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Dissertation

Title	<i>WORK ENGAGEMENT ANTECEDENTS AND CONSEQUENCES ACROSS GENERATIONS IN THE UNITED ARAB EMIRATES</i>
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Abstract	Drawing upon generational differences and work engagement literatures, this research examines the antecedents and consequences of work engagement in the context of the UAE, and the moderating effect of generational membership. Statistics predicted that in the year 2015, 45% of the UAE labor market was comprised by individuals born between 1980 and 1999, known as the Y Generation. However, little is known about generational differences in the UAE, in particular among members of the Y Generation with respect to work engagement. Whereas organizations need suitable human resources practices and tools to ensure the consistency and growth of the three generations that are operating together for the first time in the current UAE labor market. This research accordingly identifies and examines organizational antecedents and associated consequences of work engagement in relation to both the current state of employment in the UAE and its broader culture, and the current literature on generational differences. As it also examines the moderating effect of generational membership on the hypothesized relationship of identified antecedents and consequences of work engagement. A review of the literature identifies four key organizational antecedents, namely, job characteristics (performance feedback and job autonomy), rewards, corporate social responsibility and work/life balance. These have been found to be of great importance in the context of generations. Furthermore, the literature identifies three consequences of work engagement in the context of organizations and generations, namely, organizational commitment, organizational citizenship behavior and intention to leave. These factors have been evaluated with regard to generational membership and associated differences in the UAE.