54	22.2
	8-10	93	38.3
	+11	59	24.3
	Total	243	100.0

4.2 Questionnaire Analysis

Table 3 presented mean and standard deviation of responses regarding statements of questionnaire regarding how talented professional realize GEM 2.0 in the government. It was seen that all statements scored higher than mean of scale 3.00 which was an indicator that statements were well-received, also, it can be seen that the highest statements scored 4.65/5.00 and was articulated "Government agencies adopt an appropriate business model to achieve their goals", compared to the lowest mean which scored 3.49/5.00 articulated "Speed of completion and response is one of the most important specifications of government institutions" but still positive given that it was higher than mean of scale.

On another level, and going into the variables of study, it was seen that the highest mean was for vision realization scoring 4.20/5.00 which was higher than mean of scale, compared to the least variable of distinctive value scoring 3.81/5.00 also seen positive since it was higher than mean of scale.

Table 3. Questionnaire statistics

			\bar{x}	σ
1.	The government realizes the importance of life quality		4.50	.56
2.	Leadership supports wellbeing orientation among citizens		3.98	.75
3.	Quality of life is a major issue within the governmental efforts	Enhancing Wellbeing	4.09	.93
4.	Quality of life isn't a concepts, it is basically a process to reach an aim		4.26	.67
5.	All possibilities are used in order to enhance quality of life		3.52	1.02
6.	Proactivity and flexibility are the most important parameters of institutional strategies		4.22	.81
7.	Attempting to adapt and adapt is one of the strategies of readiness for the future	Future Directions and Readiness	4.16	.78
8.	Data forecasting is a way to improve decision-making		4.44	.68
9.	The government is trying to keep pace with global changes in order to improve its capabilities	Competitive	4.36	.82
10.	Governmental institutions operate within a renewable and atypical thought		4.52	.75
11.	Government institutions realize their goals and the mechanism for achieving them	Strategic Directions and Readiness	4.44	.70
12.	There is a consensus between the goals of government institutions and the national agenda		4.58	.59
13.	Government institutions are based on flexible strategies that know the meaning of success	Main Functions	4.44	.63
14.	Government agencies adopt an appropriate business model to achieve their goals		4.65	.50
15.	There is a consensus between the goals of government institutions and the way they work		3.95	.80
16.	New work patterns are created that fit the goals of the institution		3.72	.75
17.	Speed of completion and response is one of the most important specifications of government institutions		3.49	.95
	Vision Realization		4.20	.51
18.	Government agencies put the last beneficiary (the citizen) at the top of their priorities	Next Generations Service	3.80	.70
19.	There is a constant quest to understand the needs and expectations of citizens		3.87	1.02
20.	Government agencies involve citizens and stakeholders in the service modernization process	Intelligent Enablement	3.72	1.04
21.	There is a noticeable interest in implementing a qualitative shift in the experience of the beneficiary of services		4.18	.76
22.	There is a smart use of advanced technology to serve the objectives of the government entity	Talented Professionals	4.05	.67
23.	An added value is provided to the customer through artificial intelligence and digital transactions		3.53	.99
24.	Digital infrastructure is a priority for leading government agencies		3.94	.95
25.	There is a continuous improvement of services in order to raise the level of citizens' happiness		3.88	.99
26.	There is a complete awareness of the importance of human capital for success		3.89	.96
27.	Exploring, developing and developing talents is one of the priorities of various government agencies		3.77	1.05
28.	Engaging human capital and providing them with opportunities to learn and grow is essential		3.56	.99
29.	Comfortable and happy work environment provided by government agencies to employees in order to raise the level of their performance		3.55	1.02
	Distinctive Value		3.81	.76
30.	There is a conscious and deliberate exploitation of tangible and intangible resources	Data and Resources Knowledge Assets Management	3.72	1.10
31.	The exploitation of resources is in order to ensure efficiency and effectiveness in providing services		3.64	.97
32.	Attention is paid to raising the return on investment through the management of human resources, financial and non-financial		3.83	.86
33.	Resource utilization levels are reviewed regularly to ensure no waste		4.22	1.00
34.	All data resulting from transactions and management of government agencies are monitored and classified		4.19	.98
35.	There is continuous monitoring to ensure the reliability, accuracy and validity of the data being monitored		4.25	.94
36.	Big data is used to support decision-making processes		4.17	.93

37.	The data is used to formulate future policies to develop the performance of the government institution			3.97	1.07	
38.	Various partnership relationships with external parties is vital and important			3.96	1.10	
39.	External partnerships are employed in order to ensure citizen happiness at the national level	Government Partnership Communication and Integration		4.07	1.15	
40.	The goal of partnerships is to achieve mutual benefit and common goals			4.00	1.07	
41.	Partnerships are relied upon to create distinctive value for the beneficiary's services			4.14	.94	
42.	There is effective institutional communication between all government sectors			4.34	1.01	
43.	The goal of continuous communication is to promote the goals set			4.24	1.03	
44.	Social media and the media are relied upon to ensure the highest level of communication			4.37	.86	
45.	There are open channels to communicate with citizens and receive feedback based on positive interaction			4.37	.86	
Enablers				4.07	.82	

4.3 Hypotheses Testing

Table 4. Main hypothesis testing

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
total	243	4.0498	.59628	.03825		
One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
total	27.444	242	.000	1.04976	.9744	1.1251

H: GEM 2.0 is fully realized by talented professionals in UAE

Using a one sample t test to test the aforementioned hypothesis, the t value =27.444 was statistically significant at the 0.05 level. This suggested that GEM 2.0 was fully realized by talented professionals in UAE.

4.3.1 Sub-Hypotheses Testing

Table 5. Sub-Hypotheses Testing

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Vision	243	4.1958	.50525	.03241		
One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Vision	36.895	242	.000	1.19584	1.1320	1.2597

H1: Vision realizing is fully realized by talented professionals in UAE

Using a one sample t test to test the aforementioned hypothesis, the t value =36.895 was statistically significant at the 0.05 level. This suggested that Vision realizing was fully realized by talented professionals in UAE.

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Distinctive	243	3.8121	.76422	.04902		
One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Distinctive	16.565	242	.000	.81207	.7155	.9086

H2: Distinctive value is fully realized by talented professionals in UAE

Using a one sample t test to test the aforementioned hypothesis, the t value =16.586 is statistically significant

at the 0.05 level. This suggests that Distinctive value is fully realized by talented professionals in UAE.

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Enablers	243	4.0743	.81680	.05240		
One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Enablers	20.504	242	.000	1.07435	.9711	1.1776
H3: Enablers are fully realized by talented professionals in UAE						

Using a one sample t test to test the aforementioned hypothesis, the t value =20.504 was statistically significant at the 0.05 level. This suggested that Enablers were fully realized by talented professionals in UAE.

5. Discussion

Current research study aimed at examining the extent of talented professionals' awareness in realizing GEM 2.0 within Emirati governmental entities. The research took into perspective constructs and criteria of GEM 2.0 in its last version which included:

- Vision Realizing 40% {Enhancing Wellbeing, Future Readiness, Strategic Directions and Competitiveness, and Main Functions}.
- Distinctive Value 35% {Next Generations Service, Intelligent Enablement, and Talented Professionals}
- Enablers 25% {Resources and Assets, Data and Knowledge Management, Partnership and Integration, and Government Communication}.

Depending on quantitative approach and utilizing an online questionnaire as a study tool, (233) individuals from employees of the UAE government ministries responded to the online questionnaire, and SPSS was used in order to mitigate primary data, following findings were reached:

- Results indicated that sample individuals enjoyed a high level of awareness regarding GEM 2.0 and the sought goals behind its existence.
- All hypotheses of study were accepted and it appeared that employees of the UAE government ministries as talented professionals had a very high awareness of GEM 2.0 and its role in taking the governmental services to a new level of quality.

Study was able to prove that the Emirati government built its governmental excellence model based on its people's awareness of what quality means. The study found, through the analysis of the primary data, that the respondents are fully aware of the features of GEM2.0 that made the model unique and capable of adding value to the total of UAE government services. The study also proved that there are many advantages that made the model smooth and streamlined by focusing on clear and unambiguous matters. These matters included that the model focused on innovation by learning from previous experiences and trying to continuously develop existing capabilities in order to access the environment Action may be more efficient and effective. In addition, it was found through the analysis that the awareness and realization of the sample members of GEM 2.0 axes and objectives was attributed to the fact that GEM 2.0 took into account the various differences in the nature of government services and took into account the privacy of each government agency, which made the model easy to apply in all fields.

In addition, the study sample's awareness of the concept of GEM 2.0 and their awareness of the importance of the model in developing government performance stemmed from the model's ability to provide the government with the tools required to achieve the basic objectives and strategies, where the model's criteria were derived from the best international government practices, and the criteria for The model and the potential of these criteria to achieve the desired results.

From here, we find that the successes that the UAE government has achieved and is still achieving stem from the individuals working in its awareness of the concept of the GEM2. In many countries, in addition, the study found that the reason for the excellence of employees and their great awareness of the organization comes from the efforts of the UAE government to consolidate the concepts of excellence and quality in government services, and

to make the most of various technological developments, in addition to achieving the best foundations for sustainability through Automation of government operations and rooting the principle of environmental and social responsibility of organizations.

Accordingly, it can be said that talented professionals have a full and complete awareness of GEM2.0 and are fully aware that the system in all its dimensions is built on a forward-looking image based on distinguished results, and proactive and flexible foundations through which the readiness of government agencies to use technology is exploited. advanced development and building new government business models that provide services to civilians of the highest quality and readiness.

6. Conclusion and Recommendations

The knowledge of the study sample of talented professionals was due to the presence of talented professionals as one of the criteria of the model and derived from the axis of distinctive value on the grounds that the skills and abilities that the human element possesses that provide the distinctive value of government services, and the individuals' perception of GEM 2.0 stemmed from The idea that talented professionals are the first and most important driver for the success of government endeavors, which called on the UAE government to invest massively in human resources, support and develop them, and take care of talented and qualified people based on their involvement in decisions and empower them, and provide many opportunities for development, growth and learning in order to give a moral boost to perform better.

Based on study results, discussion and above conclusion, current study recommended the following:

- Talented professionals must pass the torch for younger talents to know their worth and employ themselves in the service of a country that will support them and present to them rare opportunities that can change their future to a better approach.

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