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Entitled

*ANTECEDENTS OF EMPLOYEE ENGAGEMENT IN A MULTICULTURAL WORK ENVIRONMENT: THE CASE
OF THE UAE*

by

Khamis Khalfan Khamis Khalfan AlZahmi

Faculty Advisor

Dr. Mohammed A. Al Waqfi, Department of Business Administration
College of Business and Economics

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Abstract

This dissertation investigates the antecedents of employee engagement within a multicultural work environment in the United Arab Emirates (UAE). In 2017, the UAE had launched the corporate happiness and positivity initiative across organizations whereas employee engagement would be considered as one of the core drivers and enablers for this vision. Existing research indicate that employee engagement is a key factor leading to an organization's success and competitiveness. Employee engagement is believed to lead to many benefits to both the organizations and employees. These benefits may include better financial results and improved performance for the organization as well as improved productivity and performance, employee wellbeing, and career success for employees. Many research studies show that organizations with engaged employees have higher shareholder returns, profitability, productivity, and customer satisfaction. This study applied a quantitative approach using a large-scale sample survey questionnaire. The Structural Equation Modelling (SEM) was used to analyse the collected data from 1033 employees from various organizations. This study empirically examined several individual-level antecedents of employee engagement. The results revealed that self-efficacy, person-job fit, and relationship with supervisor positively influenced the employee engagement. Likewise, several organizational-level antecedents of employee engagement were empirically examined and results revealed that organizational support and job security positively influenced the employee engagement in the UAE work context. The findings of this study contribute to the literature by expanding the knowledge of the determinants of employee engagement, especially in multicultural work environments such as the case in the UAE. This was achieved by developing a theoretical model that was tested empirically and found to be fit and suitable for the UAE various workplace settings. The empirical findings of this study will benefit both practitioners and academics to initiate and develop effective strategies to increase the employee engagement which is expected to lead to higher organizational productivity, performance improvement and success for the organization and its people in today's highly competitive world business environment. Due to scarcity of research studies on employee engagement in cross-cultural work contexts such as the case in the UAE, we believe that this research study would be an important step towards building knowledge on essential determinants and antecedents of employee engagement. In spite of the consensus on employee engagement importance and benefits, there is no universal agreement on what leads employee to become engaged in various work contexts. This research study had developed employee engagement model and empirically tested the model in order to have better understanding of the employee engagement in the context of the UAE and similar contexts. It is hoped that the results obtained from this study will help to develop effective strategies to increase the level of employee engagement across organizations in the country and to be among the top world leading countries as stated UAE's vision.

Keywords: Employee Engagement, Antecedents of Employee Engagement, UAE Multicultural Work Environment, Individual Level Antecedents of Employee Engagement, Organizational Level Antecedents of Employee Engagement.