



**The College of Graduate Studies and the College of Business & Economics Cordially Invite You to a**

**DBA Dissertation Defense**

Entitled

***AN INVESTIGATION INTO KNOWLEDGE TRANSFER FROM  
EXPATRIATES TO UAE NATIONALS: ORGANIZATIONAL AND  
INDIVIDUAL FACTORS MOTIVATING KNOWLEDGE-SHARING  
BEHAVIOUR IN UAE ORGANIZATIONS***

by

**Amna Khamis Alnakhi**

Faculty Advisor

**Dr. Mohamed Alwaqfi, Department of Leadership  
and organizational agility**

**College of Business and Economics**

Date & Venue

**9:00 am**

**Wednesday, 13<sup>th</sup> 2019**

**Room 2021, H3 Building**

**Abstract:**

This study intends to identify the factors that influence knowledge sharing between individuals in the United Arab Emirates (UAE) context, specifically knowledge sharing from expatriates to UAE citizens, at both an individual and organizational level. This research aims to highlight the determinants of knowledge-sharing behaviors and the role of interpersonal relations (social trust) in the knowledge transfer process. These factors can subsequently be considered by organizations and human resource (HR) practitioners to facilitate the successful implementation of knowledge-sharing behavior and knowledge transfer in UAE organizations and support UAE's Emiratization policies and processes.

This, in turn, can lead to higher organizational productivity, as well as a higher Emiratization percentage over time, improved performance, and greater success for the organization and individuals in today's highly competitive global business environment.

Data was collected through a quantitative method using a survey of a large sample of employees from various UAE organizations. Data was analyzed using different quantitative tools to determine the key factors driving knowledge sharing between individuals in the UAE. This study used a large-scale sample survey questionnaire. Structural equation modeling (SEM) was used to analyze the data collected from 406 employees in a variety of organizations and industries.

In 2015, the UAE launched the 2021 plan initiative, whereby the UAE economy is to be in the hands of UAE nationals. Emiratis are to be considered as one of the key drivers and enablers of this vision. Existing research highlights individual knowledge sharing as one of the drivers of learning between employees. The study also identified the factors that make sharers – expatriates – share their knowledge with recipients of knowledge – UAE nationals – to successfully receive knowledge in order for the Emiratis to execute their jobs at a professional level and enhance their contribution to the organization's overall accomplishments and to the UAE economy as a whole.

The results reveal that leader support for knowledge sharing as well as the incentive and reward system are effective factors to enhance individual knowledge sharing. Likewise, several individual-level factors were examined, and the results reveal that self-efficacy, mutual reciprocity, and altruism positively influence employee engagement in knowledge-sharing behavior at the workplace in a UAE context.

The current study also revealed the important role of interpersonal

relationship (social trust) as one of main driver for knowledge sharing behavior, and that it is feasible for organization to attain by creating organizational culture and structure which motivates social interaction and trust among expatriates and UAE local workers.

Existing research highlights individual knowledge sharing as one of the drivers of learning between employees. If organizations' leaders start considering that sharing of knowledge at their level is a very important weapon, strategies would be set correctly, and appropriately skilled candidates hired from among expatriates to join the UAE job market.

These findings contribute to the literature on this subject by expanding knowledge on the determinants of knowledge sharing, especially in a multicultural work environment such as the UAE. The findings can be of benefit to both organizational leaders and HR practitioners & UAE policy makers in order to develop effective strategies to increase expatriate employees' knowledge-sharing behavior with their Emirati colleagues. This, in turn, can lead to higher organizational productivity, as well as a higher Emiratization percentage over time, improved performance, and greater success for the organization and individuals in today's highly competitive global business environment.

**Keywords:**

**Knowledge transfer, knowledge sharing, interpersonal relations, social trust, United Arab Emirates, Emiratization, self-initiated expatriates.**