



Parahyangan Catholic University
Faculty of Social and Political Sciences
Department of International Relations

Accredited A

SK BAN – PT NO: 451/SK/BAN-PT/Akred/S/XI/2014

**The implementation of Qatarization to reduce dependency on
foreign workers in Qatar from 2011-2016**

Thesis

By

Sella Nathania Kusumah

2010330259

Bandung

2017



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Thesis Validation



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Hereby assert that this research proposal is the product of my own work, and it is has not been previously proposed by any other party in order to attain academic degree. Any idea and information gained from parties are officially cited in accordance to the valid scientific writing method.

I declare this statement with full responsibility and I am willing to take any consequences given by the prevailing rules if this statement was found to be untrue.

Bandung 20 September 2017



Sella Nathania Kusumah

Abstract

Name : Sella Nathania Kusumah

Student ID : 2010330259

Title : The implementation of Qatarization to reduce dependency on foreign workers in Qatar from 2011-2016

This research aims to describe the implementation of Qatarization towards less dependency on foreign workers in Qatar. Qatarization is a policy that was developed by Qatar as a mean to reduce dependency on foreign workers while developing competent Qatari workforce through education and training. This research describes the programs, strategy and analyses regarding Qatarization implementation by the government. The strategy to implement it is outlined in the Qatar National Development Strategy 2011-2016. The cooperation between institution and company with the government is needed to ensure a successful Qatarization. The labor law regarding foreign workers is also going to be explained as well as challenges that Qatar might face in implementing Qatarization. The author is going to use the theory of globalization where the economy is an important aspect and that the migration of people in terms of workforce is inevitable.

Keywords: globalization, Qatarization, foreign worker, interdependency, and modernization

Abstrak

Nama : Sella Nathania Kusumah

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*Judul : Implementasi Qatarisasi untuk mengurangi ketergantungan
perkerja asing di Qatar dari tahun 2011-2016*

Penelitian ini bertujuan untuk menggambarkan implementasi Qatarisasi untuk mengurangi ketergantungan pekerja asing di Qatar. Qatarisasi adalah aturan yang dibuat oleh pemerintah Qatar sebagai solusi untuk mengurangi ketergantungan terhadap pekerja asing namun juga untuk membuat perkerja Qatar yang kompeten dengan edukasi dan latihan. Penelitian ini akan menggambarkan program-program, strategi dan analisis terhadap implementasi Qatarisasi yang dilakukan oleh pemerintah. Strategi yang akan di implementasikan oleh pemerintah telah tergambar dalam Strategi Pembangunan Nasional Qatar tahun 2011-2016. Kerja sama antara institusi dan perusahaan dengan pemerintahan sangat penting untuk memastikan kesuksesan Qatarisasi. Hukum yang menyangkut perkerja asing akan dijelaskan dan juga masalah yang Qatar akan hadapi dalam mengimplementasikan Qatarisasi. Peneliti akan menggunakan teori globalisasi di mana ekonomi adalah salah satu hal yang penting dan migrasi pekerja tidak bisa di jauhkan.

Kata kunci: globalisasi, Qatarisasi, pekerja asing, ketergantungan dan modernisasi

Preface

The author would like to thank Allah SWT for the blessings and guidance in the completion of this thesis. The author had conducted a comprehensive research and hereby presents the result, titled “The Implementations of Qatarization towards less dependency on foreign workers in Qatar”. The author would like to express her gratitude to Prof. V. Bob Sugeng Hadiwinata, Drs., MA, M. Phil., Ph.D. as the supervisor of this research, for his kind assistance and guidance in giving the motivation and opportunity for the author to learn and enhance her analytical and writing skills.

This thesis is made to fulfill the requirements for a Bachelor Degree in the Faculty of Social and Political Sciences, Universitas Katolik Parahyangan, with the specific department of International Relations. The thesis contains the description, explanation, and analysis of the implementation of Qatarization towards fulfilling Qatar National Vision.

Finally the author hopes this thesis would reach other students or scholars outside the university, who have a keen interest on this topic as well. The author apologizes for any mistakes written in this thesis and for other things that are less pleasing.

Bandung, 20 September 2017

Sella Nathania Kusumah

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still laugh about it and chat away for hours though the time difference is still the reason we cannot do a video chat. And also Rere thank you for always being there for me and always ready to listen to my rant whenever though I might've bothered you a bit too much with it xD

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LIST OF ABBREVIATIONS

QNV	Qatar National Vision
QNDS	Qatar National Development Strategy
QP	Qatar Petroleum
QF	Qatar Foundation

CHAPTER I

INTRODUCTION

1.1 Research Background

The Middle East is well-known as a rich country with prosperous natural gas reserves mainly as income, that made Qatar known as the world's richest country thanks to its abundant natural gas reserves. Qatar has the third-largest reserves of natural gas in the world and has invested heavily in infrastructure aside from liquefying and exporting natural gas, another way to diversify its economy.¹

Qatar has been ruled by the Al-Thani family since independence from Great Britain in 1971. Qatar is endowed with 25 billion barrels of proven oil reserves. The oil and gas account for about 85 percent of export revenues and more than 50 percent of GDP. Qatar has permitted extensive foreign investment in its natural gas industry and in 2007 became the world's largest exporter of liquefied natural gas.²

Economically speaking, Qatar has made remarkable growth over the past few years. Qatar first discovered its natural gas reserves in 1971 and is expected to last

¹ Beth Greenfield. 2012. *FORBES*. <<http://www.forbes.com/sites/bethgreenfield/2012/02/22/the-worlds-richest-countries/>>

² 2014 Index of Freedom. n.d. *Qatar*. <<http://www.heritage.org/index/country/qatar>>

for at least 160 year.³ Qatar's natural gas reserves and gas production rank in 3rd place after Iran and Russia. Not to mention the richest country in the world with GDP per capita at USD 102.2k in 2012.⁴ Many nations enjoy Qatar's natural gas reserves, the United States for example, mainly depend on oil and gas from the Gulf while maintaining political stability and security in order for crisis not to arise.

Economic growth is also the main reason for the influx of expatriate workers. There is a total of 87% expatriate workers staying in Qatar with the rest of the percentage is made up by the Qataris. Male expatriate workers under the age of 20-39 make up about half of the population with many working in the private sectors while Qatari national dominate the public sector.⁵ Not to mention with Qatar hosting the upcoming 2022 World Cup, it is predicted that the population will reach 2 million by 2014 with expatriates dominating the number.⁶

Aside from economic growth, there is also political change in Qatar. On June 2013, Emir Sheik Hamad bin Khalifa al-Thani transfer his power to the crown prince Sheik Tamim bin Hamad al-Thani with the purpose that it is time for the younger generation to rule.⁷ This rarely happen in the Middle East where monarch family rule and leadership usually stay until the current ruler pass away and power is transferred. The newly appointed Emir is currently the youngest ruler in the

³ Qatar National Bank. (2013). *Qatar Economic Insight*. Doha-Qatar.

⁴ Qatar National Bank. 2013. *Qatar Economic Insight*. Doha-Qatar

⁵ *Ibid*

⁶ *Ibid*

⁷ Baker, A. 2013. Qatar's leadership shake-up: powerful Emir to step down for 33-year-old son. *TIME*. <<http://world.time.com/2013/06/24/qatars-leadership-shakeup-powerful-emir-to-step-down-for-33-year-old-son/>>

Middle East and there is interest as to whether or not he will be able to continue his father's reign that has transformed modern Qatar.

Sheik Hamad bin Khalifa al-Thani not only transformed Qatar to the way it is today but he also has a vision that is poured into the form of Qatar National Vision 2030. As quoted by Sheik Hamad bin Khalifa al-Thani “comprehensive development is our main goal in striving for the progress and prosperity of our people”⁸, the Emir firmly believes that the future of Qatar lies within the hands of the younger generation whilst not losing cultural and religious beliefs in the process of modernization. Qatar National Vision 2030 is made up of four development pillars; human development, social development, economic development and environmental development.

Environmental development focuses on the aspect of environment issues such as the effect of pollution, diminishing water and hydrocarbon resources or environmental degradation.⁹ The environment is an important aspect as there is a need of balance between economic growth and the environment in order to preserve the environment. Economic development focuses on the economy which needs to last long-term and also not to solely depend on the natural gas reserves. Encouragement to increase the number of entrepreneurs is needed also to invest in a sector aside from oil and gas. Qatar needs to have other economic revenue aside from natural gas reserves as it will not last long. Social development focuses on the aspect of well-being of the population. Qatar needs to preserve its national

⁸ Qatar General Secretariat for Development Planning. (2008). *Qatar National Vision 2030*. Doha, Qatar.

⁹ *Ibid*

heritage and Arab or Islamic cultural beliefs in order not to lose traditional values to modernization.¹⁰ Lastly, human development focuses on the ability of Qatari people to be able to shift the focus from natural gas reserves to other sector by providing education with world class system, health, placing educated Qatari national in private sector in order to slowly balance the amount of expatriate workers and also attract experienced expatriate workers to work in selected fields.¹¹

Education is a main priority in order to fulfill QNV 2030 as shown by the creation of Education City in 1996 that hosts branch campuses of five American universities such as Georgetown University School of Foreign Service in Qatar to name a few.¹² Education City was built with vision to encourage Qataris to be educated to face the ever changing world. Education has always been a great interest to Sheikha Mozah Bint Nasser Al-Missned, who is the second wife of the Emir, who chairs the Qatar Foundation. QF's mission is to prepare the people of Qatar and the region to meet the challenges of an ever-changing world, and to make Qatar a leader in innovative education and research.¹³

Education is an important aspect in making Qatarization to realization. Being part of the four development pillar of the National Vision, Qatarization is believed to be the solution to attract Qatari national to work in private sectors instead of public sector. However not every Qatari national can be placed easily as they need

¹⁰ *Ibid*

¹¹ *Ibid*

¹² Helen Ziegler & Associates. Education City in Qatar. *Helen Ziegler & Associates website*. <<http://www.hziegler.com/articles/education-city-in-qatar.html>>

¹³ *Ibid*

to be educated first and then is slowly train in the private sector before maintaining a permanent position. Qatar is not the only Gulf country that is encouraging national to work in the private sector. Other Gulf country such as Saudi Arabia, Oman, and Bahrain and so on is also trying to do the same thing which if out together is known as Gulfization or Khaleejization.¹⁴ As a part of QNV 2030, Qatar National Development Strategy 2011-2016 was developed as the first stage of making the QNV into realization.

1.2 Research Identification

It is no secret that many Middle East countries depend heavily on foreign assistance for development. This occurrence is the result of Western interference who believes the needs of assistance toward developing country. Over time, the number of foreign workers in developing countries increased surprising nationals. In Qatar, foreign workers make up almost half of the population showcasing that expatriates still dominate the labor force especially in the private sector. Qatari national mostly work in the public sector because of their personal interest or the earning is good. The government of Qatar is encouraging Qatari national to work in the private sector by organizing work expo that is targeted especially for Qatari national but is also welcome for foreign national.

In order to increase the employment in the private sector to slowly balance the number of foreign workers to that of Qatari national, there is a need to educate the younger generation in order to prepare for the upcoming future. Ensuring a

¹⁴ Aqoul. (2007). *Khaleejization: Background Information*.
<<http://www.aqoul.com/archives/2007/02/khaleejization.php>>

world-class education system and encouraging Qatari national to work in the private sector or Qatarization policy need to be done.

Qatarization policy derived from the idea of labor nationalization where nationals dominate the work force in a country rather than that of foreign workers in the private or public sectors. It is a strategic initiative that is proposed by the government in order to fulfill the goals of QNVV 2030 that are integral to the business plan of the public and private sector. The objective of Qatarization is to provide 50% or more Qatari with permanent employment in the public or private sector.¹⁵

Qatarization will surely succeed if there is involvement from the economy, the educational system and importantly the government. Maintaining the current economy is important as it ensures the future ahead. Economy has a pivotal role in determining in whether Qatarization will succeed or not because it might trigger as failure if Qatarization fails to maintain the current economy.

In making Qatarization a success and toward fulfilling QNV 2030, there are three aspects that play an important role: economy, education, and society. Looking at the society, there needs to be socialization to the Qatari national about the change of employment from the public sector towards the private sector in order to fulfill the goals of Qatarization.

¹⁵ Qatar Foundation. Qatarization. *Qatar Foundation website*.
<<http://www.qf.org.qa/content/about/jobs/qatarization>>

Qatar has been making major changes toward the education system. They are trying to attract more students to vocational schools and also working together with local university or college in order for Qatari national to continue seek education in the country instead of studying abroad. QF, for example, has accepted Qatari national into the staff and is reaching near the number to be fulfilled by 2016.¹⁶ University or colleges in Qatar also have to give privilege to Qatari national by accepting them first. Education in Qatar is also free for Qatari national which is an advantage in order to continue their education but the government has been trying to increase the number of students in training and vocational schools as it is still slow.

However with the rising number of foreign workers, there have been concerns regarding this issue. Especially unskilled foreign workers such as construction workers has been rising over the past few years with many projects and infrastructures to be completed such as the World Cup 2022 project that has been gaining attention worldwide being the first Middle East country to hold such an event. Much attention is being put to Qatar with issue regarding construction workers that reportedly die because of excessive working hours and unhealthy living environment.

Qatarization was formulated to be the solution to balance the number of foreign worker to Qatari national. It can be said that it is a process to develop human resources in order not to depend on foreign workers. However foreign

¹⁶ Qatar Foundation. January 9 2014. Qatar Foundation ahead of Qatarization targets. *Qatar Foundation Telegraph*, 102.

workers will not be excluded because skilled and experienced foreign workers will still be needed in order to guide the new employee. Experienced foreign workers will play a role in guiding the new employee and also act as the supervisor.

Looking from the social aspect, Qatarization will greatly benefit Qatari national because they are seen as the final product. Qatar can be said to pamper its citizens by not applying taxes to both Qatari and non-Qatari national. It is a safe country with very low criminal rate that even when going out and not locking the door, no incidents will happen. Qatar has tried very hard to create a safe living environment as mentioned in Article 19 in the Constitution of Qatar.¹⁷

The State of Qatar as the main actor in achieving its goal toward Qatarization plays a crucial role. Not only it has to predict the possibility of obstacles in the future, it also has to predict the solution to the obstacles. To achieve the goal of Qatarization, there are numerous aspects that must be fulfilled such as the economy, society and education. Regarding the economy, Qatar has been trying to increase the number of entrepreneurs within the country to increase employment and also create diversification within the labor force. By increasing the number of entrepreneurs, unskilled or unemployed workers might be able to get jobs that require minimum skills. Besides increasing the number of entrepreneurs, there has been movement to increase the number of enrollment in vocational and training schools. Students that graduate from vocational and training schools might

¹⁷ State of Qatar. (2003). Constitution of the State of Qatar. Doha-Qatar.

shorten the time that is needed to train the Qatari national that is expected to work in the private sector.

The state of Qatar is working together with local institution and international organization in order to achieve Qatarization within its timeframe by 2030. Consultation or advices are usually asked and cooperation with the private sector regarding the Qatarization policy is a must. Private sector are obliged to apply Qatarization within their working system, as Qatarization imply that at least half of the employee are Qatari national that is positioned within their experience. The government plays a role by making regulation that the private sector must also oblige to help Qatarization into realization by reaching a certain number by 2016.

The number of foreign workers in Qatar has exceeded prediction and makes up almost half of the population outnumbering Qatari national. To balance the number of foreign worker and Qatari national in the labor force especially in the private sector is one of the goals that are needed to accomplish through Qatarization. The outstanding number of foreign workers that boomed over the past few years is a trend that is expected to continue in the future because of many Qatar upcoming projects such as the World Cup 2022. The number of unskilled foreign workers such as construction workers is also increasing because of numerous infrastructure projects. However the influx of foreign workers, both skilled and unskilled, needs to balance with the number of Qatari national. One of the reasons why the focus of this research is on foreign workers is to see how Qatar can develop its own human resources while still working hand-in-hand with experienced foreign workers. Even though the goal of Qatarization is to put Qatari

national in the private sector but it does not mean that foreign workers will be diminished because skilled and experienced foreign workers will be needed in certain areas to guide and supervise the younger Qatari national that is expected to work in private sector.

Education is also an issue that is important towards Qatarization. Qatar is improving its education to strive towards an education system that reaches all aspect starting from kindergarten to university. Education has always been an important aspect toward a country's development including Qatar. There have been changes in the system such as the formation of Qatar University, Education City that houses many top-class universities from abroad in one location, increasing student enrollment in vocational and training school, and also research center are being built to accommodate research towards Qatar future development.¹⁸ Seeing that the education system in Qatar is changing toward a world-class education system to prepare the younger generation for the future, much thought need to be put towards the younger generation that does not want to continue their education or have interest to work in the public sector instead. There is also the issue of low enrollment in vocational and training school since many Qatari parents prefer to enroll their children in private international school than in public school.

The state of Qatar as the main actor in making Qatar National Vision 2030 into realization plays a vital role. Even though the National Vision was only

¹⁸Qatar General Secretariat for Development Planning. (2011). Qatar National Development Strategy 2011-2016. Doha-Qatar.

formulated in 2008, it has steadily put into realization since 2011 as the first stage. There will be cooperation needed with private sectors or organization in order to reach the expected goal. Qatarization is a part of Qatar National Vision 2030 goal that want to balance the amount of foreign workers with Qatari national working in the private sector which has exceeded expectation. The issue of Qatarization is interesting because it is way of Qatar's government to encourage its citizen to work in the private sector more rather than in the public sector. This goal can be said as a long-term goal because the number of young Qatari that is currently expected to work in the private sector later on are still learning and receiving education in order to prepare themselves for the labor force.

1.2.1 Research Limitation

In order to maintain focus of the research, there need to be limits in order to maintain the structure of the paper. Regarding this research, the focus will be about Qatarization which is a part of Qatar National Vision 2030 that was first formulated in 2008. In order to achieve the goals of Qatar National Vision 2030, the first step of the plan is the National Development Strategy for the State of Qatar 2011-2016 that focuses on Qatar's economic, social, environment, and cultural development¹⁹ was developed as the first stepping stone to reach the goals of the Qatar National Vision 2030. However as the first stage of the National Development Strategy span from the year 2011 to 2016, the writer will mainly use the timeframe from 2011-2016. The data that is released within the timeframe set

¹⁹ Qatar General Secretariat for Development Planning. (2011). Qatar National Development Strategy 2011-2016. Doha-Qatar.

by the government is going to be helpful to this research and articles or statement that is released regarding NDS is also going to be included as it might help in this research.

1.2.2 Research Question

The research question is: How does Qatarization introduced by the government of Qatar can contribute to reduce the dominance of foreign workers in Qatar as stated in Qatar National Vision 2030?

1.3 The Purpose and Benefit of the Research

The purpose of this research is to describe and analyze the impact that Qatarization will have on foreign workers especially in the private sector and whether Qatarization is the solution to balance the number of foreign workers to Qatari national. This research is to further understand about Qatarization: the issue and challenges it may face, the actions taken to solve it, and the changes it will have on Qatar's future. This research can be used for further reading or source for those who are interested in the topic.

1.4 Theoretical Framework

There are four major classical theory traditions in IR, namely realism, liberalism, international society, and international political economy. Currently, there are several contemporary approaches and debates, as follows: international political economy; contemporary debates, social constructivism, post-positivism in IR, and foreign policy. However, contemporary IR is not only concerned with

political relations between states but also focused on other key issues such as economic interdependence, international organizations, transnational corporations, human rights, gender inequalities, the environment, international terrorism, underdevelopment, and so forth.²⁰

In this research, globalization theory is used as the grand theory in accordance with the topic of this research. Globalization as a theory argues that states and societies are increasingly being ‘disciplined’ to behave as if they were private markets operating in a global territory. ‘Disciplinary’ forces affecting states and societies are attributed to the global capital market, transnational corporations (TNCs), and structural adjustment policies of the International Monetary Fund (IMF) and World Bank, which are all driven by neo-liberal economic ideology.²¹

According to Richard J. Payne, globalization can also be defined as

“refers to shrinking distances among its continents, a wider geographical sense of vulnerability, and a worldwide interconnectedness of important aspects of human life, including religion, migration, war, finance, trade, diseases, drugs, and music. Globalization implies a significant and obvious blurring of distinctions between the internal and external affairs of countries and the weakening of countries.”²²

Globalization makes nations closer even though they are far apart. The migration of people in terms of globalization can be seen as a development towards modernized society. Economic globalization refers to

²⁰ Jackson, R., & Sorensen, G. 1999. *Introduction to International Relations*. Oxford: Oxford University Press.

²¹ The IR Theory. IR Paradigms, Approaches and Theories. *The IR Theory website*. Accessed on September 7, 2017. <<http://www.irtheory.com/know.htm>>

²² International Relations org. Globalization. *International Relations org. website*. Accessed on July 13 2017. <<http://internationalrelations.org/globalization/>>

“the increasing interdependence of world economies as a result of the growing scale of cross-border trade of commodities and services, flow of international capital and wide and rapid spread of technologies. It reflects the continuing expansion and mutual integration of market frontiers...”²³

Globalization is a process fostered by liberalized international trade and innovations in information technology and communication, which has been promoted and managed to a greater or lesser degree by international institutions, multinational corporations, national governments, international nongovernmental organizations, and even individuals with access to the internet. Economic interdependence remains the most obvious and significant manifestation of globalization.²⁴ The spread and intensification of economic, social, and cultural relations across international borders is also globalization.²⁵ A growing level of economic interconnections between two national economies is one aspect of economic globalization. It involves a qualitative shift towards world economy that is no longer based on autonomous national economies; rather, it is based on a consolidated global-market place for production, distribution and consumption.²⁶

Globalization differs from globalism in term that globalization refers to the increase or decline in the degree of globalism, it focuses on the forces, the dynamism or speed of changes. While the latter seeks to describe and explain a

²³ *ibid*

²⁴ Atkinson, David. March 2, 2011. Globalization. *Oxford Bibliographies*. Accessed on September 13, 2017. <<http://www.oxfordbibliographies.com/view/document/obo-9780199743292/obo-9780199743292-0009.xml>>

²⁵ Jackson, R., & Sorensen, G. p. 206.

²⁶ *ibid*

world that is characterized by networks of connections that span multi-continental distances.²⁷

The researcher would like to explore the theory of interdependence, dependency, and modernization. Interdependence means mutual dependence; peoples and governments are affected by what happens elsewhere, it also reflects the process of modernization which usually increases the level of interdependence between states.²⁸ The complex interdependence between states imply a much more friendly and cooperative relationship. According to Keohane and Nye, several consequences follow²⁹: (1) states will pursue different goals simultaneously and transnational actors, such as NGOs and transnational corporations, will pursue their own separate goals free from the state control; (2) power resources will most often be specific to issue areas; (3) the importance of international organizations will increase.

Modernization theory emerged in the 1950s as an explanation of how the industrial societies of North America and Western Europe developed. The theory argues that societies develop in fairly predictable stages through which they become increasingly complex. Development depends primarily on the importation of technology as well as a number of other political and social changes.³⁰ It is a

²⁷ Nye, Joseph. April 15, 2002. Globalism Versus Globalization. *The Globalist*. Accessed on September 13, 2017. <<https://www.theglobalist.com/globalism-versus-globalization/>>

²⁸ Jackson, R., & Sorensen, G. p. 114.

²⁹ / Jackson, R., & Sorensen, G. p. 117.

³⁰ Crossman, Ashley. March 2, 2017. Understanding Modernization Theory: A Brief Overview. *ThoughtCo*. Accessed on September 13, 2017. <<https://www.thoughtco.com/modernization-theory-3026419>>

belief that industrialization and economic development lead directly to positive social and political change.³¹

Globalism believes that in order to reach modernization, state must look into their historical perspectives as every state has a different starting point than the other. Economic factors are important in order to achieve positive results and that cooperation between non-state actors is as important as state actors.

1.5 Research Method and Data Collecting Technique

Research method is a procedure or a way used to achieve a certain objectives conducted in a particular research.³² The research will be descriptive-qualitative. Descriptive research attempt to understand the problem by illustrating facts and relations between phenomena systematically and accurately. Qualitative research uses words to analyze and explain phenomena or collected documents.³³ The qualitative approach is chosen due to the nature of the qualitative approach to answer the “how” question of the research question and to produce a detailed description and “rounded understandings” which based on an interpretation the perspectives of the participants in the social settings.³⁴

³¹ Berman, Sheri. What to Read on Modernization Theory. *Foreign Affairs*. Accessed on September 13, 2017. <<https://www.foreignaffairs.com/articles/2009-03-12/what-read-modernization-theory>>

³² Singarimbun, Masri and Sofian Effendi. (1989). *Metode Penelitian Survei*. Jakarta: LP3ES.

³³ D. Suhadjo. (2003). *Metoda Penelitian dan Penelitian Laporan Ilmiah*. Yogyakarta: UII Press, p. 12.

³⁴ Snape, Dawn and Liz Spencer. The Foundations of Qualitative Research in Ritchie, Jane and Jane Lewis (ed.). (2003). *Qualitative Research Practice, A Guide for Social Science Students and Researchers*. London: Sage Publication, p. 4.

Data collection will include any written materials that contain information about the phenomena that researcher wish to study.³⁵ Some are primary documents, or people's first hand accounts of their experience in a particular events. Others are secondary documents, by people who received the information necessary to compile the document by interviewing or reading primary documents, but were not present in particular event. In addition to personal writings and organizational files, a third major area of documents is the printed and electronic mass media, including books, journals, articles, reports and the internet. The writer uses literature study technique to find data significant to the research, which consists of theories taken from books, journals and articles.

1.6 Research Structure

The research structure consist of five following chapters, namely:

Firstly, introducing the research topic chosen by the researcher comprises research background, research identification, research limitation, research question, the purpose and benefit of the research, theoretical framework, research method and data collecting technique, and research structure.

Secondly, describe the national interest of Qatar in taking Qatarization as a solution to develop human resources. The analysis will look at the history and economic development of Qatar especially regarding the oil and gas sector over the year also regarding the labor force that is present in the country.

³⁵ Kenneth D. Bailey. (1987). *Methods of Social Research*. The Free Press, a division of Macmillan Inc., USA.

Third, elaborate on Qatar's dependency on foreign workers over the years and whether there are threats to national security regarding the overflowing population of foreign worker. Qatar's law or constitution regarding foreign workers is also going to be discussed in this chapter.

Fourthly, analyze and connect the dot from the concept of globalization to Qatarization. The main focus will be how globalization is used to explain the dependency on foreign human resource and what policy are develop in order to support Qatarization into realization. **Fifth**, conclusion.