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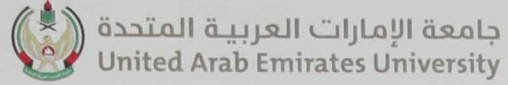
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College of Business and Economics

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

Khamis Khalfan Khamis Khalfan Al Zahmi

This dissertation is submitted in partial fulfilment of the requirements for the degree of Doctorate of Business Administration

Under the Supervision of Dr. Mohammed Al Waqfi

May 2018

Declaration of Original Work

I, Khamis Khalfan Khamis Khalfan Al Zahmi, the undersigned, a graduate student at the United Arab Emirates University (UAEU), and the author of this dissertation entitled *"Antecedents of Employee Engagement in a Multicultural Work Environment: The Case of the UAE"*, hereby, solemnly declare that this dissertation is my own original research work that has been done and prepared by me under the supervision of Dr. Mohammed Al Waqfi, in the College of Business and Economics at UAEU. This work has not previously been presented or published, or formed the basis for the award of any academic degree, diploma or a similar title at this or any other university. Any materials borrowed from other sources (whether published or unpublished) and relied upon, or included, in my dissertation have been properly cited and acknowledged in accordance with appropriate academic conventions. I further declare that there is no potential conflict of interest with respect to the research, data collection, authorship, presentation and/ or publication of this dissertation.

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Approval of the Doctorate Dissertation

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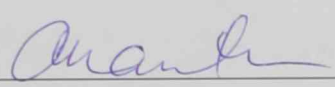2) Co-advisor: Dr. James Ryan

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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 launched the corporate happiness and positivity initiative across organizations where employee engagement was considered as one of the key drivers and enablers of this vision. Existing research indicates that employee engagement is a major factor leading to organizational success and competitiveness. Employee engagement is believed to lead to many benefits for both the organizations in question and their employees. These benefits can include better financial results and improved performance through increased productivity and performance, employee wellbeing, and the perceived career success of employees. Many research studies show that organizations where employees feel engaged have increased shareholder returns, greater profitability, higher productivity, and also higher levels of customer satisfaction.

The purpose of this study is to examine the effect of individual characteristics and organizational factors on employee engagement. It aims to identify the main individual and organizational antecedents that determine the level of employee engagement in the public, private and mixed sectors in the UAE.

This study applied a quantitative approach by using a large-scale sample survey questionnaire. Structural Equation Modelling (SEM) was used to analyse the data collected from 1,033 employees in a variety of organizations. This study empirically examined several individual-level antecedents of employee engagement. The results revealed that self-efficacy, person-job fit, and relationships with supervisor positively influenced employee engagement. Likewise, several organizational-level antecedents of employee engagement were examined and the empirical results revealed that organizational support and job security positively influenced employee engagement in the workplace in a UAE context.

These findings contribute to the literature on this subject by expanding knowledge on the determinants of employee engagement, especially in a multicultural work environment such as in the case of the UAE. This was achieved by developing a theoretical model and testing it empirically. It was found to be a fit and suitable model for a variety of the UAE's workplace contexts. The findings can be of benefit to both

practitioners and academics in order to develop effective strategies to increase employee engagement. This, in turn, can lead to higher organizational productivity, improved performance and greater success for the organization and individuals in today's highly competitive global business environment.

Due to a scarcity of studies on employee engagement in cross-cultural work contexts, such as we find in the UAE, we believe that this study is an important step towards building knowledge on the essential determinants and antecedents of employee engagement. Despite a general consensus on the importance of employee engagement and its concomitant benefits, there is no universal agreement as to what exactly leads an employee to become engaged with their various work contexts. This study developed an employee engagement model and empirically tested the model in order to have a better understanding of employee engagement in the UAE and other similar contexts. It is hoped that the results can help to develop effective strategies to increase the level of employee engagement across organizations in the country and help the UAE in its drive to become a leading country in terms of business practices and in line with the country's clearly stated vision.

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

Title and Abstract (in Arabic)

**محددات الاندماج الوظيفي واشراك الموظفين في بيئة عمل متعددة الثقافات: دراسة ميدانية
في دولة الإمارات العربية المتحدة**

الملخص

تهدف هذه الدراسة إلى تحديد عوامل و محددات الاندماج الوظيفي واشراك الموظفين في
بيئة عمل متعددة الثقافات في دولة الإمارات العربية المتحدة. في عام 2017، أطلقت دولة
الإمارات العربية المتحدة مبادرة السعادة والايجابيه لدى المنظمات و المؤسسات في جميع
القطاعات، في حين أن إشراك وادماج الموظفين سيعتبر واحدا من العوامل الاساسية والممكنة
لهذه الرؤية. وتشير البحوث الحالية إلى أن إشراك الموظفين هو عامل رئيسي يؤدي إلى نجاح
المنظمة ورفع قدرتها على المنافسة. ويعتقد أن إشراك وادماج الموظفين يؤدي إلى العديد من
الفوائد لكل من المنظمة والموظفين. وقد تشمل هذه الفوائد نتائج مالية أفضل وأداء محسن للمنظمة
وكذلك تحسين الإنتاجية والأداء، ورفاهية الموظفين، والنجاح الوظيفي للموظفين. وتظهر العديد
من الدراسات البحثية أن المنظمات والمؤسسات ذات الموظفين الاكثر اشراكا و ادماجا بالعمل
يكون لديها مستوى عوائد أعلى وكذلك مستويات ربحية وإنتاجية ورضا للعملاء بدرجة افضل
نسبيا من المنظمات التي يكون مستوى اشراك الموظفين لديها اقل.

الغرض من هذه الدراسة هو دراسة تأثير الخصائص الفردية و المؤسسية على إشراك
الموظفين. وتهدف إلى تحديد العوامل الرئيسية لاشراك وادماج الموظفين على المستوى الفردي
و على المستوى المؤسسي لتحدد مستوى ادماج و انخراط الموظفين بعملهم في القطاعين العام
والخاص والمختلط في دولة الإمارات العربية المتحدة.

طبقت هذه الدراسة نهجًا كميًا باستخدام استبيان على عينة مسح واسع النطاق. تم استخدام
نموذج المعادلات الهيكلية (SEM) لتحليل البيانات التي تم جمعها من 1033 موظف من مختلف
المؤسسات. بحثت هذه الدراسة تجريبيا عدة محددات لإشراك الموظف على مستوى الفرد و
أوضحت النتائج أن مستوى الشعور بالفاعلية الذاتية لدى الموظف ودرجة الانسجام بين العامل
والوظيفة وكذلك مستوى الدعم الذي يتلقاه الموظف من مديره المباشر قد أثرت إيجابيا على
مستوى الاشراك والاندماج الوظيفي. وبالمثل ، تم اختبار العديد من العوامل المؤثرة على مستوى
اشراك وادماج الموظفين على مستوى المنظمة وكشفت النتائج أن الدعم المؤسسي والأمن
الوظيفي أثرا بشكل إيجابي على اشراك و ادماج الموظف في سياق العمل في دولة الإمارات
العربية المتحدة.

تساهم نتائج هذه الدراسة في نشر العلم والمعرفه من خلال توسيع فهم محددات وعوامل
الاندماج الوظيفي واشراك الموظفين في بيئة عمل متعددة الثقافات مثل دولة الإمارات العربية
المتحدة. وقد تحقق ذلك من خلال تطوير نموذج نظري تم اختباره تجريبيًا ووجد أنه مناسب لبيئات
العمل المختلفة في دولة الإمارات العربية المتحدة. ومن المؤمل ان تفيد النتائج التجريبية لهذه

الدراسة كلاً من الممارسين والأكاديميين لبدء وتطوير استراتيجيات فعالة لزيادة إشراك وادماج الموظفين والتي من المتوقع أن تؤدي إلى زيادة الإنتاجية المؤسسية وتحسين الأداء والنجاح للمؤسسة وموظفيها في بيئة الأعمال الحاليه ذات التنافسية العالمية.

ونظرا لندرة الدراسات البحثية حول إشراك وادماج الموظفين في سياق بيئه عمل متعددة الثقافات مثل الحالة في دولة الإمارات العربية المتحدة، فإننا نعتقد أن هذه الدراسة البحثية ستكون خطوة هامة نحو بناء المعرفة حول المحددات و العوامل الأساسية لمشاركة و ادماج الموظفين بعملهم في بيئه متعددة الثقافات. وعلى الرغم من توافق الآراء حول أهمية وفوائد اشراك وادماج الموظفين، لا يوجد اتفاق عام حول ما يقود الموظف إلى المشاركة الفعاله و الانخراط في العمل. وقد وضعت هذه الدراسة البحثية نموذج إشراك و ادماج الموظفين واختبرت النموذج تجريبيا من أجل فهم أفضل لمفهوم الاندماج الوظيفي واشراك الموظفين في سياق دولة الإمارات العربية المتحدة وسياقات مماثلة. ومن المؤمل أن تساعد النتائج التي تم الحصول عليها من هذه الدراسة في تطوير استراتيجيات فعالة لزيادة مستوى إشراك وادماج الموظفين في مؤسسات و منظمات الاعمال بالدولة لتكون من بين رواد الدول في العالم وفقًا لرؤية دولة الإمارات العربية المتحدة.

مفاهيم البحث الرئيسية: ادماج الموظفين،الادماج والارتباط الوظيفي، محددات و عوامل ادماج الموظفين، بيئة عمل متعددة الثقافات، الإمارات العربية المتحدة، محددات ادماج الموظفين على المستوى الفردي، محددات ادماج الموظفين على المستوى المؤسسي.

Acknowledgements

(In the name of Allah, the Most Gracious, the Most Merciful)

As my Doctoral journey reaches its conclusion, it is the time to acknowledge the support that I have received throughout this rewarding and enriching experience.

First of all, thanks to Almighty Allah for giving me the strength and ability to pursue this research and to successfully complete this dissertation.

I would like to express my gratitude to my supervisor Dr. Mohammed Al Waqfi for his unwavering support, guidance and supervision during the research. I wish to extend my sincere thanks to my co-advisor Dr. James Ryan for his valuable feedback on the preparation of this dissertation, and also give special thanks those in the DBA office: Professor Mohamed Madi, Dr. Amany Elanshasy and Dr. Rihab Khalifa for their support during this challenging process.

I wish also to record my appreciation to the organizations and respondents who participated in the research by giving up their precious time to complete the research questionnaire and thus enable me to complete this dissertation.

My deepest thanks goes to my family for their patience and understanding. I also want to extend this gratitude to all my friends, colleagues and others who helped me on the way – Thank you all.

Last but not least, this is not the end of my academic journey but heralds a new beginning as I seek to continue my research and embark on further journeys in academia.

Dedication

To our beloved country, the UAE. We pledge to serve you with pride.

To our visionary leadership. We affirm our loyalty.

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List of Abbreviations

AVE	Average Variance Extracted
CCC	Cross-Cultural Competence
CFA	Conformity Factor Analysis
CMB	Common Method Bias
CR	Composite Reliability
CV	Civic Virtue
EE	Employee Engagement
EFA	Exploratory Factor Analysis
GC	Group Cohesiveness
GCC	Gulf Cooperation Council
HRM	Human Resource Management
JD-R	Job Demands–Resources (JD-R) Model
JS	Job Security
MSV	Maximum Shared Variance
OCB	Organizational Citizenship Behaviour
OS	Organizational Support
PCF	Psychological Contract Fulfilment
PJF	Person-Job Fit
R-Square	Coefficient of Determination
RWS	Relationship with Supervisor
SCT	Social Cognitive Theory
SE	Self-Efficacy
SEM	Structural Equation Modelling
SET	Social Exchange Theory

UAE	United Arab Emirates
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor
WO	Work Overload

Chapter 1: Introduction

This introductory chapter provides background on the current, research-based study on employee engagement. It deals with the research problem, objectives, purpose and goals. The research questions will be presented and the significance of the study will be highlighted. Finally, the scope of the research and the expected deliverables and contribution to existing knowledge will be discussed.

1.1 Overview

Employee engagement is an important concept in human resource management and organizational development. Numerous research studies have demonstrated that employee engagement provides a variety of positive outcomes for both organizations and employees (Bakker & Leiter, 2010; Harter, Schmidt, & Hayes, 2002; Lucia Barbosa de & Juliana da Costa, 2017; Rich, Lepine, & Crawford, 2010; Alan M. Saks, 2017; Alan M. Saks & Gruman, 2014; Wilmar B Schaufeli, 2017; Truss, Alfes, Delbridge, Shantz, & Soane, 2013).

Engaged employees have the energy and motivation to drive speedy career development, resulting in better job opportunities, promotions, and salary increases, as well as many other benefits. Most importantly, research has shown that engaged employees experienced a much more positive life and work balance than non-engaged workers and had better psychological, emotional, mental and physical health (Bakker & Leiter, 2010; Gruman & Saks, 2011; Harter et al., 2002; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; Truss et al., 2013).

The positive gains of employee engagement are not limited to the individuals and their career success, but also reduces the desire to quit the job, bring down absenteeism levels and so extends these gains to the organizational level as well.

Organizations with engaged employees experience increased financial results and better performance with concomitant improvements in organizational citizenship behavior, safety, employee turnover, productivity and profitability, all as a result of implementing employee engagement programs and strategies in the workplace (Bakker & Leiter, 2010; Harter et al., 2002; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; B. Shuck, 2011; Truss et al., 2013). It has been clearly shown in both previous and recent literature that employee engagement is an essential element for the successful management of human resources management and the development of both organizational and individual workplace strategies (Bakker & Leiter, 2010; Gruman & Saks, 2011; Harter et al., 2002; Jena & Pradhan, 2017; Niferklafehn, 2017; Rothmann & Rothmann Jr, 2010; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; B. Shuck, 2011; Truss et al., 2013).

1.2 Research Problem

Despite the expected benefits of employee engagement reported in previous research studies, many organizations still do not recognize its importance, or do not know how to engage their employees due to a lack of effective employee engagement strategies and programs in the workplace. Therefore, a key question that needs to be addressed is the following. What are the main antecedents that persuade employees to become more engaged in the workplace?

Several well-known management consultants and surveying companies, such as the Gallup Organization, have researched employee engagement on a worldwide scale, and have indicated that employee engagement is increasingly becoming a matter of great concern to the international business community. A worldwide employee engagement survey suggested that only 13% of employees are engaged with their jobs,

while the remaining 87% are either not engaged or indifferent to their jobs. Worst of all are those employees considered as actively disengaged (Crabtree, 2013).

The Gallup Employee Engagement Report on the "State of the Global Work Place" highlighted critical findings from a study of 142 countries. It indicated that 24% of employees were actively disengaged with negative attitudes that pose a risk to their organizations. Actively disengaged employees accounted for almost double the number of engaged employees. This is a matter of serious concern to the international business community (Gallup, 2013).

Unfortunately, the highest levels of active disengagement in the world are in the Middle East and North Africa (MENA) region, which has an alarming rate of 90% disengagement among employees (including 35% classed as actively disengaged). This leaves only 10% of the workforce who can be considered as fully engaged employees (Gallup, 2013).

Despite high standards of living in Gulf Cooperation Council (GCC) countries, especially in the UAE, only 26% of employees in the United Arab Emirates (UAE) are engaged with their jobs, while 74% are considered as being disengaged or indifferent (14% are actively disengaged). This contrasts poorly with a country like Panama which has achieved the highest rate of employee engagement in the world with 37% of employees actively engaged employees, while only 12% were actively disengaged (Gallup, 2013).

This surprising result from the worldwide State of Employee Engagement Study is worrying for the UAE and informs the main drive of this study on employee engagement antecedents in the UAE. It seeks to answer the key research question: what are the main factors and antecedents that result in employees becoming engaged in the context of the UAE workplace?

1.3 Research Objectives

Human Resource Management (HRM) is a subject of great interest to organizations, especially the area of employee engagement. My own work experience and observations over the past two and a half decades in a leading UAE corporation have demonstrated the potential positive effects of effectively implementing different employee engagement programs and initiatives. Such programs and initiatives result in improved performance at both the individual and company levels. Therefore, the various aspects of, and insights into, employee engagement as a key practice in Human Resources Management (HRM) will be examined here by first reviewing the existing literature to identify key antecedents and determinants of employee engagement at both the individual and organizational levels in the UAE.

This study aims to develop and empirically test a model of individual and organizational level antecedents of employee engagement in a multicultural work environment. The results are expected to be useful from both a practical and theoretical perspective. Understanding the antecedents of employee engagement will help in developing effective strategies to enhance the employee engagement and gain the related organizational benefits of having fully engaged employees. Several practices in different organizations have shown positive improvements. The Towers Perrin study demonstrated that companies with engaged employee had a 6% higher net profit margin (Truss et al., 2013). Also, Kenexa's research study of employee engaged companies suggested a five-fold increase in shareholder returns over a five year period (Truss et al., 2013).

It has been demonstrated throughout the literature review that employee engagement practices can have a positive impact on employee and organizational performance and success. On the other hand, the literature review also highlighted

limitations and gaps, particularly the scarcity of research studies on employee engagement in the context of the UAE. This study can bridge the research gap by specifically examining the impact of employee engagement in a multicultural workplace in UAE private and public sector organizations. In addition, it adds knowledge to the literature in addressing the antecedents of employee engagement in a multicultural work environment as the UAE represents an excellent context to this study with its diversified multicultural workforce.

This study will provide insights into the factors that impact on levels of employee engagement in organizations operating in the UAE, or in similar contexts. Exploring employee engagement through a research study in the unique context of the UAE may well provide different, significant and interesting findings than we might find elsewhere. The results will also help us towards a better understanding of the determinants of employee engagement in this context. Therefore, the main objective of this study is to assess both individual and organizational antecedents of employee engagement in a multicultural work environment in the UAE.

1.4 Research Purpose

The purpose of this research is to examine the effect of individual characteristics and organizational factors on employee engagement in the context a multicultural work environment in the UAE. The study will identify the main individual and organizational antecedents that determine the level of employee engagement in a multicultural work environment in public, private or mixed sector organizations in the UAE.

1.5 Research Goals

This employee engagement study aims to achieve the following goals:

1. To examine individual level characteristics and factors that affect employee engagement at the individual level in a UAE context.

2. To examine organizational level factors and antecedents that affect employee engagement at the organizational level in a UAE context.

3. To examine the possible impact of workforce diversity and a multicultural work environment on employee engagement in a UAE workplace.

4. To use the findings from points 1-3 (above) to develop and empirically test a model framework outlining the key factors required to improve and increase levels of employee engagement in a multicultural work environment in the UAE.

1.6 Research Questions

This employee engagement study aims to answer the following research questions (RQs):

RQ 1: Is there a relationship between self-efficacy and employee engagement?

RQ 2: Is there a relationship between an employee's level of person-job fit and his/ her level of employee engagement?

RQ 3: Is there a relationship between the perceived employee-supervisor relationship and the employee's level of engagement?

RQ 4: Is the relationship between an employee's perceived employee-supervisor relationship and his/ her employee engagement moderated by his/ her nationality (e.g. Emirati or expatriate)?

RQ 5: Is there a relationship between cross-cultural competence and employee engagement in a UAE work context?

RQ 6:   Is there a relationship between an employee's level of civic virtue and his/ her level of employee engagement?

RQ 7: Is there a relationship between perceived organizational support and an employee's level of engagement?

RQ 8:   Is there a relationship between group cohesiveness and an employee's level of engagement?

RQ 9: Is there is a relationship between psychological contract fulfilment and an employee's level of engagement?

RQ 10: Is there a relationship between perceived job security and an employee's level of engagement?

RQ 11: Is the relationship between perceived job security and an employee's engagement moderated by his/ her nationality (e.g. Emirati or expatriate)?

RQ 12: Is there a relationship between work overload and employee engagement?

1.7 Research Importance

The objective of this employee engagement study is to determine the antecedents of employee engagement in the context a multicultural work environment in the UAE. Therefore, this study should make a valuable contribution to both practitioners and academics and provide greater understanding and insight into employee engagement in the context of the UAE workplace.

Previous research on employee engagement suggests that it can lead to many diverse benefits for both the organization and the individual employees in terms of better financial results, improved performance, greater customer satisfaction, employee well-being, and career success. However, due to the scarcity of research studies in a UAE context, this study is both important and timely.

We will provide an empirical model for employee engagement antecedents, which is suitable for a UAE workplace environment. The resulting application of this empirical framework can help organizations to develop effective strategies in order to increase employee engagement and encourage higher productivity, improved performance and greater success for both organizations and individuals in different UAE governmental, public and private sector organizations.

1.8 Research Deliverables

This study aims to determine the antecedents of employee engagement in the context of a multicultural work environment in the UAE. The results and findings will contribute valuable empirical data and generate an employee engagement model that can be used by both practitioners and academics.

This empirically tested employee engagement model can provide insights and a better understanding of employee engagement determinants in the context of the UAE. This is important in today's highly competitive global marketplace as the UAE strives to realize the goals of its ambitious UAE Vision 2021 initiative ("UAE Vision 2021", 2018).

Moreover, our research study will provide recommendations to help organizations in the UAE to develop effective strategies to enhance employee engagement and so harness the numerous benefits of an engaged workforce.

It is our intention to publish the results of this dissertation on employee engagement in academic journals and to present the findings at various HR conferences so that these research findings are shared among both academics and HR professionals.

Chapter 2: Literature Review

2.1 Introduction

In order to explore the concept of employee engagement, a literature review was conducted to cover the existing research available through online databases and other library resources. This was done via the UAE University (UAEU) online library catalogue and the Google Scholar database, with a particular focus on well-known human resources academic journals.

It is first important to identify the different terminology and synonyms for employee engagement as used in these sources. Employee engagement is a broad subject spanning many different disciplines such as psychology, sociology, management, human resource development, human resource management, and even employee health and safety. The concept of employee engagement in the extant literature is variously referred to as employee engagement, staff engagement, work engagement, personal engagement, organizational engagement, job engagement or just engagement. In this study, the widely used term "employee engagement" will be used throughout (Bakker & Leiter, 2010; Barrick, Thurgood, Smith, & Courtright, 2015; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; B. Shuck & Wollard, 2010; Truss et al., 2013).

The following section provides a review on the literature on employee engagement. This review comprises several sections. These are the main definitions of employee engagement, the outcomes and consequences of employee engagement, the development of perspectives on employee engagement, measurements of employee engagement, antecedents of employee engagement, and employee engagement in multicultural contexts with a focus on the UAE.

2.2 Definitions of Employee Engagement

The idea of employee engagement is a recent concept in human resource management and has been increasingly adopted in both private and public organizations due to the perceived positive impact and benefits for both the organization and its employees. In fact, research shows that organizations with engaged employees experience improved organizational performance. This includes better shareholder returns, increased profitability and productivity, and also greater customer satisfaction (Crawford, LePine, & Rich, 2010; Harter, Schmidt, & Hayes, 2002; Bakker & Leitner, 2010(Bakker & Leiter, 2010; Gruman & Saks, 2011; Harter et al., 2002; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; Truss et al., 2013).

Engaged employees tend to be willing to go the extra mile and strive above and beyond their initial target by regularly performing additional duties. They are also very positive and loyal to their organization exhibiting outstanding discipline and self-control. They provide support and inspiration to their colleagues while developing themselves in various ways. On the other hand, disengaged employees are employees with negative attitudes towards their employer and job responsibilities. Therefore, they may not be able to reach their goals and may leave the organization at any time (Bakker & Leiter, 2010; Harter et al., 2002; Lucia Barbosa de & Juliana da Costa, 2017; Rich et al., 2010; Alan M. Saks, 2017; Alan M. Saks & Gruman, 2014; Wilmar B Schaufeli, 2017; Truss et al., 2013).

The main definitions of employee engagement, which featured heavily in the literature, are summarized below. The range and scope of each definition and approach is explained in the section entitled "The Evolution of Research on Employee Engagement".

Kahn (1990) is considered as the guru of employee engagement and offered an early definition for employee engagement in his pioneering research. He defined employee engagement as, "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances" (Kahn, 1990, p. 700) .

Additionally, Maslach, Schaufeli, and Leiter (2001) view employee engagement as the positive antithesis of burnout. They defined employee engagement as, "a persistent positive affective state characterized by high levels of activation and pleasure" (p. 417).

Moreover, Harter et al. (2002) see employee engagement as, "the individual's involvement and satisfaction with, as well as enthusiasm for, work" (p. 269).

Alan M. Saks (2006) definition of employee engagement is as, " a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (p. 602).

Finally, B. Shuck and Wollard (2010) conducted a comprehensive review of the employee engagement literature and concluded by offering their definition as being, "an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes" (p. 103). This definition is the one that will inform this study as it is the broadest definition and captures a wide range of the different aspects of employee engagement.

2.3 Outcomes and Consequences of Employee Engagement

Employee engagement is believed to lead to higher individual and organisational performance. A meta-analytic study undertaken by Harter et al. (2002) and based on a large dataset of 7,939 business units, found a positive relationship

between employee engagement and business outcomes. These included financial performance, customer satisfaction, turnover, safety, productivity and profitability. Moreover, employee engagement can lead to higher levels of organizational citizenship behaviour and organizational commitment (Alan M Saks, 2006), as well as job satisfaction (Harter et al., 2002).

In addition, several studies found that employee engagement is associated with lower absenteeism, less personal conflict and fewer health or stress related illnesses. All of which enhance emotional attachment to the organization and can lead to better employee outcomes and performance (Maslach et al., 2001; Alan M. Saks, 2017; Alan M. Saks & Gruman, 2014; Wilmar B Schaufeli, 2017).

Wollard and Shuck (2011), in their literature review, outlined the main outcomes of employee engagement. First, a higher level of employee engagement significantly reduces turnover. Secondly, higher levels of employee engagement are positively associated with improvements in various measures of employee performance and behaviour including job performance, task performance, organizational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment and customer service. In addition, engaged employees reported fewer accidents on the job and enjoyed higher safety ratings. Employee engagement also leads to increased financial performance, which includes higher profits, revenues and growth. Several studies on employee engagement have obtained similar results (Bakker & Leiter, 2010; Harter et al., 2002; Rich et al., 2010; Alan M. Saks, 2017; Alan M. Saks & Gruman, 2014; Wilmar B Schaufeli, 2017; Truss et al., 2013).

In summary, there are great potential benefits for organizations and individuals that have been continuously demonstrated by research on employee engagement, all

of which highlights the importance of the concept in today's business world. Thus, this notion has received a lot of attention from both researchers and practitioners in the field of human resource management. Therefore, employers in various organizational contexts need to understand the different factors that can contribute to higher levels of employee engagement among their staff.

2.4 Evolution of Research on Employee Engagement

Employee engagement as a research topic has experienced an increase in attention from both academic scholars and practitioners over the last two to three decades. Indeed, ever since the seminal study on employee engagement by William Kahn was published in 1990. Since then, but most especially in the last few years, there has been an exponential increase in the number of studies, published articles and books on the subject. See Table 2.4.1 which represents the scholarly and peer reviewed collection of journal articles and book reviews recently retrieved from the UAEU online library using an online search engine (with advanced search options) with employee engagement as the search criteria.

Numerous scholarly and peer reviewed journal articles have been published on employee engagement in the last five years alone. Table 2.4.1 shows the results of an experiment we ran to search for recent studies on employee engagement. The keywords used in the search included the main terms used in the employee engagement literature such as, employee engagement, work engagement, job engagement, staff engagement, personal engagement and organizational engagement.

In fact, over 64% of these journal articles were published in the last five years (i.e. since 2013) and additionally, 92% were published in only the last 10 years. Table 2.4.1 shows that employee engagement and work engagement terms are the most

popular terms in the extant literature. Likewise, 35% of scholarly and peer reviewed book reviews have been published in the last five years while 67% were published in the last 10 years alone.

It is important to highlight that this statistical data has been collected to demonstrate the growth in publishing on this topic and is not intended to be used in any other way. This is because such data simply represents the number of hits that resulted from an online search and we had no way of analyzing the quality or degree of repetition of content or even relevance of these articles.

Table 2.4.1: UAEU Library's Collection Statistics on Employee Engagement Terms

Term	Scholarly & Peer Review					Scholarly & Peer Review				
	Journal Articles					Book Reviews				
	Last 5 Years	Last 10 Years	Last 100 Years	% Ratio of Last 5 Years	% Ratio of Last 10 Years	Last 5 Years	Last 10 Years	Last 100 Years	% Ratio of Last 5 Years	% Ratio of Last 10 Years
Employee Engagement	445	670	709	63%	94%	17	26	27	63%	96%
Staff Engagement	62	99	114	54%	87%	1	1	2	50%	50%
Work Engagement	890	1,258	1,363	65%	92%	11	31	52	21%	60%
Personal Engagement	71	114	142	50%	80%	0	0	1	0%	0%
Organizational Engagement	200	264	290	69%	91%	2	2	7	29%	29%
Job Engagement	223	333	348	64%	96%	0	0	0	0%	0%
Total	**1,891**	**2,738**	**2,966**	**64%**	**92%**	**31**	**60**	**89**	**35%**	**67%**
Source: UAEU Library's Collection Statistics on Employee Engagement Terms (Retrieved on 1/2/2018)										

On the other hand, scholarly and peer reviewed journal articles on the antecedents of employee engagement have started to appear in growing numbers recently. Table 2.4.2 represents the frequency of use of the terms dealing with the antecedents of employee engagement and work engagement.

Table 2.4.2, indicates that 79% of scholarly and peer reviewed journal articles on the antecedents of employee engagement were published in the last 5 years, with 98% in the last 10 years. Likewise, 67% of these journal articles that include terms related to the antecedents of work engagement have been published in the last 5 years and 94% in the last 10 years.

Table 2.4.2: UAEU Library's Collection Statistics on Employee Engagement Antecedents Terms

Term	Scholarly & Peer Review Journal Articles					Scholarly & Peer Review Journal Articles				
	Employee Engagement					Work Engagement				
	Last 5 Years	Last 10 Years	Last 100 Years	% Ratio of Last 5 Years	% Ratio of Last 10 Years	Last 5 Years	Last 10 Years	Last 100 Years	% Ratio of Last 5 Years	% Ratio of Last 10 Years
Antecedents	15	17	18	83%	94%	14	22	23	61%	96%
Determinants	5	5	5	100%	100%	3	3	6	50%	50%
Predictors	10	14	14	71%	100%	20	29	30	67%	97%
Drivers	5	7	7	71%	100%	4	4	4	100%	100%
Factors	7	9	9	78%	100%	31	43	45	69%	96%
Total	**42**	**52**	**53**	**79%**	**98%**	**72**	**101**	**108**	**67%**	**94%**
Source: UAEU Library's Collection Statistics on Employee Engagement Terms (Retrieved on 1/2/2018)										

Table 2.4.2 provides a statistical representation of scholarly and peer reviewed journal articles as retrieved from the UAEU online library using the main antecedent related keywords. These include antecedents, determinants, predictors, drivers and factors with respect to the common terms "employee engagement" and "work engagement". Again, similar caution needs to be taken with regard to the statistical

data presented in Table 2.4.2, because it is only included to demonstrate the upward trend of the number of publications and hits and does not deal with the contents or relevance of the published articles.

An increased interest in employee engagement by both academics and practitioners is due to the benefits employee engagement can be expected to bring to both individuals and at an organizational level. Maslach et al. (2001) highlighted these benefits in their study. This study found that employee engagement reduces absenteeism, minimizes personal conflict and stress or health related problems and also improves emotional attachment to organization. This usually results in improved performance for the whole business. Additionally, a meta-analytic study by Harter et al. (2002) confirmed the positive impact of employee engagement on business outcomes such as financial profitability, customer satisfaction, turnover, safety and employee productivity, which leads to greater business results and higher levels of job satisfaction. Furthermore, Saks (2006) highlighted that employee engagement drives organizational citizenship behavior, employee involvement and commitment. Indeed, Wollard and Shuck (2011) have outlined several affirmative consequences of employee engagement, including enhanced job performance, a reduction in staff turnover, better organizational citizenship behaviors, commitment, improved productivity, better customer service, higher levels of safety, and greater organizational financial performance.

Deloitte's 2015 Global Human Capital Trends report, one of the largest longitudinal studies dealing with HR challenges and readiness around the world, included surveys and interviews with more than 3,300 business and HR leaders from 106 countries. Unsurprisingly, the report confirmed the significance and importance of employee engagement in today's international work environment. They rated

employee engagement the top priority out of ten major HR concerns such as leadership, learning and development, reinventing HR, capability, performance management, HR and people analytics, simplification of work, collaboration and individual data. According to Deloitte's 2015 report, employee engagement is the most important issue organizations face around the world, This is clearly shown by responses that show that 87% of top business leaders rated a lack of employee engagement as their top HR issue and concern (Deloitte, 2015).

The concept of employee engagement has passed through various stages of development in recent years. The following section is a historical review of the development and evolution of employee engagement research based on a review of the extant literature.

2.4.1 Psychological Conditions of Kahn's (1990) Perspective

In an academic sense, employee engagement was originally defined by the work on organizational behaviour of Professor William A. Kahn in his study of the, "psychological conditions of personal engagement and disengagement at work" (Boston University, 1990: published in The Academy of Management Journal). Kahn defined employee engagement as "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances" (Kahn, 1990, p. 700).

Kahn's (1990) research has been extensively cited by numerous other studies and has become the foundational work on employee engagement in the workplace. Kahn's conducted an ethnographic study where he interviewed and observed 32 employees in two different workplaces (16 summer camp counsellors and 16 financial professionals), in order to discover what produces employee engagement and how

employees become engaged with their work. This study found that employee engagement occurs when employees can activate their preferred self to provide enough energy for their work. On the other hand, employee disengagement is a self-preservation mechanism where employees become detached from their work.

Kahn (1990) summarized three psychological conditions found during employee engagement: psychological meaningfulness, psychological safety, and psychological availability. First, psychological meaningfulness was defined as a return on investment, where employees feel that the work they do is making a contribution that matches their personal values. There are three factors under the heading of psychological meaningfulness: task characteristics, role characteristics and work interactions. Secondly, psychological safety can be defined as the ability to engage in work without any danger to self-worth, status or career. This allows employees to show their preferred self and to engage in risk taking and the acceptance of change. There are four factors covered by psychological safety: interpersonal relationships, group and intergroup dynamics, management styles and processes, and organizational norms. Psychological availability refers to the physical, emotional and psychological resources necessary to become personally engaged in your work (Kahn, 1990; B. Shuck, 2011; B. Shuck & Wollard, 2010).

2.4.2 The Job Burnout Perspective

"Job Burnout" research by Maslach et al. (2001), was first published in the Annual Review of Psychology. According to this approach, engagement is the positive antithesis to burnout. They defined employee engagement as "a persistent positive affective state characterized by high levels of activation and pleasure" (Maslach et al.,

2001, p. 417). Thus, employee engagement that arises from personally fulfilling activities can lead to an increase in the individual's professional efficacy.

On the other hand, burnout or disengagement occurs when there is a mismatch between what the job requires and what the person is able to give to it. According to Maslach et al. (2001) such mismatches can occur in six distinct areas: workload, control, reward, community, fairness and job-person incongruity. The three dimensions of burnout are exhaustion-energy, cynicism-involvement, and ineffectiveness-efficacy. The exhaustion-energy dimension is identified by signs of emotional strain and chronic stress often resulting in physical signs of fatigue, depression or other psychosomatic issues. Some pressure can lead to high energy levels and sense of accomplishment, especially when a challenging task or project has been completed successfully. However, too much continuous pressure can have a negative impact and cause feelings of burnout. This is characterized when employees release their stress by withdrawing and detaching from work. The cynicism-involvement dimension is apparent during work overload or social conflict situations where employees become less involved and more cynical about tasks. The ineffectiveness-efficacy dimension occurs when an employee lacks resources and this leads to feelings of incompetence and an inability to get the job done (Maslach et al., 2001; B. Shuck, 2011; B. Shuck & Wollard, 2010).

2.4.3 Employee Engagement and Business Outcomes Perspective

Harter et al. (2002) published, "Business-unit-level relationships between employee satisfaction, employee engagement, and business outcomes: a meta-analysis" in the Journal of Applied Psychology. It was one of the first academic research studies linking business outcomes with employee engagement. In fact, this

work bridged the gap between the practical and academic spheres as it was based on a large data source from the Gallup Work Audit (GWA: a 12-item survey given to 198,514 respondents from 7,939 business units in 36 Companies from a variety of different industries). This study found a positive relationship between employee engagement and various business outcomes, including financial performance, customer satisfaction, turnover, safety, productivity and profitability.

According to Harter et al. (2002), the Gallup Organization measured employee engagement over a long time and collected large amounts of data, Thus, Gallup could understand better how organizations could inspire employee engagement at the organizational, rather than the individual, level. Gallup defined employee engagement, in Harter et al. (2002), as "the individual's involvement in and satisfaction with, as well as enthusiasm for, work" (Page 269). Moreover, according to Harter et al. (2002), Gallup stated that, "we see engagement occurring when individuals are emotionally connected to others and cognitively vigilant. Employees are emotionally and cognitively engaged when they know what is expected of them, have what they need to do their work, have opportunities to feel an impact and fulfilment in their work, perceive that they are part of something significant with co-workers whom they trust, and have chances to improve and develop". This employee engagement and business outcomes approach is somewhat different from Kahn's psychological conditions and job burnout approaches since the focus here is on the responsibility for employee engagement being at the organizational, more than the individual, level (Harter et al., 2002; B. Shuck, 2011; B. Shuck & Wollard, 2010).

2.4.4 Human Spirit at Work Perspective

This perspective was presented as a piece of empirical research by May, Gilson and Harter (2004) with the intention of testing Kahn's (1990) concept of employee engagement.

May et al. (2004) explored the constructs of meaningfulness, safety and availability as they related to employee engagement in order to examine how employees perform on the job and use their emotions, behaviors and cognition actively in the workplace. According to this perspective, employee engagement is about the way in which employees utilize themselves in their job performance through active use of their emotions, behaviors and thought processes.

May, Gilson, and Harter (2004) conducted a study with a sample of 203 employees from a large insurance company in an attempt to link Kahn's three psychological conditions (i.e. meaningfulness, safety and availability) to levels of employee engagement. Their findings show that job enrichment and role fit were positive predictors of meaningfulness; supervisory support was a positive predictor of safety, and resource availability was a positive predictor for psychological availability.

May et al. (2004) also found that the three psychological conditions of meaningfulness, safety and availability resulted in significantly positive effects in terms of employee engagement. Most especially meaningfulness had the strongest relationship with employee engagement.

Moreover, work role fit and job enrichment were positively correlated to meaningfulness, while co-worker and supervisor relations were positively related to safety. Thus, when employees are absorbed in their job and thrive at their job, they will engage their cognitive, physical and emotional dimensions. Also, when employees are given meaningful work to do, they feel engaged and empowered in terms of

motivation and personal growth (May et al., 2004; B. Shuck, 2011; B. Shuck & Wollard, 2010).

2.4.5 Multidimensional Antecedents of the Employee Engagement Perspective

Alan M. Saks (2006) explored the relationship between the antecedents and consequences of employee engagement. Antecedents include job characteristics, perceived supervisory support, rewards and recognition, and procedural justice, while the consequences include job satisfaction, organizational commitment and the intention to quit. Saks (2006) examined employee engagement from the perspective of the individual and also at an organizational level and developed an employee engagement model to link these perspectives (antecedents and consequences) to achieve better results.

Alan M. Saks (2006) defined employee engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance" (Page 602).

The Multidimensional Antecedents Model developed by Alan M Saks (2006) consists of antecedents such as job characteristics, perceived organizational support, perceived supervisory support, rewards and recognition, procedural justice and distributive justice. The positive antecedents impacted upon employee engagement at both the individual and organizational levels. Equally, the consequences of employee engagement lead to job satisfaction, organizational commitment, organizational citizenship behavior, and effected the intention to quit.

Saks (2006) also found that employees who perceived higher levels of organizational support were more likely to be more engaged in their jobs. Moreover, this study found that distributive and procedural justice (i.e. where organizations are

consistent in the distribution of rewards, with fair allocation procedures, etc.) lead to greater employee engagement. As a result, positive distributive and procedural justice were both considered as key antecedents towards achieving organizational engagement. Employees who perceived higher levels of distributive and procedural justice were also more likely to exhibit greater organizational engagement.

Finally, supervisor and co-worker relationships were also identified as key antecedents of employee engagement. Employees feel rewarded by positive interactions that, in turn, can lead to greater employee engagement as these relationships can enhance an individual's sense of dignity, self-appreciation and self-worth (Alan M Saks, 2006; B. Shuck, 2011; B. Shuck & Wollard, 2010).

2.4.6 Engagement Management Model Perspective

Gruman and Saks (2011) presented an engagement management model from the perspective of how employee engagement could be managed in order to achieve higher levels of job performance. The engagement management approach is based on both performance management and employee engagement, as discusssed in previous research by Kahn (1990) in his original employee engagement research. This approach relies on the three psychological conditions for engagement proposed by Kahn and on the Job Demands-Resources (JD-R) Model developed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001).

According to Gruman and Saks (2011), the key to this model is that, "the performance management practices that lead to Kahn's (1990) three psychological conditions that produce engagement can be organized according to the Job Demands–Resources (JD-R) model" (p 128). Additionally, performance management can

provide resources to employees that satisfy Kahn's (1990) three psychological conditions and that are subsequently linked to greater engagement.

The Engagement Management Model includes three main stages: performance agreement, engagement facilitation, and performance and engagement appraisal. First, the performance agreement and goal setting stage provides for the integration of organizational goals with individual goals. This is necessary for engagement since incorporating personal goals within the organization's overall goals and objectives increases the sense of psychological meaningfulness that leads to greater employee engagement. Engagement facilitation includes job design, coaching and social support, leadership and training and is a necessary stage leading to greater engagement. Any resources required need to be provided to employees in order to do their job in the most efficient and effective way. This leads to more engaged employees, especially when involved in the process of defining and designing their job in order to gain a sense of purpose and meaningfulness.

Additionally, coaching and social support are important job resources which can facilitate engagement. Also, leadership can be facilitating by inspiring and motiving employees to strive for a better realization of both organizational and individual goals. Training is necessary to develop support networks that enable employees to meet the demands of their job. The nest stage, performance and engagement appraisalm, provides employees with feedback on the progress of their work performance and levels of engagement. At this stage, it is important to have a fair and legitimate appraisal process in order for employees to trust the management and feel a sense of justice that helps employees to improve their overall performance and feelings of engagement. This Engagement Management Model study concluded that creating a competitive organizational advantage thanks to employee engagement

can be successfully achieved by incorporating and integrating performance management with employee engagement (Gruman & Saks, 2011; B. Shuck, 2011).

2.4.7 Job Demands-Resources Model Perspective

Demerouti et al. (2001) developed the Job Demands-Resources Model in 2001. It was published in the Journal of Applied Psychology under the title "The Job Demands-Resources Model". The Job Demand-Resource Model is different from the Burnout Framework Approach of Maslach et el. (2001). The Job Demands-Resources Model is based on earlier research on job design and stress. They saw that job design theories routinely overlooked the role of job stressor and demands, whereas job stress theories were ignoring the motivational aspect of job resources. Here the Job Demands-Resources Model combines both the job design and job stress advantages in order to create effective employee motivation and engagement.

These demands refer to the physical, social and organizational requirements of a job that require physical or mental effort and are associated with the job's requirement. Job resources, on the other hand, refer to the physical, social and organizational support that enables one to achieve the goals and objectives of the job and deal with its demands without excessive physical and psychological pressure or stress and thus encourage employee development and growth. In fact, having higher job demands and a work overload results in exhausted employees and reduces performance through burnout, health problems and disengagement.

On the other hand, greater job resources help employees to achieve their goals and exceed their working requirements and job demands. This engages and motivates employees to continue growing, developing and learning. According to this model, job resources include pay, job security, career growth opportunities, social relationships,

empowerment, involvement in decision-making, making a contribution, clear communication, performance feedback, management support, mentoring and coaching. The causal effect of the Job Demands-Resources Model increases employee engagement by encouraging employees to mobilize their own job resources to stay engaged with their work, while burned-out and disengaged employees end up placing more demands on themselves. Therefore, the Job Demands-Resources Model takes account of the characteristics of both the job demands and job resources found in any job in order to drive forward and enhance employee health, wellbeing, motivation and engagement (Bakker & Demerouti, 2014; Demerouti et al., 2001).

2.5 Measurement of Employee Engagement

Employee engagement measures are essential tools in order to capture the construct, especially with the growing research in the area of employee engagement and its antecedents and consequences. Therefore, it is important to measure, evaluate and benchmark different levels of employee engagement within and between organizations, sectors and countries, etc. When measuring employee engagement accurately, organizations can set out proper strategies to build on their strengths and overcome their weaknesses. This is especially important, as employee engagement is one of the key elements in building a competitive organizational advantage (Bakker & Leiter, 2010; Harter et al., 2002; Alan M. Saks, 2017; Wilmar B Schaufeli, 2017; B. Shuck, 2011; Truss et al., 2013).

The following section will review the different measures and approaches to measuring employee engagement which refers to validated common scales that have been used by several researchers in the field of employee engagement.

2.5.1 Psychological Engagement Scale

May et al. (2004) were the first to operationalize Kahn's (1990) employee engagement concept by utilizing the three key dimensions of employee engagement: the physical, cognitive, and affective elements. Their Psychological Engagement Scale consists of a 13-item scale.

May et al. (2004) tested and validated the Psychological Engagement Scale using a sample of 213 employees from a large insurance company and they found a clear relationship between these factors and employee engagement. However, further empirical studies show that the Psychological Engagement Scale did not provide a strong enough convergence or predictive validity (Truss et al., 2013).

2.5.2 Job Engagement Scale

Rich et al. (2010) developed and published a Job Engagement Scale. This scale was based on Kahn's (1990) approach of employee engagement, which contained three elements: physical, cognitive, and emotional. Kahn (2010) indicated that employee engagement occurs when employees are experiencing these three psychological states as part of the preferred-self. They do so cognitively, emotionally and physically and, as a result, find meaningfulness, safety and availability in their workplace.

The Job Engagement Scale consists of 18 items. They are based on studies related to the three dimensions above so that working hard and making a strong effort ought to indicate higher levels of employee engagement based on the physical dimension. Likewise, cognitive and emotional dimensions, where attention and absorption are measured, means that feeling good and displaying higher energy levels, also indicates higher levels of employee engagement.

Rich et al. (2010) tested the Job Engagement Scale with a sample of 84 full-time employees. Results showed high inter-correlations at above 63% for all the dimensions on the scale. This supports the validity of the Job Engagement Scale. Moreover, Rich et al. (2010) tested the Job Engagement Scale with another sample of 180 employees at a healthcare center. They (2010) determined that their Job Engagement Scale did indeed measure Kahn's (1990) employee engagement concept as being a solid construct comprised of three separate dimensions: physical, cognitive, and emotional.

Rich et al. (2010) tested the Job Engagement Scale again with a sample of 245 full-time firefighters and used a confirmatory factor analysis, which provided evidence to support the construct validity of the three first-order factors on the Job Engagement Scale. Furthermore, they (2010) examined the Job Engagement Scale for both discriminant validity and predictive validity. The scale was valid when compared against different constructs such as job satisfaction, job involvement, intrinsic motivation, perceived support and self-esteem, and there was clear evidence of discriminant validity.

Similarly, a research study in the UK by Alfes, Shantz, Truss, & Soane (2013) used the Job Engagement Scale and found that employee engagement predicted important organizational behavioural outcomes, such as organizational citizenship behaviours, task performance and the intention to quit. Furthermore, the scale was validated using structural equation mmodeling for organizational citizenship behaviours and employee performance. The results supported the positive relationship with employee engagement, thus giving further evidence of the predictive validity of the measure (Kerstin Alfes, Shantz, Truss, & Soane, 2013).

2.5.3 Maslach Burnout Inventory (MBI) Scale

Maslach et al. (2001) developed the Maslach Burnout Inventory (MBI) based on their definition of employee engagement. They considered employee engagement to be the opposite construct to burnout. It includes three main components; these are energy, involvement, and efficacy. These components are the opposite of the burnout components of exhaustion, cynicism, and a lack of efficacy. Therefore, the Maslach Burnout Inventory (MBI) was used to measure both burnout and employee engagement. High scores on this scale indicate high levels of burnout and lower scores indicate high levels of employee engagement.

2.5.4 Multidimensional Employee Engagement Scale

Alan M. Saks (2006) examined employee engagement from both the perspectives of individuals and at the organizational level before developing a multidimensional employee engagement scale to measure these perspectives along with their antecedents and consequences.

His multidimensional employee engagement scale consisted of two 6-item scales. One measures the individual on job engagement items, while the second measures the organizational items of employee engagement. This scale captures the employees' psychological approach to their job and organization measuring such as feelings as how alive, exhilarated and/ or consumed by work they feel. An overall employee engagement score is generated from both scales. Saks (2006) tested and validated his multidimensional employee engagement scale with a sample of 102 employees from a range of jobs and organizations. The results of his research showed that individual and organizational antecedents are distinct constructs. In fact, discriminant validity tests on whether concepts or measurements are unrelated

suggested that the individual and organizational antecedents were statistically distinct from each other. As such, they should be treated separately in terms of employee engagement antecedent research (Alan M Saks, 2006; Truss et al., 2013).

2.5.5 Gallup Workplace Audit (GWA Q12) Scale

Harter et al. (2002) conducted studies based on bridging the perspectives of practitioners with that of the academic world. They developed the Gallup Work Audit (GWA Q12) Scale, which consists of 12 items. The Gallup Work Audit (GWA Q12) Scale is recognized as a widely used international measure for employee engagement.

The GWA Q12 measure was developed from a large survey conducted by the Gallup Organization and was tested using a large sample of 198,514 respondents from 7,939 business units from 36 companies in arrange of different industries (Bakker & Leiter, 2010). Avery, McKay, and Wilson (2007) found that a measurement consistency with Cronbach's Alpha of 0.88 at the individual level, while Harter et al. (2002) discovered a measurement consistency with Cronbach's Alpha of 0.91 at the business unit level. This measure of employee engagement showed that there was a clear positive relationship between employee engagement and business outcomes such as financial profitability and performance, customer satisfaction, turnover, and employee safety and productivity (Harter et al., 2002; Truss et al., 2013).

2.5.6 Utrecht Work Engagement Scale (UWES)

Wilmar B. Schaufeli, Salanova, González-romá, and Bakker (2002) found measurement validity and reliability problems with the Maslach Burnout Inventory (MBI) when measuring the employee engagement, especially in terms of its treatment of employee engagement when juxtaposed to burnout. Using data from two samples of 314 college students and 619 professional employees respectively they used

confirmatory factor analysis to show that the Maslach Burnout Inventory (MBI) did not fit well with the concept of employee engagement.

Their concept of employee engagement considered as being a distinct construct from burnout. Therefore, Schaufeli et al. (2002) developed the Utrecht Work Engagement Scale (UWES) based on Maslach et al. (2001) and their approach. However, they aimed to measure employee engagement independently. Three factors including vigour, dedication, and absorption were redefined. Vigour was referred to as having high levels of energy and was the opposite of exhaustion. Dedication referred to enthusiasm, pride, and inspiration as the opposite of cynicism, while absorption, described high levels of concentration and was, thus, the opposite of a lack of efficacy.

The Utrecht Work Engagement Scale (UWES) consisted of 17 items (UWES-17). The scale was validated via exploratory factor analysis and this proved that the three distinct factors of employee engagement: vigour, absorption, and dedication were consistent with the concept of employee engagement. Afterwards, Shaufeli et al. (2002) developed a second version of the Utrecht Work Engagement Scale (UWES) by reducing the measure to nine items (UWES-9).

The Utrecht Work Engagement Scale became the most commonly used instrument to measure engagement (Bakker & Demerouti, 2007; Bakker, Schaufeli, Leiter, & Taris, 2008). The UWES has been validated in numerous studies across several countries (Wilmar B Schaufeli, Bakker, & Salanova, 2006; Shimazu et al., 2008; Storm & Rothmann, 2003; Yi-wen & Yi-qun, 2005).

Wilmar B. Schaufeli et al. (2002) established construct validity and reliability for the shorter version of the scale (UWES-9) by using confirmatory factor analysis and internal reliability estimates.

The Utrecht Work Engagement Scale (UWES) was used as the measure of employee engagement in the present research study. A more detailed discussion of the Utrecht Work Engagement Scale (UWES) will be presented under the measurement section in the methodology chapter.

2.6 Antecedents of Employee Engagement

We recently discovered, by using UAEU Library's statistics collection on employee engagement (see Table 2.4.1), that over 64% of these published journal articles have been produced in the last five years (i.e. since the year 2013), and that 92% have been published in the last 10 years. In fact, researchers have started studying the antecedents of employee engagement due to its great potential to provide better business results and employee benefits. It was observed during the literature review on the employee engagement that there have been a large and diverse number of antecedents examined in the extant literature. This section explores and investigates the different classifications and groupings of employee engagement antecedents, with respect to individual and organizational levels.

Numerous research studies have highlighted the large number of antecedents that drive employee engagement. First of all, May et al. (2004) tested Kahn's (1990) three psychological conditions and found that meaningfulness, availability, and safety were antecedents for employee engagement. Similarly, Maslach et al. (2001) and Alan M. Saks (2006) provided several individual and organizational factors that affect employee engagement both positively or negatively causing the employee to become more or less engaged or disengaged in the workplace. They listed job, occupational and organizational characteristics, as well as individual characteristics such as personality, demographic characteristics, and job attitudes as some of the key

antecedents for employee engagement. Moreover, Harter et al. (2002) showed that employee satisfaction in the workplace was an important factor in driving employee engagement and organizational citizenship behaviour. Last but not least, Wollard and Shuck (2011) produced a comprehensive empirical study on the antecedents of employee engagement that identified no less than 42 antecedents divided into two categories at individual and organizational levels.

According to Wollard and Shuck (2011), individual antecedents could be defined as "constructs, strategies, and conditions that were applied directly to or by individual employees and that were believed to be foundational to the development of employee engagement." Individual antecedents for employee engagement include: absorption, being available to engage, coping, curiosity, dedication, emotional fit, motivation, work and family status, feelings of choice and control, higher levels of corporate citizenship, involvement in meaningful work, consistency between individual and organizational goals, optimism, self-esteem, self- efficacy, willingness to direct personal energies, work-life balance, core self-evaluation, value congruence, and perceived organizational support.

Wollard and Shuck (2011) stated that employee engagement was considered as an individual level variable, which is then measured at an organizational level. Hence, personality and other individual factors will play critical roles as antecedents to employee engagement. In fact, Macey and Schneider (2008) highlighted that proactive personality and an autotelic personality can enhance employee engagement and, as such, both are considered as individual antecedents. Moreover, individual level antecedents including curiosity (Reio Jr, Petrosko, Wiswell, & Thongsukmag, 2006), optimism, self-efficacy (Macey & Schneider, 2008), self-esteem, perceptions of self and coping strategies (Rothmann & Rothmann Jr, 2010) affect employee engagement

in a positive way. May et al. (2004) also found that individual perception of the workplace environment as a culturally, emotionally and physically safe workplace drives employee engagement. Meaningful workplaces, where employees are involved and are able to perceive their work as meaningful, were identified as positive antecedents for employee engagement (May et al., 2004; Rich et al., 2010). Moreover, individual involvement in corporate citizenship behaviours (Glavas & Piderit, 2009), an individual work-life balance (A. S. Bal, 2010), and individuals whose goals are aligned with organizational goals (Harter et al., 2002) are all considered as antecedents that can lead to greater employee engagement.

On the other hand, organizational antecedents were defined by Wollard and Shuck (2011) as, "constructs, strategies, and conditions that were applied across an organization as foundational to the development of employee engagement." Organizational antecedents for employee engagement include: an authentic corporate culture, clear expectations, corporate social responsibility, encouragement, feedback, hygienic factors, job characteristics, job control, job fit, leadership, level of challenge, managerial expectations, managerial self-efficacy, mission and vision, opportunities for learning, perceptions of workplace safety, a positive workplace climate, rewards, supportive organizational culture, and a talent management system.

Wollard and Shuck (2011) stated that organizational antecedents of employee engagement revolve around basic employee and human needs. Hence, organizations need to simplify work processes and procedures and provide employees with working conditions that meet their needs, which will eventually lead to higher employee engagement. First, the manager's role is a key employee engagement antecedent at the organizational level. This has been highlighted by several research studies, mostly through a satisfaction engagement approach (B. Shuck, 2011). According to Arakawa

and Greenberg (2007), managerial self-efficacy is an important antecedent for employee engagement as it creates a supportive work environment. Besides this, the perception of managerial expectation (Bezuijen, van den Berg, van Dam, & Thierry, 2009) and a non-defensive approach by managers (B. Shuck, T. G. Reio, & T. S. Rocco, 2011) leads to the enhancement of employee engagement. In addition, a supportive, authentic and positive work environment also leads to greater employee engagement (Dollard & Bakker, 2010).

Moreover, group cohesiveness plays an important role in employee engagement. According to Beal, Cohen, Burke, and McLendon (2003) and Forsyth (2009), group cohesiveness is a state of unity where group members have links bonding them together and to the group as a whole. Group cohesiveness includes four main components: social relations, task relations, perceived unity, and emotions. Therefore, stronger group cohesiveness leads to higher participation and hence group members are expected to be more engaged in their work. Similarly, relational demography is a group demographic characteristic and features in the analysis of similarities and differences which can enhance employee attitudes and work behaviour (Riordan, 2000). Empirical research by Hope Pelled (1996) showed that relational demography indirectly affects members' confidence in their group and hence impacts their engagement at work. In addition, job and task clarity, the ability to contribute to organizational success, recognition and self-expression are also important organizational antecedents (S. P. Brown & Leigh, 1996). Likewise, leadership can be a positive antecedent for employee engagement (Brad Shuck & Herd, 2012). Also, corporate social responsibility (CSR) initiatives which involve employees are considered as organizational antecedents for employee engagement (Davies & Crane, 2010).

Moreover, Mishra, Boynton, and Mishra (2014) found that internal communication with employees was important to employee engagement, where a positive work environment is characterized by open communication that builds trust and becomes an antecedent of employee engagement at the organizational level. According to Wilmar B Schaufeli, Taris, and Van Rhenen (2008) and B. Shuck, T. Reio, and T. Rocco (2011), there are several work hygiene factors. These include fair pay, reasonable working conditions, job security and trust. They can play key roles as antecedents to employee engagement at the organizational level. Furthermore, Czarnowsky (2008) confirmed that organizational investment in learning and the professional development of employees lead to higher levels of employee engagement. Last but not least, rewards and recognition, including performance related pay, financial incentives, justice and fair pay are fundamental antecedents for employee engagement at the organizational level (Sparrow & Balain, 2010).

According to Wollard and Shuck (2011), developing employee engagement strategies should be unique to each organization, since different organizations are based around different organizational cultures and may require different employee engagement models that are customized with specific antecedents in mind if they are to be successful in fostering employee engagement. Therefore, this study will explore specific antecedents that are expected to be the best predictors of employee engagement in the context of the UAE and in a multicultural work environment.

This study will investigate and examine selected antecedents for employee engagement, which it is believed are most likely to be related to the UAE context, whether in the private or public sectors. The selection of these antecedents has been made in good faith and with a degree of judgment and will be further examined empirically during the study. One of the challenges, which faces the UAE, is a heavy

dependency on an expatriate workforce. This creates large demographic imbalances between nationals and non-national as well as a skewed male/ female distribution, especially in private sector. In reality, the UAE private sector suffers a deficiency in the number of UAE nationals, as citizens are generally reluctant and unwilling to join this sector despite the governmental enforcement of an Emiratization strategy. Similarly, non-nationals are generally hired on limited period contracts and may therefore experience less job security. Therefore, it is important to make the right antecedents fit the work context and develop employee engagement strategies to overcome the many challenges facing the UAE workplace by applying the best strategies to encourage UAE nationals to participate effectively in the UAE workforce.

A large number of antecedents for employee engagement was observed in the literature review. The study by Wollard and Shuck (2011) identified 42 antecedents alone. Such a number of antecedents needs to be reduced to suit the present study and fit the UAE context of a multicultural work environment. We have drawn up a shortlist of employee engagement antecedents based on their presence in the literature, especially in terms of their theoretical justification and after an empirical examination confirmed by other research in the same.

Table 2.6.1 provides a summary of the main research studies on the potential antecedents for employee engagement. This includes five antecedents at the individual level. These are: self-efficacy, person-job fit, relationship with the supervisor, cross-cultural competence and civic virtue. The next chapter will offer a detailed discussion of theses antecedents as well as covering the theoretical framework that underpins this research.

Table 2.6.1: Summary of Selected Individual Antecedents for Employee Engagement

	Antecedents	Level	References	Key Results
1	Self-Efficacy (SE)		Bandura (1977) Bandura & Cervone (1983) Consiglio, Borgogni, Tecco, & Schaufeli (2016) Dagher, Chapa, & Junaid (2015) Macey and Schneider (2008) Wollard and Shuck (2011)	Prochazka et al. (2017) study: concluded having moderately strong positive relationship between self-efficacy and employee engagement. Consiglio et al. (2016) 3-year study based on the Social Cognitive Theory (SCT): showed that self-efficacy predicts the employee engagement.
2	Person-Job Fit (PJF)	**Individual Level Antecedents**	Bakker (2011) Bui, Zeng, & Higgs (2017) C.-Y. Chen, Yen, & Tsai (2014) Maden-Eyiusta (2016) Maslach et al. (2001) Warr & Inceoglu (2012) Wollard and Shuck (2011)	Maslach et al. (2001) empirical study: supported that person-job fit lead to lower burnout and higher engagement. Warr and Inceoglu (2012) study on person-environment fit: showed higher person-job fit causes motivation and predicated employee engagement. Ünal and Turgut (2015) study based Lewin's Field Theory: supported person-job fit positive contribution to employee engagement.
3	Relationship with Supervisor (RWS)		Arakawa and Greenberg (2007) B. Shuck (2011) Bakker (2011) Bhanthumnavian (2003) Gibson, Grey, & Hastings, (2009) Holland, Cooper, & Sheehan, (2017) Jin & McDonald (2017) Wollard and Shuck (2011)	Bakker (2011) evidence-based model study: relationship with the supervisor is main job resources that leads to employee engagement. Halbesleben (2010) study: highlighted employee-supervisor relationship is an important antecedent enhancing the employee engagement. Leader-Member Exchange (LMX) Theory developed by Graen and Uhl-Bien (1995) influence engagement and consistent with finding by Cropanzano and Mitchell (2005) of the Social Exchange Theory.

Table 2.6.1: Summary of Selected Individual Antecedents for Employee
Engagement (Continued)

	Antecedents	Level	References	Key Results
4	Cross-Cultural Competence (CCC)	Individual Level Antecedents	Brenneman, Klafehn, Burrus, Roberts, & Kochert, (2016) Dolan & Kawamura (2015) McAllister & Irvine (2000) Niferklafehn (2017) Rothmann and Rothmann (2010) Selmer & Lauring (2016) Wang, Wang, Heppner, & Chuang (2016) Wollard and Shuck (2011)	Wollard and Shuck (2011) study: cross-cultural competence can be considered as coping competence that lead to engagement. Wang et al. (2016) and Brenneman et al. (2016) research studies: the positive interaction among employees would develop positive work environment and enrich the employee engagement.
5	Civic Virtue (CV)		Al Sahi et al. (2016) Bellou (2008) Glavas and Piderit (2009) Philip M. Podsakoff et al. (2000) Ronan & Barker (2015) Rurkkhum & Bartlett (2012) Wollard and Shuck (2011) Yao & Chang (2017)	Bellou (2008) is main dimension of Organizational Citizenship Behaviours (OCB) and Philip M. Podsakoff et al. (2000) had reviewed of OCB theoretical and empirical literature and highlighted that civic virtue is the good citizenship of an organization representing the commitment to the organization. Rurkkhum and Bartlett (2012) study: examined the relationship between employee engagement and organizational citizenship behaviour had concluded that the relationship was found to be strongest for the civic virtue dimension of OCB.

Likewise, Table 2.6.2 provides a summary of the main research studies on the
suggested antecedents of employee engagement at the organizational level. These
include: organizational support, group cohesiveness, psychological contract
fulfilment, job security and work overload. A detailed discussion of theses antecedents
will follow in the next chapter on the theoretical framework as well.

Table 2.6.2: Summary of Selected Organizational Antecedents for Employee
Engagement

	Antecedents	Level	References	Key Results
1	Organizational Support (OS)		Adel et al. (2015) Jin & McDonald (2017) K. Alfes et al. (2013) Kurtessis et al. (2017) Muhammad (2014) Pati & Kumar (2010) Siti et al. (2016) Wollard and Shuck (2011)	Wollard and Shuck (2011) study: perceived organizational support is considered as one of the main antecedent of employee engagement. Kurtessis et al. (2017) study: based on a meta-analytic evaluation of the Organization Support Theory (OST) heighted that the perceived organizational support initiates a social exchange process which makes employees feel obligated and work in much more engaged and enthusiastic way. Social Exchange Theory (SET) (Cropanzano & Mitchell, 2005) and Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) supported that organizational support to enhance job engagement and reduce burnout.
2	Group Cohesiveness (GC)	Organizational Level Antecedents	Barile, Riolli, & Hysa (2016) Beal et al. (2003) Bhanthumnavian (2003) Dobbins & Zaccaro (1986) Irwin et al. (2014) Lee and Jamil (2016) Liu, Chen, & Holle (2017) Wollard and Shuck (2011) Wongpakaran, et al. (2013)	Wollard and Shuck (2011) study: the group cohesiveness would result from the positive workplace climate based on social exchange theory. Recent study by Liu et al. (2017) maintained such positive relationship of the group cohesiveness and more likely to increase employee engagement.
3	Psychological Contract Fulfilment (PCF)		Birtch et al. (2016) Elst & Meurs (2015) Lodha & Pathak (2017) P. M. Bal et al. (2013) Parzefall & Hakanen (2010) Rayton & Yalabik (2014) Restubog et al. (2008) Rousseau (1989) S. L. Robinson & Morrison (2000) Sharma & Garg (2017) T. Moore (2014) Turnley et al. (2003) Wollard and Shuck (2011)	Wollard and Shuck (2011) study: psychological contract fulfilment should produce the authentic corporate culture that should lead to engagement. Restubog et al. (2008) research based on Social Exchange Theory (SET) demonstrated that psychological contract breach has negative effect on organizational citizenship behaviours and employee engagement. Parzefall and Hakanen (2010) had studied the effects of psychological contract fulfilment on employee engagement using the Job Demand-Resources (JD-R) Model and considered PCF as job resource that can lead to engagement.

Table 2.6.2: Summary of Selected Organizational Antecedents for Employee
Engagement (Continued)

	Antecedents	Level	References	Key Results
4	Job Security (JS)	*Organizational Level Antecedents*	C. q. Lu et al. (2017) Debus & Unger, 2017 Giunchi, et al. (2016) May et al. (2004) Purohit & Bandyopadhyay (2014) Salas-Vallina & Alegre (2017) Schaufeli et al. (2008) Shuck et al. (2011) Wollard and Shuck (2011) Zheng et al. (2014)	Salas-Vallina and Alegre (2017) study: confirmed the positive relationship between job security and employee engagement whereas an increase in job security leads to enhancement of the employee engagement.

Demerouti et al. (2001) and Wilmar B. Schaufeli et al. (2002) research studies: based on the Job Demands-Resources (JD-R) Model showed that job insecurity is considered as job demand produces high stress and uncertainty that leads to burnout and reduce employee engagement.

Debus & Unger (2017), C. q. Lu et al. (2017) and Mauno et al. (2007) research studies: based on the Social Exchange Theory (SET) examined the relationship between employee and their organization and showed that job security is key in such exchange relationship where higher level of job security is likely leading to engagement. |
| 5 | Work Overload (WO) | | A. S. Bal (2010) Ahuja et al. (2007) De Beer et al. (2016) Dollard & Bakker (2010) Geurts et al. (2003) Leijten et al. (2015) Lelis-Torres et al. (2017) M. Brown & Benson (2005) Weigl et al. (2016) Wollard and Shuck (2011) | Wollard and Shuck (2011) study: showed that work and task challenge impact the engagement and considered as main factor in employee engagement.

Goh, Ilies, and Wilson (2015) study: based on the Conservation of Resources (COR) theory stated that work overload had a negative impact on the employee's well-being and considered as a high job demand leading to burnout and decrease in the employee's satisfaction and engagement.

Fong and Kleiner (2004) study: confirmed that work overload is a major cause of job stress of professional in the workplace that leads to burnout and reduce engagement.

Bakker & Demerouti (2014), Bakker et al. (2007) and Wilmar B. Schaufeli et al. (2002) research studies: based on the Job Demands-Resources (JD-R) Model showed that work overload of both physical and mental causes a high work stress and job demand on employees leading to burnout and negative outcomes which eventually could lead to decrease on employee engagement. |

workers due to a severe shortage of local human resources over the past few decades (Abdalla, Al-Waqfi, Harb, Hijazi, & Zoubeidi, 2010). The labour policy with regard to foreign workers in the UAE follows the 'guest worker' or 'contract worker' model, where foreign workers are often hired for a limited contractual period and are concentrated in jobs and economic sectors where local skills and expertise are lacking or the type of work is unattractive to nationals for various reasons (Al-Waqfi & Forstenlechner, 2012).

Working conditions are better in the public sector as compared to the private sector in the UAE labour market, and therefore it is the preferred sector for local workers. Because of this, local workers tend to be concentrated in public sector jobs (including public administration and publicly owned businesses), where they enjoy an attractive income and favourable working conditions amongst which are job security, generous retirement plans, and other welfare benefits (Al-Waqfi & Forstenlechner, 2012). On the other hand, the percentage of local workers in the private sector is very small leaving this sector staffed mainly by expatriate workers. This has resulted in the segmentation of the labour market with public versus private and national versus non-national divisions (Abdalla et al., 2010).

There is a scarcity of research on the antecedents of employee engagement in the UAE context. We found one study on this topic, which addressed the relationship between employee loyalty and engagement in the public sector in the UAE (Ibrahim & Al Falasi, 2014). On the other hand, as has been seen from Gallup (2013), employee engagement rates in the UAE are only 26%, while 74% remain disengaged or indifferent including 14% of actively disengaged employees despite high standards of living in the UAE. Such high levels of disengagement negatively affect productivity.

Therefore, this study will explore the antecedents of employee engagement, and will endeavor to develop a model for antecedents for employee engagement that fits the context of the UAE's multicultural work environment.

As such, we seek to make recommendations to support organizations in the UAE to develop effective strategies to increase employee engagement and harness the numerous benefits of an engaged, diversified, multicultural workforce in today's highly competitive international business environment.

Chapter 3: Theoretical Framework

3.1 Introduction

In this chapter, we will present the theoretical framework, which will guide this study. According to Blaikie (2007), social sciences are characterized by a diversity of approaches to social enquiry and a wide variety of research methods for collecting and analyzing data; hence, researchers should adopt a theoretical perspective to overcome such dilemmas before undertaking any social enquiry. A researcher needs to address the research problem to be investigated, the research questions to be answered, the research strategy to be used to answer these questions, the research posture, or stance, to be adapted, and the research paradigm containing their assumptions about the reality that they intend to study. Since the research problem and questions have been covered earlier, the focus of this section is on highlighting the theoretical framework adopted for the current study on employee engagement. Then, details of the individual level antecedents will be presented as part of a theoretical discussion that informs the research hypotheses in this specific context. This will be followed by, details of the organizational level antecedents that will similarly be introduced within a theoretical discussion that will also inform the contextualized research hypotheses presented here. The chapter ends by summarizing the research hypotheses, which will be assessed and tested in the following chapters.

3.2 Theoretical Framework Model

This employee engagement study aims to determine the antecedents of employee engagement in the context of the UAE's multicultural work environment. The study will employ a theoretical framework based on previous literature and other research studies, but will mainly use Alan M Saks (2006) approach in which he uses

Social Exchange Theory (SET) to explain how employees become engaged or disengaged at work. Social Exchange Theory (SET) claims that obligations and responsibilities are produced through interactions between different parties who have a mutual and commonly interdependent relationship. Social Exchange Theory assumes that trusting and loyal relationships progress over time on condition that the parties abide by certain rules of the exchange relationship (Cropanzano & Mitchell, 2005). Rules of exchange usually involve reciprocity and mutuality. For example, when the actions of one party lead to a response or actions by the other party. This argument is consistent with the employee engagement explanations put forward by Robinson et al. (2004) concerning the two-way interdependent relationship between employer and employee. However, the actions or obligations of both the employer and the employee are dependent on the nature and level of resources available to them in such exchange processes. Therefore, we will rely on the Job Demands–Resources (JD-R) Model, which is another theoretical framework that is widely used in employee engagement literature (Bakker & Demerouti, 2007; Bakker & Demerouti, 2014; Cropanzano & Mitchell, 2005; Wilmar B Schaufeli, 2017; Wilmar B Schaufeli & Taris, 2014; Slack, Corlett, & Morris, 2015).

As above, job demands refer to physical, social and organizational of the job that require physical or mental effort and are associated with job requirements. Job resources, on the other hand, refer to the physical, social and organizational support required to achieve job goals and objectives, and which enable the employee to cope with job demands while relieving employees of physical and psychological pressure or stress and encouraging their development and growth (Bakker & Demerouti, 2007). While the model focuses on the role of the organization in shaping the work context in a way that determines both job demands and resources, we argue in this study that

while job demands are mainly influenced by organizational systems and requirements, job resources, on the other hand, can be divided into two areas. One area is determined by the resources made available to the employee to deal with his job demands by the employing organization, and the other is related to individual characteristics and coping resources that enable individuals to adapt to job demands in an effective manner (Bakker & Demerouti, 2007; Bakker & Demerouti, 2014; Wilmar B Schaufeli, 2017; Wilmar B Schaufeli & Taris, 2014).

Therefore, the theoretical framework we adopted for this study stipulates that there are two sets of antecedents for employee engagement, including individual and organizational factors. The proposed employee engagement antecedent model will be empirically validated in the context of the UAE and is expected to make a valuable contribution to advancing our knowledge through findings that can be utilized by both practitioners and academics.

The proposed theoretical model (see Figure 3.2.1) identifies several antecedents within the two main dimensions of individual and organizational levels that determine employee engagement. This model will be used as the conceptual framework for the study serving and guiding the required investigation of the research process in order to determine the antecedents for employee engagement in the context of the UAE workplace.

As highlighted during the literature review, there are numerous antecedents for employee engagement at an individual level and organizational level. The theoretical model identifies five organizational antecedents including: organizational support, group cohesiveness, psychological contract fulfilment, job security and work overload. Additionally, the theoretical model puts forward five individual antecedents including: self-efficacy, person-job fit, relationship with supervisor, cross-cultural competence,

and civic virtue. A detailed discussion of each antecedent will be presented in the following sections in order to develop research hypotheses in this specific context.

Moreover, several control variables were included in order to remove and account for any possible variation in the relationship between the independent variables and the dependent variable. For the present study, individual and organizational antecedents are considered as the independent variables whereas employee engagement is considered as the dependent variable.

Based on the literature and similar employee engagement studies, the following control variables were considered. At the individual level, gender, age, and job tenure were considered as control variables. Moreover, since data collection was conducted in several diverse organizations, it was necessary to control for any variation due to organizational differences. Thus the sector (or industry) variable was used as a control variable (Mauno, Kinnunen, & Ruokolainen, 2007; Riketta, 2005).

In the present study, employee engagement antecedents were examined using a research model in order to determine the best antecedents for the employee engagement context in the UAE's multicultural working environment.

Figure 3.2.1: Research Study Theoretical Framework Model
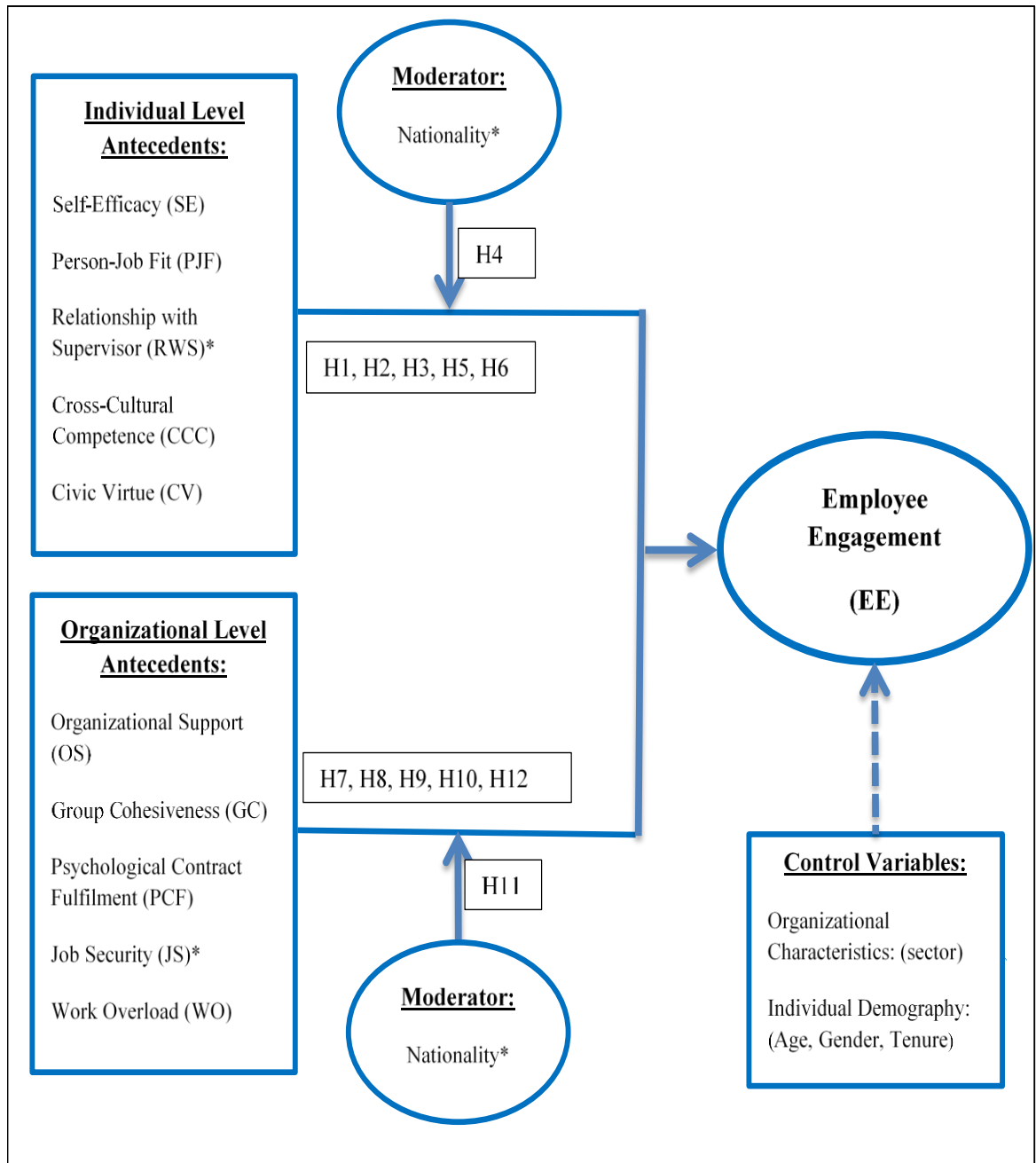
3.3 Individual Level Antecedents

According to Wollard and Shuck (2011), individual antecedents are defined as "constructs, strategies, and conditions that were applied directly to or by individual employees and that were believed to be foundational to the development of employee engagement." The selected individual antecedents of the theoretical framework include: self-efficacy (SE), person-job fit (PJF), relationship with supervisor (RWS), cross-cultural competence (CCC) and civic virtue (CV). These individual antecedents along with the proposed hypotheses will be discussed from the specific perspective and context of the UAE work environment.

3.3.1 Self-efficacy (SE)

Self-efficacy (SE) is an important aspect of an individual characteristics, which plays an important role in employee engagement. In fact, several research studies have highlighted that self-efficacy predicts employee engagement and can be considered as one of the key antecedents of employee engagement (Bandura & Cervone, 1983; Consiglio, Borgogni, Tecco, & Schaufeli, 2016; Dagher, Chapa, & Junaid, 2015; Prochazka, Gilova, & Vaculik, 2017).

A recent study by Prochazka, Gilova, and Vaculik (2017) concluded that there was a moderately strong relationship between self-efficacy and employee engagement. A study by Consiglio, Borgogni, Tecco, and Schaufeli (2016) based on a 3-year study underpinned by Social Cognitive Theory showed that self-efficacy predicted employee engagement. According to Social Cognitive Theory (SCT), self-efficacy is one of the key personal resources and can lead to both enhanced employee engagement and a positive social working environment (Consiglio et al., 2016).

Self-efficacy is defined by Bandura (1977) as individuals' beliefs in their own capabilities to organize and carry out the course of actions/ behaviours required to achieve successful results while feeling in control of events and valued outcome accomplishments. Self-efficacy positively impacts on how employees feel, think and behave and leads to motivation (Bandura, 1977; Bandura & Cervone, 1983; Dagher, Chapa, & Junaid, 2015).

When people perceive that they are in control of themselves, and their environment, they can take on, or avoid activities with confidence and overcome obstacles and enjoy challenges. Therefore, self-efficacy should result in greater motivation and hence higher levels of engagement. Employees who have higher levels of self-efficacy believe that they have the capabilities to overcome stressful and difficult situations and reach the expected results and so successful even in a challenging work environment. They are self-motivated and energized employees and such intrinsic motivation leads to greater employee engagement with higher energy levels, more involvement, dedication and persistence (Consiglio et al., 2016; Dagher, Chapa, & Junaid, 2015; Del Líbano, Llorens, Salanoval, & Schaufeli, 2012; Prochazka et al., 2017).

Therefore, self-efficacy has been highlighted in several studies as a key personal resource that makes employees more confident and in control of themselves and their environment, thus meaning they will enjoy challenges. This is in line with the Job Demand-Resources (JD-R) Model where a higher level of self-efficacy was an important factor in reducing workplace stress and was considered as the job resource that helped and supported employees most in coping with high demands. Once again this leads to enhanced employee engagement (Bandura, 2012; Consiglio et al., 2016;

Dagher, Chapa, & Junaid, 2015; Del Líbano, Llorens, Salanoval, & Schaufeli, 2012; Jones, 1986; Prochazka et al., 2017; Stecher & Rosse, 2007).

Similarly, self-efficacy should lead to greater employee engagement in other non-Western working environments such as in the UAE. The following hypothesis will therefore be tested in the context of the UAE working environment:

H1: There is a positive relationship between self-efficacy and employee engagement in the context of the UAE.

3.3.2 Person-Job Fit (PJF)

Person-Job Fit (PJF) is one of the key aspects driving higher employee engagement, as has been seen from several studies. It is part of the overall person-environment fit. Several studies have highlighted the mismatch between employees and the working environment causing high levels of stress. Developing and designing jobs with an employee focus, rather than a purely managerial approach should lead to a better person-job fit and create a bottom-up process, which empowers and involves employees more. Active employee roles ought to result in a better job resources and job demands balance in order to enhance employee engagement (Bakker, 2011; Bui, Zeng, & Higgs, 2017; C.-Y. Chen, Yen, & Tsai, 2014; Maden-Eyiusta, 2016; Maslach et al., 2001; Warr & Inceoglu, 2012).

According to Maslach et al. (2001), in their empirical study, a good person-job fit leads to lower levels of burnout and higher levels of employee engagement. Similarly, the person-job fit is explained by Warr and Inceoglu (2012) as part of the person-environment fit and shows that higher levels of person-job fit cause greater motivation and employee engagement.

A study by Ünal and Turgut (2015), supports the idea of the person-job fit making a positive contribution to employee engagement. They argue that the positive contribution of a good person-job fit is explained by Lewin's Field Theory, where the interaction with an individual's work environment determines his/ her behaviour. According to Lewin's Field Theory, employees' positive perception of their working environment results in positive behaviour at work. This in turn, leads to higher energy levels and greater involvement at work. The person-job fit is considered to be an important organizational resource, which can drive higher levels of employee engagement (Ünal & Turgut, 2015) .

Therefore, a good person-job fit should lead to higher employee engagement and the following hypothesis will be tested in the context of the UAE work environment:

H2: There is positive relationship between an employee's level of person-job fit and his/ her level of employee engagement in the context of the UAE.

3.3.3 Relationship with Supervisor (RWS)

Relationship with the supervisor or manager (RWS) is an important aspect in the workplace. According to Bakker (2011) study of an evidence-based model of work engagement, such relationships with the supervisor are one of the main job resources that lead to employee engagement. Halbesleben (2010) had also highlighted the employee-supervisor relationship as an important antecedent in enhancing employee engagement. Employees develop relationships with supervisors in order to increase their opportunities to obtain supervisor support and other resources. This should lead to positive results when attempting to accomplish their personal and professional goals. Relationships with the supervisor have been identified in several studies and are

considered to be important in terms of employee engagement (Bakker, 2011; Bhanthumnavian, 2003; Gibson, Grey, & Hastings, 2009; Holland, Cooper, & Sheehan, 2017; Jin & McDonald, 2017).

According to Bhanthumnavian (2003), the supervisor support relationship refers to the extent of support offered by the supervisor, or manager, in the form of work related help to their employees to allow them to perform their job to the best of their abilities. Perceived supervisor support at the workplace is described by Bhanthumnavian (2003) as coming in three forms: emotional support through empathy, acceptance and care, informative support through feedback, guidance, and material support such as providing sufficient resources and budget. This will improve the motivation, performance and effectiveness of the employees.

The theory of Leader-Member Exchange developed by Graen and Uhl-Bien (1995) describes the relationship between employee and supervisor as a transactional relationship involving an exchange of physical and psychological resources. Relationships with supervisors vary between employees. Employees who develop good relationships tend to receive greater resources, while employees with less strong relationship tend to receive resources that are more limited. Such exchange relationships were found to be influential factors in employee engagement (Campbell, Perry, Maertz Jr, Allen, & Griffeth, 2013; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Gibson et al., 2009; Graen & Uhl-Bien, 1995; Jose & Mampilly, 2015; Pati & Kumar, 2010; Westerman, Currie-Mueller, Motto, & Curti, 2017).

The argument above concerning Leader-Member Exchange Theory is consistent with finding by Cropanzano and Mitchell (2005) about Social Exchange Theory (SET) in employee engagement. A positive relationship with a supervisor is

considered as an important work related resource in helping the employee to achieve their goals, and ease the pressure and stress of job demands. This eventually leads to improved employee engagement (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). In fact, several studies based on the Job Demand-Resources (JD-R) Model have suggested that a positive relationship between employees and supervisors contributes to realizing organizational goals and enhances employee engagement (Bakker, 2011; T. Chen, Li, & Leung, 2016; Gibson et al., 2009; Gillet, Gagné, Sauvagère, & Fouquereau, 2013; Holland et al., 2017; Jin & McDonald, 2017).

Therefore, based on this discussion, there should be a positive relationship between the relationship with a supervisor and employee engagement in the context of the UAE's multicultural work environment. Thus, the following hypothesis has been proposed:

H3: There is a positive relationship between the relationship with a supervisor and the employee's level of engagement in the context of the UAE.

Given the unique situation that expatriates face working and living in a foreign country, it might be expected that the relationship between supervisor support and employee engagement would be stronger in the case of expatriates when compared to the Emiratis. From a resource-demand perspective, expatriates face extra challenges at work or lack certain resources when compared to the Emiratis, which can be compensated for through supervisory support. Therefore, we would like to propose that the relationship between the "relationship with the supervisor" and employee engagement is moderated by nationality.

H4: The positive relationship between the relationship with supervisor and the employee's level of engagement is moderated by his/ her nationality: this relationship will be stronger in the case of Expatriates than Emiratis.

3.3.4 Cross Cultural Competence (CCC)

Cross-cultural competence (CCC), intercultural competence or cultural intelligence is an essential job skill in today's business world. According to Niferklafehn (2017) recent article entitled "Cross-Cultural Competence as a 21st Century Skill", cross-cultural competence is one of the most critical skills employers look for due to the significant growth of multinational organizational and the impact of globalization with its highly diversified workforce. Cross-cultural competence includes the ability to communicate effectively, think flexibly, to look at issues from another's perspective, to facilitate adaptation and to conduct interpersonal interactions across cultures (Dolan & Kawamura, 2015; Niferklafehn, 2017).

Similarly, the diversity of the population in terms of racial, ethnic, linguistic and cultural bases is increasing, especially in the UAE, due to globalization and modernization, and the speed of these changes. This has an impact on the workforce and their engagement with their jobs. Several studies have suggested that encouraging employees to gain an understanding of global cross-cultural diversity can improve their engagement with the workplace (Brenneman, Klafehn, Burrus, Roberts, & Kochert, 2016; McAllister & Irvine, 2000; Selmer & Lauring, 2016; Wang, Wang, Heppner, & Chuang, 2016).

Cross-cultural competence is the ability to interact successfully with members of different and unfamiliar cultures (Brenneman et al., 2016). Likewise, cultural skills refers to the ability to interact, communicate, collaborate, and effectively engage with others from different cultural groups or foreign countries (Wang et al., 2016). Such positive interaction among employee helps to build a positive work environment and enrich employee engagement.

In light of the Job Demand-Resources (JD-R) Model, cross-cultural competence should be considered as a key personal resource in today's multicultural working environment. This is the case in the UAE and results in employees who are more confident, can communicate effectively and can adapt to other employees from diverse cultural backgrounds. Therefore, a higher degree of cross-cultural competence is an important factor in reducing workplace stress, and is considered as a job resource in that it helps employees to cope with high demands in a highly diversified multicultural workplace, and so leads to enhanced employee engagement.

Therefore, based on argument above, there should be a positive relationship between cross-cultural competence and employee engagement. As such, the following hypothesis is proposed:

H5: There is a positive relationship between an employee's cross-cultural competence and his/ her level of engagement in a UAE workplace context.

3.3.5 Civic Virtue (CV)

Civic virtue (CV) is one of the main dimensions of organizational citizenship behaviours (OCBs). This consists of other distinct dimensions including altruism, conscientiousness, courtesy and sportsmanship (Bellou, 2008). According to Philip M. Podsakoff, MacKenzie, Paine, and Bachrach (2000) in a critical review of OCB literature (both theoretical and empirical), civic virtue is considered as good citizenship within an organization and represents a commitment to the organization as a whole.

Employees with high levels of civic virtue are willing to cooperate based on individual discretionary behaviour even if not formally rewarded. Civic virtue represents the employee's interest in and commitment to the organization as a whole and their willingness to participate actively in organizational governance, such as

policy debates expressing opinions on strategies. Civic virtue is displayed by employees when they react positively to threats and opportunities that affect the organization, and look out for the organization's best interests, even at personal cost (Bellou, 2008; Dyne, Graham, & Dienesch, 1994; Philip M. Podsakoff et al., 2000).

Several studies that have examined OCB and organizational performance discovered that there is a positive relationship between employees' citizenship behaviours, such as civic virtue, and organizational performance, employee involvement, job satisfaction and employee engagement. For example, a research study by Rurkkhum and Bartlett (2012) examining the relationship between employee engagement and organizational citizenship behaviour, concluded that the relationship was strongest for the civic virtue dimension of OCB (Al Sahi AL Zaabi, Ahmad, & Hossan, 2016; Bellou, 2008; Philip M. Podsakoff et al., 2000; Ronan & Barker, 2015; Rurkkhum & Bartlett, 2012; Yao & Chang, 2017).

As such, we believe that there should be a positive relationship between civic virtue and employee engagement in the context of the UAE working environment. Therefore, the following hypothesis is proposed:

H6: There is a positive relationship between an employee's level of civic virtue and his/ her level of employee engagement in the context of the UAE.

3.4 Organizational Level Antecedents

Organizational antecedents have been defined by Wollard and Shuck (2011) as "constructs, strategies, and conditions that were applied across an organization as foundational to the development of employee engagement." Selected organizational antecedents of the theoretical framework include: organizational support (OS), group cohesiveness (GC), psychological contract fulfilment (PCF), job security (JS), and

work overload (WO). These organizational antecedents and the proposed hypotheses will be discussed in the following section from a UAE perspective and in the context of the UAE workplace.

3.4.1 Organizational Support (OS)

Organizations which foster a supportive work environment are on the right track to engagement with their employees, who show more workplace engagement when the organization provides them with such opportunities. Organisational support (OS) is all about valuing employee contributions and caring about their well-being. The leaders and managers in such organizations provide employees with help and guidance, and coach employees to reach their best performance level by clarifying and simplifying objectives in order to achieve set goals and targets (Muhammad, 2014; Pati & Kumar, 2010).

Several studies have highlighted that organizational support is important in reducing stress in the workplace, especially in today's fast-paced, dynamic, ever-changing and challenging work environment, where employee expectations results in employees taking on more responsibilities, a greater workload and more job demands. Therefore, organizational support needs to provide the job resources employees need to cope with such demands while also increasing their engagement with the workplace (Adel, Othman, & Mohd, 2015; K. Alfes, Truss, Soane, & Shantz, 2013; Siti Asiah Md, Amdan, Alwi, Syazreena, & Hassan, 2016).

Therefore, based on the argument above, there should be a positive relationship between perceived organizational support and employee engagement. The following hypothesis is proposed:

H7: There is a positive relationship between perceived organizational support and an employee's level of engagement in the context of the UAE.

3.4.2 Group Cohesiveness (GC)

In the business world, group cohesiveness (GC) is an important concept for the successful operation of any organization and the smooth execution of tasks and projects. According to Lee and Jamil (2016), group cohesiveness is the result of social forces and bonds that hold the group members together. Highly cohesive groups have stronger mutual appreciation, greater interpersonal attraction, more cooperation, commitment, friendliness and positive feelings when they are carrying out group projects or tasks. Such cohesive groups develop group cohesiveness over time as employees are providing each other with support and display more commitment, pride, teamwork and engagement. The result of such group cohesiveness in terms of interpersonal attraction, task commitment and pride in the group has become an important concept in many organizations. In fact, numerous studies have been conducted on group cohesiveness and highlight the positive relationship between group cohesiveness and organizational performance, job satisfaction and engagement (Barile, Riolli, & Hysa, 2016; Bhanthumnavian, 2003; Liu, Chen, & Holley, 2017; Wongpakaran, Wongpakaran, Intachote-Sakamoto, & Boripuntakul, 2013).

In light of social exchange theory, a recent study by Liu et al. (2017) posited a positive relationship for group cohesiveness where group members acquire resources from other members in a reciprocal relationship. This makes the group stronger since such social exchange involves granting favours and this, in turn, leads to future reciprocity and other obligations that create greater group member engagement. This is in line with the job demands-resources (JD-R) model when group cohesiveness is

considered as a job resource. Such exchange relationships and a high level of group cohesiveness makes increased employee engagement more likely. Moreover, an increase in-group cohesion produces better channels of communication and knowledge sharing among the group, while also displaying greater participation in problem solving at work. This, in turn, leads to greater synergy, cooperation and engagement among the group members and that eventually creates higher levels of employee engagement (Beal et al., 2003; Dobbins & Zaccaro, 1986; Irwin, Tsang, Carlisle, & Shen, 2014; Liu et al., 2017).

Therefore, it follows that there should be a positive relationship between group cohesiveness and employee engagement in the context of the UAE workplace. As such, the following hypothesis is proposed:

H8: There is a positive relationship between group cohesiveness and an employee's level of engagement in the context of the UAE.

3.4.3 Psychological Contract Fulfilment (PCF)

A psychological contract is important aspect of the employee-employer relationship. It is an unwritten contract, which simplifies the exchange relationship between the employees and the organization. It includes personal promises and obligations. According to Rousseau (1989) the psychological contract is the beliefs of individuals regarding the terms and conditions, and reciprocal obligations of the exchange agreement between them and their organization. In fact, the psychological contract is well-researched area with numerous extant studies. It is very important in the workplace as organizations should maintain psychological contract fulfilment (PCF) by delivering on their promises to their employees (P. M. Bal, Cooman, & Mol,

2013; Elst & Meurs, 2015; T. Moore, 2014; Restubog, Hornsey, Bordia, & Esposo, 2008; Sharma & Garg, 2017; Turnley, Bolino, Lester, & Bloodgood, 2003).

A research study by Restubog et al. (2008) based on social exchange theory (SET) demonstrated that a breach of the psychological contract has a negative effect on employee engagement and organizational citizenship behaviours. Moreover, Parzefall and Hakanen (2010) thoroughly studied the effects of psychological contract fulfilment and breach on employee engagement using the Job Demand-Resources (JD-R) Model, and stated that perceived psychological contract fulfilment is positively associated with employee engagement.

Several studies influenced by social exchange theory (SET) and the Job-Demands-Resources (JD-R) Model have examined both psychological contract fulfilment and breach. For example, a recent study by Birtch, Chiang, and Van Esch (2016) integrated both the Job Demand-Resources (JD-R) Model and a social exchange theory framework and discovered similar findings regarding the positive relationship between psychological contract fulfilment and employee engagement. In the Job-Demands-Resources (JD-R) Model, psychological contract fulfilment is considered as a resource and employees expect the organization to reward them and continue the two-way exchange relationship. Social exchange theory (SET) suggests that employees not only consider economic benefits but also expect social benefits such as esteem, care, delivery on promises regarding career advancement, providing new opportunities, etc. All of which builds trust, loyalty and commitment. Psychological contract fulfilment is a form of social exchange between employees and the organization which leads to higher employee engagement (Birtch et al., 2016; Lodha & Pathak, 2017; Parzefall & Hakanen, 2010; Rayton & Yalabik, 2014; S. L. Robinson & Morrison, 2000).

Therefore, one can infer that there should be a positive relationship between psychological contract fulfilment and employee engagement in a UAE context. Therefore, the following hypothesis is proposed:

H9: There is a positive relationship between psychological contract fulfilment and an employee's level of engagement in the context of the UAE.

3.4.4 Job Security (JS)

The ongoing economic challenges faced in the business world impact on job security (JS) in negative way and increase job insecurity in the workplace. The decline in job security, or in other words the increase in job insecurity, refers to employee concerns about future job longevity and the fear of losing a job and the various incentives and benefits that go along with it. This creates stress impacts on well-being. Job insecurity creates anxiety and stress at work and has negative consequences for both employees and their organization. Several research studies have shown evidence of the negative relationship between job insecurity and employee engagement and/ or the positive relationship between an increase in job security and employee engagement. For example, Salas-Vallina and Alegre (2017) confirmed the positive relationship between job security and employee engagement and that an increase in job security leads to an enhancement in employee engagement (Debus & Unger, 2017; Giunchi, Emanuel, Chambel, & Ghislieri, 2016; C. q. Lu, Du, Xu, & Zhang, 2017; Purohit & Bandyopadhyay, 2014; Salas-Vallina & Alegre, 2017; Zheng, Diaz, Tang, & Tang, 2014).

Based on the Job Demands-Resources (JD-R) Model, job insecurity is considered to be a job demand, which can produce high levels of stress and uncertainty

and lead to burnout and negative outcomes that eventually decrease employee engagement (Demerouti et al., 2001; Wilmar B. Schaufeli et al., 2002).

Moreover, on the basis of Social Exchange Theory (SET), the relationship between employees and their organization as the employer involves exchange from both parties. Employees need to meet their job demands and work requirements, while they expect their organization to provide them with job security. Such job security expectations are key if an exchange relationship is going to exist between the employees and the employer. Employees with higher levels of job security are more likely to perform well and become more engaged (Debus & Unger, 2017; C. q. Lu et al., 2017; Mauno et al., 2007).

Similarly, there should be a positive relationship between perceived job security and employee engagement in the context of the UAE's multicultural work environment. The following hypothesis is proposed:

H10: There is a positive relationship between perceived job security and an employee's engagement in the context of the UAE.

We can also expect to see a difference in the strength of the relationship between job security and engagement when comparing expatriates and Emiratis. Having a job is essential for an expatriate to maintain his or her residency in the country and losing one's job in a foreign country is more challenging than it is for those who live and work in their home country. Therefore, the following hypothesis will be tested in this study:

H11: The positive relationship between perceived job security and an employee's engagement is moderated by his/ her nationality; the relationship will be stronger in the case of expatriates when compared to Emiratis.

3.4.5 Work Overload (WO)

Work Overload (WO) is one major concern for employees in the workplace, particularly in today's highly competitive business world with economic pressure on organizations to consider downsizing their workforce. According to Fong and Kleiner (2004) work overload is a major cause of job stress for professionals in the workplace.

Similar observations have been highlighted by several other studies. For example, a study based on the Conservation of Resources (COR) Theory by Goh, Ilies, and Wilson (2015) stated that work overload had a negative impact on the employee's well-being and indicated that work overload is a high level job demand that can decrease an employee's overall life satisfaction. Work overload is a stressor and can become a main job demand that consumes the employee's energy with respect to time and psychological resources in the workplace. It is one of the major factors that increases burnout and reduces engagement (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007; M. Brown & Benson, 2005; de Beer, Pienaar, & Rothmann, 2016; Geurts, Kompier, Roxburgh, & Houtman, 2003; Leijten et al., 2015; Lelis-Torres, Ugrinowitsch, Apolinário-Souza, Benda, & Lage, 2017; Weigl et al., 2016).

In light of the Job Demands-Resources (JD-R) Model, work overload, whether physical or mental, is characterized by the large amount of work expected and demanded of the employee in today's competitive business world. It can cause high levels of work stress and increase job demands on employees. Such a stressful work environment causes employees to become overwhelmed and less engaged with their work. Therefore, work overload is considered as one of the main job demand factors that can cause high stress levels and lead to burnout and negative outcomes that will eventually decrease employee engagement (Bakker & Demerouti, 2014; Bakker et al., 2007; Demerouti et al., 2001; Wilmar B. Schaufeli et al., 2002).

Accordingly, it is to be expected that there should be a negative relationship between perceived work overload and employee engagement in the context of the UAE working environment. As such, the following hypothesis is proposed:

H12: There is a negative relationship between work overload and employee engagement in the context of the UAE.

3.5 Summary of Research Hypotheses

Based on the theoretical framework as shown in Figure 3.2.1, this study will test the following research hypotheses in the context of the UAE work environment.

H1: There is a positive relationship between self-efficacy and employee engagement.

H2: There is positive relationship between an employee's level of Person-Job fit and his/ her level of employee engagement.

H3: There is a positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement.

H4: The positive relationship between the perceived employee-supervisor relationship and the employee's level of employee engagement is moderated by his/ her nationality; the relationship will be stronger in the case of Expatriates than Emiratis.

H5: There is a positive relationship between cross-cultural competence and an employee's level of engagement.

H6: There is a positive relationship between an employee's level of civic virtue and his/ her level of engagement.

H7: There is a positive relationship between perceived organizational support and an employee's level of engagement.

H8: There is a positive relationship between group cohesiveness and an employee's level of engagement.

H9: There is a positive relationship between psychological contract fulfilment and an employee's level of engagement.

H10: There is a positive relationship between perceived job security and an employee's level of engagement.

H11: The positive relationship between perceived job security of an employee and his/ her engagement is moderated by his/ her nationality; the relationship will be stronger in the case of Expatriates compared to Emiratis.

H12: There is a negative relationship between work overload and employee engagement.

3.6 Chapter Summary

This chapter on the theoretical framework has presented the study model and hypotheses. The theoretical model embraces the main factors for the individual and organizational antecedents of employee engagement in the context of the UAE work environment. A detailed discussion has been presented for each antecedent in order to develop a corresponding hypothesis to build up the theoretical model. Finally, a summary of the hypotheses was outlined and will be subjected to further assessment in the following chapters.

Chapter 4: Methodology

4.1 Introduction

In the methodology chapter, we will present the methodological framework, which will guide the research, data collection and analysis.

The main purpose of this study is to examine the effect of individual characteristics and organization contextual factors on employee engagement in the context of the UAE. The study will identify the main individual and organizational antecedents that determine the level of employee engagement in a multicultural work environment in the public, private and/ or mixed sectors in the UAE.

A quantitative approach has been used for the study. It consists of a large-scale questionnaire that will be described below, including details of how the survey was developed and the data collected. The methodology is informed by the philosophical context adopted for this study on employee engagement. We will also describe the different aspects of the research design process, such as the research instrument chosen and discuss the operationalization of the theoretical model and the constructs used. Additionally, the choice of suitable measurement scales for the questionnaire will be described and the administration of the data collection will, likewise be described in detail. Lastly, there will be a discussion regarding access to the research field access, other ethical considerations and the plan of analyzing the data.

4.2 Research Philosophy

According to Blaikie (2007), the social sciences are characterized by a diversity of approaches to social enquiry and a wide variety of research methods for collecting and analyzing the data. Thus, a researcher should adopt a theoretical perspective and paradigm in order to inform their approach to the enquiry. Therefore, the researcher

should choose a theoretical position before undertaking any social enquiry. The researcher needs to address the research problem, the research questions, the research strategy, the posture or stance adopted, and also the research paradigm containing their assumptions about the nature of reality and how it can be studied. Since the research problem and questions have been covered in detail earlier in this paper, the focus of this section is on describing the research strategy, the researcher's stance and the research paradigm as part of the current study on employee engagement (Babbie, 2013; Blaikie, 2007; Hughes & Sharrock, 2016).

4.2.1 Research Strategy

The research strategy is the procedure and logical process required to answer the research questions and generate knowledge. The choice of a research strategy to investigate the research problem is one of the most important decisions that the researcher needs to make. There are four main research strategies according to Blaikie (2007) and Babbie (2013): inductive, deductive, retroductive and abductive, which all provide different ways to answer the research questions. An inductive research strategy begins with data collection, and then the data is analyzed before generalizations can be made by using inductive logic. A deductive strategy identifies patterns or regularities and establishes explanations by testing theories and eliminating false premises. A retroductive strategy begins with observed regularity or a model, and then seeks to discover underlying mechanism to explain the observed regularity. Finally, an abductive strategy looks at the world of social actors and investigates it before discovering different constructions and conceptualizations of reality that give meaning to the social world (Babbie, 2013; Blaikie, 2007).

After analyzing and studying the four research strategies, we decided that the

abductive research strategy was the best fit for this employee engagement study. An abductive research strategy describes and understands social life in term of the motives of social actors and their understanding. In addition, an abductive strategy can be used to answer both the what and the why of the research questions. It is based on an idealist ontology and epistemologically on constructionism. Moreover, the relationship between theory and research is interlinked with both data and theoretical ideas working alongside each other in a developmental and creative process. Regularities discovered at the beginning, or during, the research process encourage the researcher to ask questions and to look for answers. The data can then be reinterpreted in light of the emerging theoretical ideas and this may lead to further questioning, creating tentative new hypotheses and driving the search for answers. Thus, research becomes a dialogue between both the data and theory and is facilitated by the researcher. Therefore, data is interpreted and reinterpreted as the process evolves. Any emerging theory is tested and refined as the research proceeds. This dialogue continues until a sufficient explanation is discovered and a satisfactory answer to the research questions has been achieved. As such, an abductive research strategy will be used to answer the research questions in this study on employee engagement (Babbie, 2013; Blaikie, 2007; Crotty, 1998; Hughes & Sharrock, 2016).

4.2.2 Researcher's Stance

The researcher's stance is referred to the relationship of the researcher to the research participants and the role the researcher takes in order to discover knowledge and produce findings. Therefore, to maximize the data collection and generate accurate information, a combination of different stances will be adopted depending on the specific situation and organization being examined (Blaikie, 2007; Crotty, 1998).

The researcher will play the role of the insider, when conducting research into their own organization. This has the advantage of belonging to the organization and so having the necessary experience and information to conduct the research. On the other hand, the outsider's role will be adopted when the study is expanded to other firms and organizations in the UAE.

In reality, investigating the phenomena of employee engagement requires continuous learning and development of knowledge. Even in the researcher's own organization the researcher seeks to become an inside learner. In contrast, thanks to the extensive literature review and by researching other organizations, the researcher is also something of an outside expert. In summary, adopting a combination of different research stances provides for a better understanding, ease of observation and collecting information for the intended study.

4.2.3 Research Paradigm

A research paradigm is an approach to understanding the research problem via broad philosophical, theoretical and methodological perspectives. In order to find the best research paradigm for our research problem of employee engagement, an exploration and comparison was made of different research paradigms, starting from the classical research paradigms of positivism, critical rationalism, classical hermeneutics and interpretivism. After that, we explored the more modern research paradigms of critical theory, ethnomethodology, social realism, contemporary hermeneutics and structuration. This has resulted in structuration theory being selected as the best fit for the intended research (Babbie, 2013; Blaikie, 2007; Crotty, 1998; Hughes & Sharrock, 2016).

Structuration theory is one of the most recent and influential philosophical and theoretical approaches. The theory was developed by Anthony Giddens to explain and integrate agency and structure (Bryant & Jary, 2014). According to Giddens, human agency and social structure are not two separate concepts but two ways of seeing social action. This is called the duality of structure, where social structures are composed of rules, resources and social relationships that make social action and interaction possible. At the same time social action creates these social structures. Structuration theory emphasizes the different perspectives of agency/ structure, subjective/ objective and micro/ macro by which social systems are produced, and reproduced, by social interaction across time and space. Structuration theory is highly complex. However, it can be adapted to this study on employee engagement (Bryant & Jary, 2014).

Employee engagement is a social product of human action within specific structural and cultural context. The essential role of employee engagement is having a subjective/ objective set of rules and resources for facilitating and constraining human action. It contributes to producing, reproducing and transforming these contexts. According to structuration theory (Bryant & Jary, 2014), the cumulative effect of people living and working in a social framework is the production and reproduction of culture. At the same time, culture is created, and recreated, through the interaction of action and structure. In fact, social structures both facilitate and constrain the accomplishments of individuals and groups. In summary, social systems are created by human action and in turn shape future action. (Babbie, 2013; Blaikie, 2007; Crotty, 1998; Hughes & Sharrock, 2016).

In fact, the employee engagement strategies adopted by organizations can have very real positive, or negative, impacts on both the employees and the organization itself. Therefore, a research paradigm based on structuration theory should provide the

best understanding of the research problem from different philosophical, theoretical and methodological perspectives, which complement the abductive research strategy very well.

4.3 Research Design

The research design section presents the main aspects of research methodology and the sample design. Then, we will discuss the main concerns with respect to methods and sample design, highlighting validity, reliability and the response format of the study.

4.3.1 Research Methods

According to Creswell (2013) survey questionnaires are a typical quantitative methodological approach that provide appropriate perspectives and insights into the data. Therefore, a large-scale survey of employees from different organizations in the UAE was produced and employees from private, public and the mixed sector completed the survey. The survey included a range of measurement scales to gain a better understanding of employee engagement antecedents.

A questionnaire is a key source for collecting data. Therefore, the researcher designed a questionnaire with both valid and reliable measures. Researchers can choose from different types of surveys and question formats by selecting structured closed-ended, unstructured open-ended, or a mixed type of structured closed-ended and unstructured open-ended survey questions. The structured closed-ended survey provides the researcher with quantitative and numerical data, while the unstructured open-ended survey questions provide qualitative and textual information. Therefore, it is important that the researcher makes the right choice at early stage of the research process by selecting the right questionnaire type. In the case of the present study, a structured closed-ended questionnaire design was found to be the most suitable for the

employee engagement study, because this approach is simple to conduct and several measurement scales can be derived from the literature with empirical evidence to back them up, thus ensuring better measurement validity and reliability (Truss et al., 2013; Zohrabi, 2013).

4.3.2 Research Sample Design

The sample design is one of the most important aspects of the research process and researchers should pay attention to it at an early stage of the research plan development. The sample design is the structured framework, which is the basis for the survey sample selection and data collection. It will have an impact on various subsequent research phases. Therefore, researchers should decide on the sampling frame, which best represents the population of interest (Truss et al., 2013; Zohrabi, 2013).

The sample design includes the basic plan and methodology for selecting the right research sample. In fact, the research sample is a subset of the complete targeted population since it would be impossible to study the whole population. The selected research sample will represent the whole population and inferences will be made accordingly. Several ways of selecting the right sample from a population have been developed (Zohrabi, 2013). There are two main techniques in sample design: one is non-probability sampling, where the samples are collected in a way that does not give all the individuals in the population an equal chance of being selected. The other is probability sampling, which is a sampling technique where the samples are collected in a way that gives all the individuals in the population an equal chance of being selected (Truss et al., 2013; Zohrabi, 2013). In the present study, both sampling

techniques were utilized and a more detailed explanation is given in the data collection section under the research procedures section below.

4.3.3 Research Design Concerns

Selecting the most suitable research method and having the right sample design are important components of any successful research study but consideration and attention also needs to be dedicated to the choice of measurement scale validity, reliability and the response format.

4.3.3.1 Validity

Validity is being assured that the measure fully captures the intended construct. As such, validity is an important objective if we are to achieve the required quality and acceptability for the study. Validity can be applied in different ways and is usually categorized into content and construct validity, convergent validity, concurrent validity, predictive validity, discriminant validity and internal and external validity (Truss et al., 2013; Zohrabi, 2013).

Content validity is the validity of all the research elements. It determines if skills and behaviours are being measured effectively and sufficiently. Therefore, every item must reflect every aspect of the construct. For example, measuring the employee engagement antecedent of organizational support should demonstrate content validity since this aspect was shown to have a positive relationship with engagement in the majority of research studies (Truss et al., 2013; Zohrabi, 2013).

Convergent validity is how the research construct is correlated to the theoretical construct in statistical terms. Thus, if the construct is statistically related to an important real-world aspect during the same period, then it is called concurrent validity. However, if it is related to future time then it is called predictive validity.

Also, if the research construct is statistically distinct from other similar constructs then that is referred to as discriminant validity. For example, employee engagement should be clearly different from other similar constructs such as job satisfaction, intrinsic motivation, etc. (Truss et al., 2013; Zohrabi, 2013).

According to Truss et al. (2013), internal validity is mainly the validation of research findings by reality. In a social study like the employee engagement one, it is important that the researcher's observations are accurately measuring the intended research items. Here, the researcher should apply different methods to reach acceptable research validity. For example, the use of triangulation and peer examination. Additionally, external validity is mainly the validation of the research findings by applying them to other settings or subjects. In this case, if findings from the employee engagement research have high levels of external validity then they can be generalized to a wider population and other contexts (Truss et al., 2013; Zohrabi, 2013).

4.3.3.2 Reliability

Reliability is the aspect of the measure where it is shown as being stable and consistent. Thus, the reliability of data and findings is a key requirement for any research process and the research results should be consistent, dependable and replicable. Researchers should pay attention to both internal consistency reliability and external test-retest reliability (Atkinson, 2012; Truss et al., 2013; Zohrabi, 2013).

Internal consistency reliability refers to consistent ways of collecting, processing, analysing and interpreting data so that if an independent researcher finds similar results it would indicate even higher internal reliability (Atkinson, 2012). Moreover, high internal reliability indicates items of the same dimensions or scale that

cohere together. Statistically, internal consistency reliability is measured by a Cronbach's Alpha with an acceptable value of above 70% (Field, 2013).

4.3.3.3 Response Format

Researchers should also pay attention to the response format used for the employee engagement measurement scales. There are three common response formats: 5-point Likert extent scale, 7-point Likert extent scale and a 7-point frequency scale (Truss et al., 2013; Zohrabi, 2013).

Several employee engagement studies have used the 7-point Likert extent scale and shown it to be more suitable than the 5-point Likert extent scale (Finstad, 2010). Respondents with a 7-point Likert extent scale have enough choices for their best response. They can choose from Strongly Agree, Agree, Slightly Agree, Neutral, Slightly Disagree, Disagree, and Strongly Disagree. Likewise, the 7-point frequency scale includes timeframe references and provides respondents with enough freedom to select their favoured choice from Never, Almost Never (a few times a year), Rarely (once a month or less), Sometimes (a few times a month), Often (once a week), Very Often (a few times a week), and Always (every day) (Truss et al., 2013; Zohrabi, 2013).

In the case of this employee engagement study, we opted to use the 7-point Likert scale and the 7-point frequency scale.

4.4 Research Instruments

This section describes the operationalization of the constructs in the study according to the theoretical framework. One main employee engagement (EE) construct represents the model dependent variable. The five individual antecedent constructs are represented as model independent variables at the individual level.

These include: self-efficacy (SE), person-job fit (PJF), relationship with supervisor (RWS), cross-cultural competence (CCC) and civic virtue (CV). In addition, there are five organizational antecedent constructs that are represented as model independent variables at the organizational level. These are: organizational support (OS), group cohesiveness (GC), psychological contract fulfilment (PCF), job security (JS), and work overload (WO).

4.4.1 Measurement Scale of Employee Engagement

Employee engagement (EE) is measured using the 17-item version of the Utrecht Work Engagement Scale (UWES) (W. Schaufeli & Bakker, 2003). The Utrecht Work Engagement Scale (UWES) includes three dimensions: vigour, dedication and absorption (W. Schaufeli & Bakker, 2003; Wilmar B Schaufeli et al., 2006).

First, the vigour dimension is measured by six items representing a high level of energy, willingness for great effort and persistence when facing difficulties. Some example statements for the vigour dimension include, "At my work, I feel bursting with energy", "When I get up in the morning, I feel like going to work", and "At my work I always persevere, even when things do not go well". Secondly, the dedication dimension is measured by five items representing enthusiasm and pride in the job while feeling inspired and challenged by your work. Some example statements for the dedication dimension include, "I find the work that I do full of meaning and purpose", "I am enthusiastic about my job", and "I am proud on the work that I do". The absorption dimension is measured by six items that represent happiness at work and love of your job. Some examples statements for the absorption dimension include, "Time flies when I'm working", "I feel happy when I am working intensely", and "I

get carried away when I'm working" (W. Schaufeli & Bakker, 2003; Wilmar B Schaufeli et al., 2006).

According to W. Schaufeli and Bakker (2003), the 17-item version of the Utrecht Work Engagement Scale (UWES) has a measurement scale reliability with Cronbach's Alpha of 0.93. Moreover, the Utrecht Work Engagement Scale (UWES) is scored on a 7-point scale that ranges from "never" to "always' (W. Schaufeli & Bakker, 2003; Wilmar B Schaufeli et al., 2006).

4.4.2 Measurement Scale of Self-efficacy

Self-efficacy (SE) is measured by the work self-efficacy scale based on original research work by Bandura (Bandura, 1977, 1978) and cited in Jones (1986). According to Bandura (2006), perceived self-efficacy is described as the belief in one's capability to produce the expected outcome and execute the required behavior successfully. Work self-efficacy is measured by eight items scored on a 7-point Likert scale, which ranges from "strongly disagree" to "strongly agree". The self-efficacy scale has the measurement scale reliability with Cronbach's Alpha of 0.71 (Jones, 1986). Some example statements from the adapted self-efficacy scale include, "My job is well within the scope of my abilities", "I have all the technical knowledge I need to deal with my job, all I need now is practical experience", and "My past experiences and accomplishments increase my confidence to perform successfully in this organization" (Jones, 1986).

4.4.3 Measurement Scale of Person-Job Fit

Person-job fit (PJF) is measured on the person-job fit scale which was developed by Lauver and Kristof-Brown (2001) to assess the match between the

abilities and capabilities of the employee on one side, and the demands and requirement of the job on the other (Lauver & Kristof-Brown, 2001).

Person-job fit (PJF) is measured by five items scored on a 7-point Likert scale. This ranges from "strongly disagree" to "strongly agree". The person-job fit scale has a measurement scale reliability with Cronbach's Alpha of 0.79 (Lauver & Kristof-Brown, 2001). Some example statements from the adapted person-job scale include, "My abilities fit the demands of this job", "There is a good match between the requirements of this job and my skills", and "I am the right type of person for this type of work" (Lauver & Kristof-Brown, 2001).

4.4.4 Measurement Scale of Relationship with Supervisor

Relationship with the supervisor (RWS) is measured on a scale adapted from Rhoades, Eisenberger, and Armeli (2001) which aimed to assess the relationship between the employee and his or her supervisor or manager in terms of perceived supervisory support. The relationship with the supervisor scale is measured by four items scored on a 7-point Likert scale. Again ranging from "strongly disagree" to "strongly agree". The scale has a measurement scale reliability with Cronbach's Alpha of 0.90 (Rhoades et al., 2001). Some example statements from the scale include, "My supervisor cares about my opinions", "My work supervisor really cares about my well-being" and "My supervisor strongly considers my goals and values" (Rhoades et al., 2001).

4.4.5 Measurement Scale of Cross-Cultural Competence

Cross-cultural competence (CCC) is measured on a cultural intelligence scale (CQS) which was developed by Ang et al. (2007). It assesses the cross-cultural competence and capabilities of an individual to function effectively in diverse cultural

settings. It is a multidimensional assessment scale consisting of several dimensions such as the meta-cognitive, cognitive, behavioral and motivational subscales. The motivational subscale is suitable for the present research on employee engagement and therefore has been adapted from the overall cultural intelligence scale (CQS). The adapted motivational cultural intelligence subscale is measured by five items. They are scored on a 7-point Likert scale (from "strongly disagree" to "strongly agree"). The motivational cultural intelligence subscale has a measurement scale reliability with Cronbach's Alpha of 0.81 (Ang et al., 2007). Some example statements from the scale include, "I enjoy interacting with people from different cultures", "I am confident that I can socialize with locals in a culture that is unfamiliar to me", and "I am sure I can deal with the stresses of adjusting to a culture that is new to me" (Ang et al., 2007).

4.4.6 Measurement Scale of Civic Virtue

Civic virtue (CV) is part of overall organizational citizenship behavior (OCB). According to a study by Philip M Podsakoff, MacKenzie, Moorman, and Fetter (1990), organizational citizenship behavior consists of several types of citizenship behavior, such as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Philip M Podsakoff et al. (1990) presented an overall organizational citizenship behaviour (OCB) measurement scale with different dimensions and subscales. The civic virtue dimension measurement scale was adapted from this overall OCB scale as it suits this employee engagement study. The adapted civic virtue scale is measured by four items scored on a 7-point Likert scale from "strongly disagree" to "strongly agree". The civic virtue scale has a measurement scale reliability with Cronbach's Alpha of 0.70 (Philip M Podsakoff et al., 1990). Some example statements from the scale include, "I attend meetings that are not mandatory, but are considered important", "I attend functions

that are not required, but help the company image", "I read and keep up with organization announcements, memos, and so on" (Philip M Podsakoff et al., 1990).

4.4.7 Measurement Scale of Organizational Support

Perceived organizational support (OS) is measured on a scale adapted from a study by Rhoades et al. (2001). It assesses the organizational supportive work environment in term of valuing employee contributions and caring about their well-being. In addition, supportive organizations provide employees with help and coach them to reach their best. The organizational support scale is measured by eight items scored on a 7-point Likert scale, which ranges from "strongly disagree" to "strongly agree". The scale has a measurement scale reliability with Cronbach's Alpha of 0.90 (Rhoades et al., 2001). Some example statements from the scale include, "My organization is willing to help me if I need a special favour", "Help is available from my organization when I have a problem" and "My organization would forgive an honest mistake on my part" (Rhoades et al., 2001).

4.4.8 Measurement Scale of Group Cohesiveness

Group cohesiveness (GC) is measured on the Group Cohesiveness Scale (GCS) developed by Wongpakaran et al. (2013). It assesses the perception of group cohesiveness in terms of social bonds and mutual affinities, interpersonal attraction, cooperation, commitment, friendliness and positive feelings when carrying out group projects or tasks. The Group Cohesiveness Scale measures seven items on a 5-point Likert scale. However, the present study will adopt a 7-point Likert scale in order to be consistent with the other scales in the present research. Such practice is in line with the recommendations ofPhilip M Podsakoff, MacKenzie, Lee, and Podsakoff (2003) and helps to minimize the bias effect created by common method variance. The

adapted group cohesiveness scale was modified to a 7-point Likert scale ranging from "strongly disagree" to "strongly agree". The original scale had a measurement scale reliability with Cronbach's Alpha of 0.87 (Wongpakaran et al., 2013). Some example statements from the scale include, "I feel accepted by the group", "In my group we trust each other", and "The members feel a sense of participation" (Rhoades et al., 2001).

4.4.9 Measurement Scale of Psychological Contract Fulfilment

Psychological contract fulfilment (PCF) is measured using a perceived psychological contract scale adapted from a longitudinal study by S. L. Robinson and Morrison (2000) which examined the factors affecting employees' perceptions of when the psychological contract has been breached by their organization. In this study, the scale was adapted so that it meets the purposes of psychological contract fulfilment rather than breach. Moreover, the psychological contract scale was measured by seven items scored on 5-point Likert scale, which will be adapted to become a 7-point Likert scale in order to be consistent with the other scales used in the survey. Modifying the scale is justified by the recommendations ofPhilip M Podsakoff et al. (2003) and will minimize the biasing effect of common method variance. The final 7-point Likert scale ranges from "strongly disagree" to "strongly agree". The original scale had a measurement scale reliability with Cronbach's Alpha of 0.92 (S. L. Robinson & Morrison, 2000). Some example statements from the scale include, "Almost all the promises made by my organization during recruitment have been kept so far", "I feel that my organization has come through in fulfilling the promises made to me when I was hired", and "So far my organization has done an excellent job of fulfilling its promises to me" (S. L. Robinson & Morrison, 2000).

4.4.10 Measurement Scale of Job Security

Job security (JS) is measured using the perceived job insecurity scale from a psychometric evaluation study adapted from Vander Elst, De Witte, and De Cuyper (2014). Job insecurity as opposed to job security refers to employee concerns about their future job longevity and/ or fear of losing one's job and the incentives and benefits that go with it (Vander Elst et al., 2014). In this current study, the job insecurity scale was measured by four items scored on 5-point Likert scale, which will be adapted to a 7-point Likert scale in order to be consistent with the other scales in the survey. This adaptation recommended by Philip M Podsakoff et al. (2003) minimizes the biasing effect of common method variance. The 7-point Likert scale ranges from "strongly disagree" to "strongly agree". The scale originally had a measurement scale reliability with Cronbach's Alpha of 0.85 (Vander Elst et al., 2014). Some example statements from the scale include, "Chances are, I will soon lose my job", "I feel insecure about the future of my job", and "I think I might lose my job in the near future" (Vander Elst et al., 2014).

4.4.11 Measurement Scale of Work Overload

Work Overload (WO) is measured using an adapted perceived workload scale from a study by J. E. Moore (2000). Work overload reflects high job demands, which lead to increases in employee's work stress and impact negatively on the employee's well-being (Ahuja et al., 2007; J. E. Moore, 2000).

Work overload is measured by four items scored on a 7-point Likert scale ranging from "strongly disagree" to "strongly agree". The work overload scale has a measurement scale reliability with Cronbach's Alpha of 0.80 (J. E. Moore, 2000). Some example statements from the work overload scale include, "I feel that the

number of requests, problems, or complaints I deal with is more than expected", "I feel that the amount of work I do compromises and impacts negatively the quality of my work", and "I feel pressured" (J. E. Moore, 2000).

4.5 Research Procedures

This section on research procedures details the steps taken to conduct the research, including pre-testing the survey questionnaire, collecting data, selecting the target population and sample, and rolling out the questionnaire. In addition, it will highlight the sample size and response rate for the present study.

4.5.1 Pilot of Survey Questionnaire

The pilot and pre-testing of a survey is an important research practice. It helps in refining the research questionnaire and will save time and anticipate any issues or gaps that could occur during the actual data collection stage. The pilot data can help to the effectiveness of the research methodology. It is standard research practice to test the research instruments before launching the survey with a larger sample size (Sampson, 2004; Wilson & Joye, 2017).

The present study conducted a pilot test using a small sample of the target population in order to assess the suitability of the survey questions for a UAE context, and to foresee and forestall any technical issues as the data was collected by a digital online survey tool. A sample of 42 employees was selected from one large organization in the UAE. 32 employees completed the digital pilot survey within a week during April 2017 using the "Qualtrics" online survey application. Most importantly, the employees selected were requested to provide feedback, comments and any suggestion regarding the overall survey and the digital collection system. The feedback received was useful in term of refining some of the computer and mobile screen adaptations of

the survey layout, online coding of the item response rate, and the flow of the items in different sections of the questionnaire. A few comments were received regarding some survey statements and rewording for clarity took place. The online digital survey was updated before the launch and rolling out of the survey to the larger targeted population. Overall, the feedback received from the pilot questionnaire indicated that the digital data collection technique was easy to use and the survey was clear and suitable for s UAE context.

4.5.2 Data Collection

The present study data was collected using both probability sampling and non-probability sampling techniques. The probability sampling technique gives equal likelihood of being selected to each member of the target population, while with non-probability sampling the members do not have an equal chance of selection (Jackson, 2016). Probability sampling applies a random selection technique and is more challenging than the non-probability sampling method that uses convenience sampling when selecting research (Jackson, 2016). Random sampling was used to collect data from one major organization in the UAE, while convenience sampling was used to collect research data from cross-sector organizations in the UAE. This research strategy, including a sample from cross-sector organizations, was chosen in order to assess the expendability and generalizability of this research to a wider sample across different organizational sectors in the UAE. In this case, extending the study to other samples across different sectors, rather than only using one organization suggests enhanced generalizability and exhibits better external validity (Wilson & Joye, 2017).

Moreover, some strategies were used to increase the response rate especially in light of the UAE declaring 2017 as the "Year of Giving". The participants were

informed that a charity donation to "Emirates Red Crescent" of AED 20 would be made on their behalf for every completed survey. This was expected to encourage participation in the survey and should be considered as an indirect incentive. Providing participants with some incentive is a research strategy aimed at increasing the response rate (Beins & McCarthy, 2017; Jackson, 2016; Wilson & Joye, 2017).

4.5.3 Target Population and Sample Selection

The targeted study population was employees working in the UAE labor market and representing the different organizational sectors including public, private and mixed organizations in the UAE. According to Al-Waqfi and Abdalla Al-faki (2015), the UAE has a total workforce of 3,043,000.

The present sample size was determined by two approaches. One derived from the research of Krejcie and Morgan (1970) and the second derived from a sample size estimation criteria made by Tabachnick and Fidell (2013) . It is important to realize that sample size estimation depends on factors such as confidence level, confidence interval and population size (Kotrlik & Higgins, 2001). In the case of the present study, a confidence level of 95% with confidence intervals of 5% will be used. The population of this study was considered to be the 3,043,000 mentioned by Al-Waqfi and Abdalla Al-faki (2015). According to Krejcie and Morgan (1970) this will give a minimum estimated sample size of 384. A second approach for estimating sample size depends on the statistical technique used to analyze the data. Structural equation modeling (SEM) was used in the present study. This approach is based on sample size estimation criteria developed by Tabachnick and Fidell (2013). They suggested a simple rule of thumb in estimating the minimum sample size (N) to be $N > 50 + 8m$ (m is the number of independent variables). The present study includes 10 independent

variables representing both individual and organizational level antecedents for employee engagement. Thus, the estimated sample size was 130. Therefore, based on the approaches above, the present study should aim for a higher estimated sample size by opting in the first instance to target a minimum sample size of 384. In the present study, the total collected sample size was 1,062 as detailed in next section which is much higher that the required sample size. Such larger sample size would provide better reliability for the statistical algorithms used in the structural equation modeling (SEM) program and produce more trustworthy results (Hair, Black, Babin, & Anderson, 2010).

4.5.4 Survey Administration and Rollout

Data collection started after receiving UAE University's (UAEU) Research Ethics Committee approval in March 2017. We launched an online digital survey through the Qualtrics system. Two administration methods were used based on the data collection sampling technique adopted.

In the case of the major organization surveyed, the workforce consisted of approximately 10,000 employees and the sample selected included 2,051 employees. A personal email message was sent to each employee including instructions and a statement of confidentiality along with a hyperlink to the Qualtrics digital survey. Three reminders were sent during the data collection period of six weeks from April to May 2017. There was a total of 751 responses giving a response rate of 37%. This level of response for a social studies online survey method is considered to be at an an acceptable level (Beins & McCarthy, 2017).

In the meantime, data collection from the cross-sector organization was also begun. This was based on professional employee referrals and used convenience

sampling. The cross-sector organizations included public sector (federal and local government), private sector and joint public and private ownership organizations across the UAE. The data collection stage began by contacting the heads of the respective HR departments and other managers of major UAE organizations through face-to-face meetings, phone calls or emails asking them for support and permission to conduct the survey within their organizations. Then, the survey questionnaire email including a cover letter, survey instructions and the confidentiality statement, along with the Qualtrics digital survey hyperlink was sent to those HR heads and managers who had agreed to distribute the survey to the potential participants in their organization. Two polite requests were made to HR managers to deliver the survey to participants and encourage them to participate. In addition, various professionals working in other organizations in the UAE had agreed to support and share the survey within their professional network. These professionals forwarded the digital survey to their colleagues who met the target population criteria of working in such UAE organizations.

Approximately 900 digital surveys were distributed resulting in 311 responses during the six-week period in April and May 2017. This gives a response rate of 35%. This level response for social studies using an online survey method, once again, at an acceptable level (Beins & McCarthy, 2017).

4.6 Research Field Access

This employee engagement study's objective is to determine the antecedents for employee engagement in the context of the UAE's multicultural work environment via quantitative method and using a large-scale survey. This requires access to public and private organizations in order to conduct the questionnaire.

According to Johl and Renganathan (2010), one of the greatest concerns in conducting successful research is the inability to get access to the research field. In tune with other social sciences research, this study faced similar challenges in accessing the field in order to collect the research data required. Some organizations refused or ignored the request to participate. Furthermore, the employee engagement research topic is sensitive in nature, which explains why wider field access encountered many challenges as such a study involves collecting and capturing sensitive data (see Okumus, Altinay, and Roper (2007)). Some organization's management and HR managers did not welcome the research or agree to release information with regard to organizational demographic data. According to Johl and Renganathan (2010), the level of field access difficulty varies and depends on the research methods applied by the researcher. A survey questionnaire method was a suitable research design choice for the present study. However, convincing organizational management and information gatekeepers took longer time than expected due to issues with earning their trust and confidence in the researcher's confidentiality assurances. All of this delayed the implementation of the study instrument. Therefore, choosing the right research strategy, tactics and procedures for handling field access is vital to achieve a successful rollout of the research study.

The article "Strategies for Gaining Access in Doing Fieldwork: Reflection of Two Researchers" published in the Journal of Business Research Methods in 2009 was beneficial in this regard (Johl & Renganathan, 2010). Johl and Renganathan (2010) outlined an excellent approach to gaining access composed of four stages: pre-entry, during fieldwork, after fieldwork and getting back. This was based on previous research by Buchanan, Boddy, and McCalman (1988) entitled "Getting In, Getting On,

Getting Out and Getting Back". This type of research framework was useful for the present study by facilitating field access in order to conduct the survey.

According to Johl and Renganathan (2010), the four-stage field access model is divided into a pre-entry (getting in) stage, a during fieldwork (getting on) stage, an after fieldwork (getting out) stage, and a getting back stage. The first stage is the pre-entry (getting in) stage where the researcher should be clear about the research objectives and organizational requirements, especially in term of time and resources. The official confirmation letter requested from UAE University (UAEU) achieved this objective. The second stage is the during fieldwork (getting on) stage where the researcher should open proper communication channels in order to negotiate with the organization's management so as to gain the maximum information and data. As a result of this, employee contacts and email addresses were made available to send the questionnaires to. The third stage is the after fieldwork (getting out) stage, where the organizational management agree to the research study objectives and deadlines are set. The researcher should aim to agree on sufficient time and set a reasonable deadline for closing the data collection task. Most importantly, in stage four or getting back, the researcher must maintain a good relationship with the organization people so that returning for future field inquiries is a distinct possibility.

As this is a sensitive topic (an employee engagement study), clear and transparent communication was important in dealing with the organization, especially on what, when and how the data would be collected and explaining the research benefits to the organizations. Likewise, respectful relationships with organizational management and others was maintained based on trust and mutual respect, with special attention paid to the role of the HR personnel in this process.

4.7 Research Ethical Considerations

Ethical considerations are an indispensable aspect of any research study process and procedure. The researcher is obligated to apply fundamental ethical principles throughout the research process and respect any rules and polices set by the academic institute, organization where the study is taking place, or any other government entities or bodies which are considered as regulators in the country or in the specific research discipline. Therefore, research ethics is one of most important and fundamental responsibilities for the researcher. Researchers ought to be honest and ethical as much research in the academic world is based on trust and honesty. Researchers must trust each other with their research findings and results based on ethical principles and a research code of conduct. (American Psychological Association, 2014; CCC Executive Committee, 2004; Ponterotto, 2010; Smith, 2003)

Ethical considerations involve numerous aspects and issues with respect to any research study. The researcher must, at all times, protect the rights of participants in the study, especially with regard to confidentiality and privacy, when carrying out research surveys and interviews.

In the present case where the employee engagement research study requires field access across many different organizations from the public and private sectors it is important to be careful in dealing with diverse organizations and sensitive HR employee data. This imposes a certain responsibility and significance when dealing with ethical considerations. The organization's agreement to accept the study by allowing field access to their organization must be respected. Moreover, informed consent should be made clear to the participants, as well as outlining the research purpose and objectives while ensuring confidential feedback and protecting anonymity. In addition, sensitive organizational data should be kept in a safe, secure

place to avoid leaking such information to outsiders or competitors. (American Psychological Association, 2014; CCC Executive Committee, 2004; Ponterotto, 2010; Smith, 2003)

Last, but not least, the UAE University and DBA Program's academic policies and procedures, along with all the relevant rules and regulations with regard to intellectual property, avoiding plagiarism and ensuring ethical standards are followed thoroughly and carefully must be met.

4.8 Research Data Analysis Plan

The data collected was analyzed by using the IBM SPSS and AMOS statistical packages in the following way. Firstly, the IBM SPSS was used to conduct the preliminary data analysis and screen for an assessment of multivariate assumptions. Then, it was also used to analyze the respondents' demographic profile generate descriptive statistics for the research constructs. There then followed an exploratory factor analysis (EFA). Finally, the IBM AMOS software package was used to conduct a confirmatory factor analysis (CFA) and structural equation modelling (SEM) in order to test the research hypotheses.

The data analysis was based on research methods and statistics that followed standard statistical processes and procedures recommended by well-recognized references, in particular, "Multivariate Data Analysis" by Hair et. al. (2010), "Using Multivariate Statistics" by Tabacknick and Fidell (2013), "Research Methods and Statistics: An Integrated Approach" by Wilson et. al. (2017), "Using IBM® SPSS® Statistics for Research Methods and Social Science Statistics" by Waner et. al. (2017), and "Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming" By Byrne (2016).

In summary, data analysis and data research management were conducted mainly by using the IBM SPSS and AMOS statistical software packages, while applying a quantitative approach to the methodology.

4.9 Chapter Summary

This chapter has presented the research methodology used in this present study. The philosophical context of the present study on employee engagement along with the research design's different aspects were described. That was followed by a description of the research instrument in terms of measurement scales for all the theoretical model constructs used to develop questionnaire. Then, we discussed the research procedures in terms of data collection and survey administration. Finally, research field access and ethical considerations plus the data analysis plan were presented.

Chapter 5: Data Analysis and Results

5.1 Introduction

This chapter aims to presents the data analysis and results of the study on employee engagement. It begins with a preliminary data analysis and screening for multivariate assumptions in order to prepare the dataset for further statistical analysis. That is then followed by an analysis of the respondents' demographic profiles. We then generated some descriptive statistics for the main variables and constructs. This was followed by a major analysis by way of exploratory factor analysis (EFA), conformity factor analysis (CFA) of the measurement model, structural equations modeling (SEM) to test the hypotheses and a moderation analysis. Finally, we conclude with a summary of results of testing the hypotheses.

The data analysis and results chapter is based on research methods and statistical analyses that follow standard statistical processes and procedures. The following references were consulted before conducting the data analysis, "Multivariate Data Analysis" by Hair et al. (2010), "Using Multivariate Statistics" by Tabacknick and Fidell (2013), "Research Methods and Statistics: An Integrated Approach" by Wilson et al. (2017), "Using IBM® SPSS® Statistics for Research Methods and Social Science Statistics" By Waner et al. (2017), and "Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming" by Byrne (2016).

5.2 Preliminary Data Analysis and Screening

The preliminary data analysis and screening is meant to ensure that data is correct and accurate by checking for missing data, outliers, statistical multivariate assumptions for multivariate outliers, normality, linearity, homoscedasticity and multi-

collinearity, along with a common method bias (CMB) assessment to prepare the data for more advanced statistical analysis (Hair et al., 2010; Tabachnick & Fidell, 2013).

5.2.1 Data Input Accuracy Assessment

The online survey was prepared using the online software survey tool 'Qualtrics'. This survey tool is a web-based software package with respondent verification features that ensure the accuracy of the data input process, as per standard practices and normal survey flow. Moreover, the output dataset was checked for any abnormal values using the IBM SPSS statistical package. Every item was checked using descriptive statistical analysis in terms of response range per question and on a 7-point Likert scale as in the original survey design.

Moreover, some of the survey scales included questions which were reverse-coded. This is an important step before conducting any further statistical analysis. The reversed-coded results were checked and found to be in alignment with the intended scale.

5.2.2 Missing Data Assessment

According to (Hair et al., 2010; Tabachnick & Fidell, 2013), cleaning up missing data is important preparation in order to generate a good quality statistical analysis. This also important since some statistical procedures require no missing data in order to be executed effectively.

A large dataset sample of 1,062 online surveys was collected. See Table 5.2.1. The dataset was segregated based on the data collection source. One large sample of 751 surveys collected from a random sample of a major organization in the UAE made up 71.7% of the total study sample. The second sample was collected by convenience sampling based on professional employee referrals from various cross-sector

organizations in the UAE. This accounted for 311 surveys or 29.3% of the total study sample.

During data collection, a response flag for partial completion of the survey was inserted into the Qualtrics software package to check for missing data. It indicated if the respondent had fully completed the online survey or not. Table 5.2.1 shows the missing data figures.

Moreover, screening for unengaged responses was carried out at this stage for responses with the same answer to every question or patterned responses. Individual responses were verified for unengaged responses and we found five cases with unengaged responses, where respondents had given the same response to all the items even the reverse-coded questions. These cases where removed, as shown in Table 5.2.1., to avoid any bias. They made up only 0.5% of the total number of responses. This is much less than the normal threshold of 10% and should not give any cause for concern (Hair et al., 2010).

Table 5.2.1: Summary of Survey Screening

Data Source	Cases with Majority Missing items	Cases with Unengaged Responses	Total Cases	Total Cases after Removing Missing/ Unengaged
Major Corporation	15 (2%)	4 (0.5%)	751 (70.7%)	732 (70.9%)
Cross-Sector Organizations	9 (2.9%)	1 (0.3%)	311 (29.3)	301(29.1%)
Total	24 (2.3%)	5 (0.5%)	1,062 (100%)	1,033 (100%)

As in the table above Table 5.2.1, there were a total of 24 records with missing data from the data on a major corporation and nine from the data on cross-sector organizations. This is only 2.3% of the total data. Such data cannot be used as only a

very few (the first one or two dimensions) was completed, while the majority of the remaining dimensions were left completely blank. The reason for this is most likely that respondents were interrupted during the survey and did not come back to it. Every item was set as a forced completion response. Therefore, there was no scatter for missing items. It was decided to remove all missing data which exhibited incomplete responses. The data removed was far less than the usual threshold of 10% and therefore should not cause any concern (Hair et al., 2010).

As shown in Table 5.2.1, the final number of cases after data screening were still 1,033. This now included 70.9% (i.e. 732 cases) from a major corporation and 29.1% (i.e. 301 cases) from cross-sector organizations.

Moreover, an analysis of variance (ANOVA) statistical procedure was conducted in order to analyze whether there was any significant difference between the two data collection methods used with the major corporation (random sampling technique) and the data collected from the cross-sector organizations. The results of the ANOVA analysis are presented in Table 5.2.2.

Table 5.2.2: SPSS Output of One-Way ANOVA

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	64.961	285	.228	1.148	**.077**
Within Groups	148.332	747	.199		
Total	213.293	1032			

Table 5.2.2 shows the output results of the one-way ANOVA analysis using the dependent variable of employee engagement and the data source variable of the two data collection sources (a major corporation and cross-sector organizations). The ANOVA output reveals that the significance p-value was 0.077 – above the

significance threshold level of 0.05: thus, there was no significant difference between the two groups of data sources, statistically speaking. Therefore, both data sources can be combined into one dataset in order to simplify further statistical analyses.

5.2.3 Normality Assessment with Skewness and Kurtosis

A normality assessment is an essential step for multivariate analysis (Hair et al., 2010; Tabachnick & Fidell, 2013). Multivariate normality can be examined by inspecting the skewness and kurtosis values of individual variables. Skewness and kurtosis was estimated using the IBM SPSS statistical package to assess the normality of the data. See Table 5.2.3.

Table 5.2.3 includes a summary of the assessment of skewness and kurtosis and is based on two recommended threshold ranges. One threshold range was suggested by Sposito, Hand, and Skarpness (1983). Here skewness or kurtosis should not exceed a +/-2.2 range. The second threshold range was expanded by West, Finch, and Curran (1995) to a +/-7 range, and Kline (2015) suggest that a +/-10 threshold range is acceptable.

As seen in Table 5.2.3 none of the skewness values was outside any of the suggested threshold ranges. On the other hand, the kurtosis values included 19 out of 70 items that were outside of the stricter threshold of +/- 2.2. However, every recorded kurtosis value was less than the +/- 7 range, and therefore they are all within an acceptable range (Kline, 2015; West et al., 1995).

It is important to note that normality has less impact on a large data sample size. Normality issues affect small sample sizes (<50) much more than large sample sizes (>200); so, it should not be a worry for the present study since our sample size is

more than 1,000 (Tabachnick & Fidell, 2013). Therefore, normality is not a concern

as we proceed further with the statistical analysis.

Table 5.2.3: SPSS Output of Skewness and Kurtosis

	Total No of Items	Outside +/- 2.2 (Sposito et.al. 1983)	Outside +/- 10 (Kline 2005)
Skewness	70	0	0
Kurtosis	70	19	0

		EE_1	EE_2	EE_3	EE_4	EE_5	EE_6	EE_7	EE_8	EE_9	EE_10	EE_11	EE_12	EE_13	EE_14	EE_15	EE_16	EE_17
N	Valid	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skewness		-0.827	-0.918	-0.972	-0.876	-0.990	-0.653	-0.791	-0.991	-1.001	-1.306	-0.768	-0.804	-0.929	-0.584	-1.001	-0.566	-0.650
Std. Error of Skewness		0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076
Kurtosis		0.569	0.772	0.897	0.661	0.921	0.293	0.570	0.791	0.823	1.985	0.733	0.574	0.840	0.299	1.250	-0.006	0.423
Std. Error of Kurtosis		0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152

SE_1	SE_2	SE_3	SE_4	SE_5	SE_6	SE_7	PJF_1	PJF_2	PJF_3	PJF_4	PJF_5	RWS_1	RWS_2	RWS_3	RWS_4_NR
1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-1.685	-1.342	-0.503	-1.018	-0.865	-1.079	-0.667	-1.870	-1.672	-1.775	-1.844	-1.614	-1.715	-1.495	-1.379	-0.166
0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076
3.510	1.999	-0.428	0.474	0.967	1.392	-0.334	6.945	6.665	5.546	5.764	4.291	3.697	2.424	1.953	-1.310
0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152

Table 5.2.3: SPSS Output of Skewness and Kurtosis (Continued)

CCC_1	CCC_2	CCC_3	CCC_4	CCC_5	CV_1	CV_2	CV_3	CV_4	OS_1	OS_2	OS_3_NR	OS_4	OS_5	OS_6	OS_7	OS_8_NR
1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-1.247	-1.272	-1.542	-1.439	-1.377	-0.771	-0.724	-0.831	-1.205	-1.147	-1.017	0.062	-0.956	-0.760	-0.859	-0.710	0.474
0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076
3.360	3.308	5.392	2.857	3.624	1.208	0.579	0.988	3.027	1.036	0.760	-1.156	0.759	0.145	0.467	0.167	-0.586
0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152

GC_1	GC_2	GC_3	GC_4	GC_5	GC_6	GC_7	PCF_1	PCF_2	PCF_3	PCF_4_NR	PCF_5_NR	JS_1_NR	JS_2	JS_3_NR	JS_4_NR	WO_1	WO_2	WO_3	WO_4
1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033	1033
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-1.407	-1.371	-1.170	-1.269	-1.189	-1.239	-1.140	-0.719	-0.803	-0.724	0.016	-0.301	-0.577	-0.930	-0.173	-0.523	-0.140	0.211	-0.449	-0.315
0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076	0.076
3.891	3.658	2.173	2.622	2.518	2.224	1.231	-0.278	-0.106	-0.250	-1.113	-0.968	-0.435	0.550	-1.067	-0.554	-1.120	-1.018	-0.636	-0.833
0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152	0.152

5.2.4 Multivariate Linearity and Homoscedasticity Assessment

An assessment of multivariate linearity assumptions is required before we can conduct several of the statistical analyses that we will apply in this study. This includes factor analysis and an estimation of structural equation models. The linearity assumption can be assessed with scatter plots of standardized residuals compared against standardized predicted values generated by regression analysis. Even distribution of residuals above and below the zero line indicate that the dataset meets the assumption of linearity (Hair et al., 2010; Tabachnick & Fidell, 2013). Figure 5.2.1 below, shows that points are distributed and clustered evenly around the zero line and we cannot find any nonlinear pattern of residuals. This indication of the lack of a nonlinear relationship between variables ensures that overall multivariate linearity assumptions are met.

Figure 5.2.1: Plot of Standardized Residual
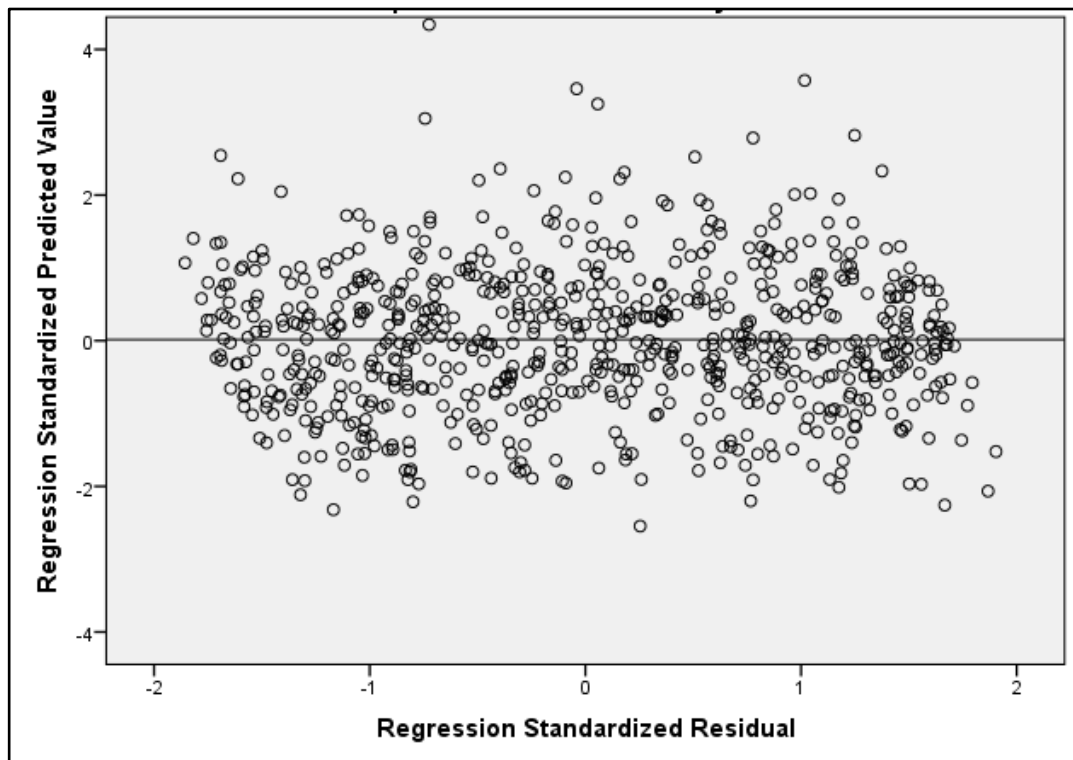
Moreover, homoscedasticity in multivariate analysis is where the dependent variable exhibits equal levels of variance across the range of independent variables. The homoscedasticity assumption is that the error term in the relationship between the independent variables and dependent variable will be approximately the same across all the values. By using regression analysis with scatter plots of the standardized residuals compared to the standardized predicted values we can evaluate the homoscedasticity assumption as well. An equal distribution above and below the zero line indicates an acceptable level of homoscedasticity (Hair et al., 2010; Tabachnick & Fidell, 2013).

Figure 5.2.1 displays the plot of standardized residuals where the points are clustered around the zero-reference line and no pattern of increasing or decreasing residuals can be detected. This indicates that homoscedasticity is not a concern in our continuing statistical analysis.

5.2.5 Multivariate Independence and Normality of the Residuals Assessment

Independence and normality of the residuals needs to be examined to meet the regression analysis assumption and so avoid any distortion of the regression outcome and ensure the accuracy of the regression. Normality of the residuals was examined with respect to the normal probability plot. Figure 5.2.2 shows the residuals histogram with a normal curve and a normal P-P plot with the diagonal line of values compared to the observed cumulative residuals probability against the expected cumulative probability. It can be clearly seen that the normal curve fits the residual histogram data as well as the distribution of the normal P-P points, which results in a straight line (Hair et al., 2010; Tabachnick & Fidell, 2013).

This leads to the conclusion that the residuals are normally distributed. Therefore, the multivariate independence and normality of residuals assumptions are met.

Figure 5.2.2: Residuals Histogram and Normal P-P Plot
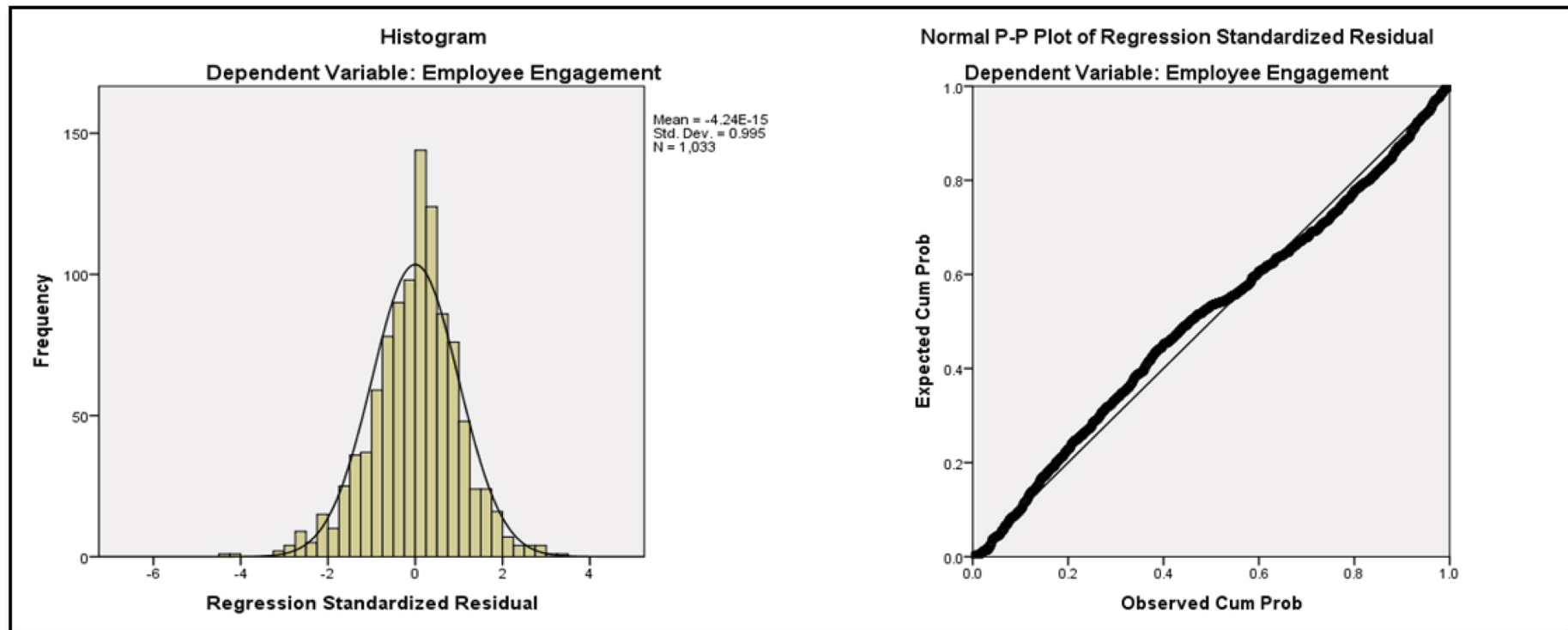
5.2.6 Multivariate Outliers and Influential Assessment

Outliers are identified by Hair et al. (2010) as observations with a unique combination of characteristics that are distinctly different from other observations. It is important to assess the presence and influence of the outliers. Outliers can impact the result of statistical analyses. Multivariate outliers include a combination of unusual scores on at least two variables, and can be detected using Mahalanobis and Cook's distance.

Mahalanobis Distance is a multivariate measure that assesses each observation across a set of variables in a multidimensional space from the mean center of all observations. It produces a single value for each observation. Higher values for the Mahalanobis Distance of any observation indicates a multivariate outlier. Similarly, Cook's distance is a common estimate of the influence of an observation and is used to indicate the multivariate outlier and its line of influence (Hair et al., 2010; Tabachnick & Fidell, 2013).

Multivariate outliers were checked by using the Mahalanobis Distance and the top 10 scores are highlighted in Table 5.2.4.

Table 5.2.4: Top 10 Score of Mahalabis Distance

S/N	Case No.	Mahalanobis Distance	Mahalanobis Distance Divided by Degree of Freedom
1	2181	195.24597	2.79
2	2097	187.65183	2.68
3	2175	185.69677	2.65
4	2102	177.49635	2.54
5	2276	175.95575	2.51
6	52	175.15865	2.50
7	2108	174.12234	2.49
8	2139	173.50573	2.48
9	2043	173.17037	2.47
10	214	172.99087	2.47

Table 5.2.4 includes the calculation of the Mahalanobis Distance divided by the degree of freedom. Here, the degree of freedom is equal to the number of independent variables (i.e. 70). Since we have a large sample of more than 1,000 observations, a threshold 4.0 is used for the final score of the Mahalanobis Distance divided by the degree of freedom (Hair et al., 2010).

No response exhibited a value of more than three, which is below the recommended threshold, See Figure 5.2.3. This mean that none of the respondents were influential outliers from a multivariate perspective according to the criteria of the Mahalanobis Distance.

Figure 5.2.3: Plot of Mahalanobis Distance
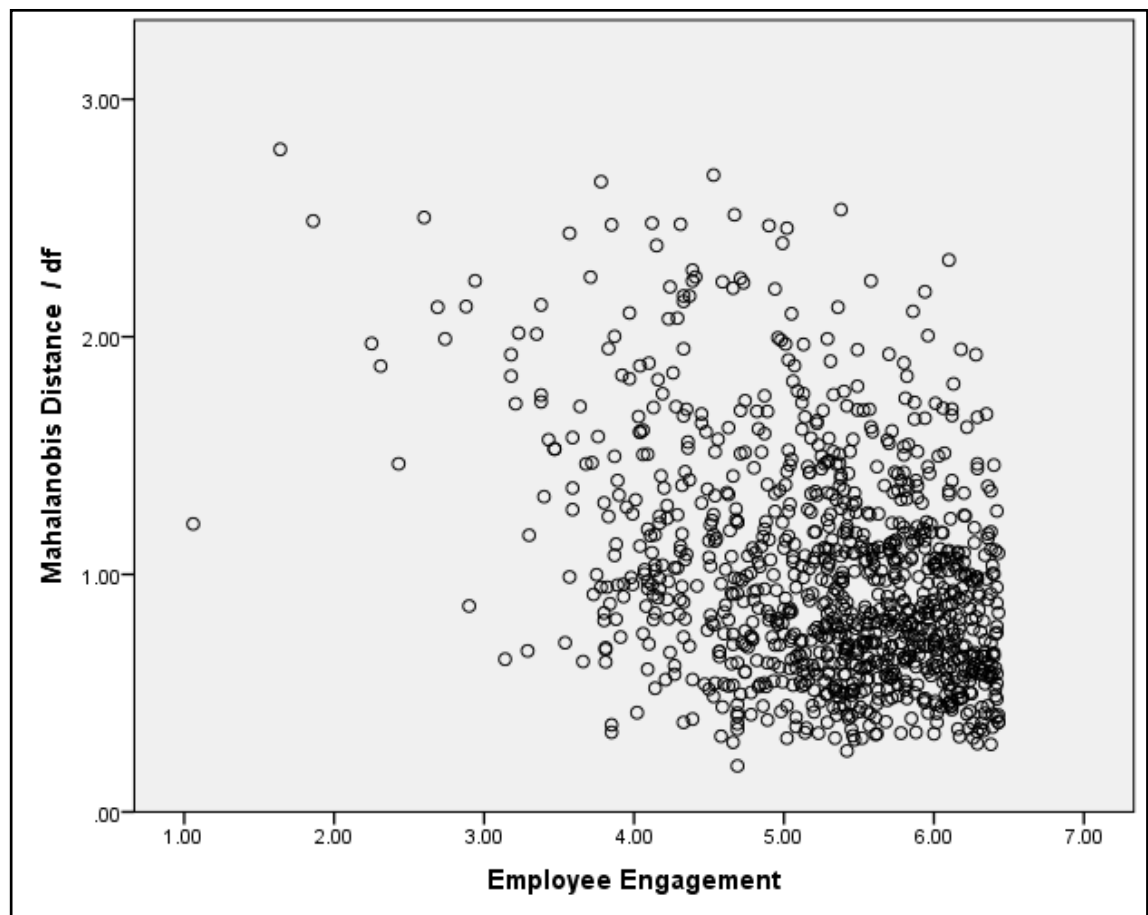
Moreover, the multivariate outliners were also examined using Cook's Distance. The top 10 scores are highlighted in Table 5.2.5.

Table 5.2.5: Top 10 Score of Cook's Distance

S/N	Case No.	Cook's Distance
1	2193	.01626
2	2233	.01373
3	2301	.01314
4	2288	.01068
5	2102	.01039
6	310	.00973
7	2033	.00954
8	2213	.00913
9	2097	.00900
10	214	.00872

According to Tabachnick and Fidell (2013), cases with influence scores of more than 1.00 according to Cook's Distance are considered as outliers. None of our respondents recorded score of higher than 1.00 for Cook's Distance. This mean that none of the cases were influential outliers from a multivariate perspective according to Cook's Distance criteria. This is clear in Figure 5.2.4.

Figure 5.2.4: Plot of Cook's Distance
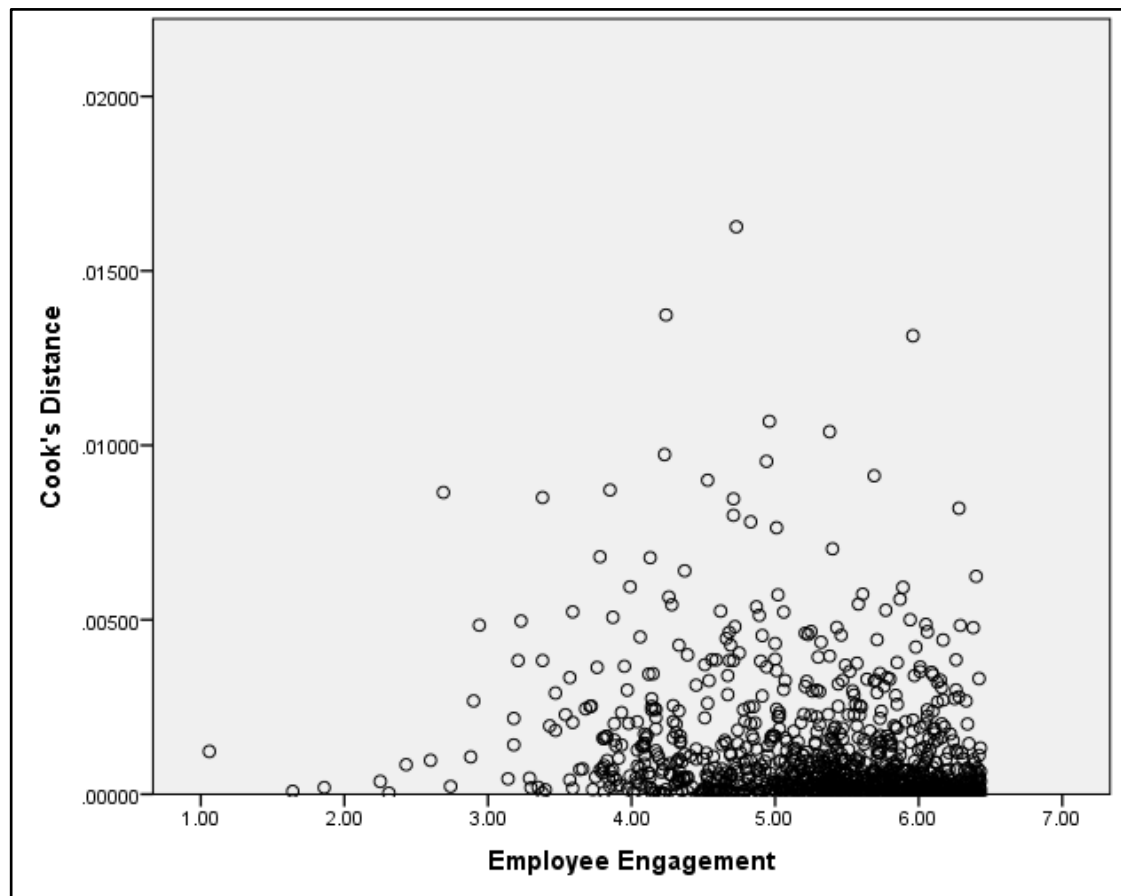
Therefore, both Mahalanobiss Distance and Cook's Distance multivariate outliers and influential analysis did not find any multivariate outliers and so all cases can be used in the analysis.

5.2.7 Multicollinearity Assessment

Multicollinearity is an undesirable statistical situation in which multiple independent variables that predict the dependent variable show a high correlation with each other. This diminishes the reliability of the regression model and decreases the ability to predict the dependent variable. In addition, multicollinearity can greatly affect the estimation of the regression coefficients and their statistical significance tests (Hair et al., 2010; Tabachnick & Fidell, 2013).

A multicollinearity assessment is measured in two main ways: tolerance and variance inflation factor (VIF). Tolerance is referred to as the amount of variability in the selected independent variable which is not explained by the other independent variables. Whereas, the variance inflation factor is simply the inverse of tolerance. Tolerance values of less than 0.10 indicates that the independent variable is redundant. Therefore, a tolerance level greater than 0.10 is acceptable, whereas the variance inflation factor (VIF) should not exceed a value of 10 (Hair et al., 2010; Tabachnick & Fidell, 2013).

In this study, a multicollinearity assessment analysis was required because there are multiple independent variables which can predict the dependent variable (i.e. employee engagement (EE)). Table 5.2.6 shows the results of the multicollinearity assessment.

Table 5.2.6: Multicollinearity Assessment

		Collinearity Statistics	
	Predictors	Tolerance	VIF
1	CV	.285	3.508
2	SE	.242	4.139
3	RWS	.514	1.944
4	PCF	.427	2.345
5	WO	.876	1.142
6	JS	.758	1.320
7	PJF	.453	2.208
8	CCC	.457	2.190
9	OS	.276	3.619
10	GC	.480	2.084

All the tolerance values shown in Table 5.2.6 were above 0.2 and the VIF values were less than 5.0, which is within the acceptable recommended thresholds. Therefore, multicollinearity is not present in the independent variables and should not be of concern.

5.2.8 Common Method Bias (CMB)

Common method bias (CMB) or common method variance (CMV) is incorrect variance attributed to the measurement methodology, rather than the measures themselves. There is a systematic error variance that is shared among the variables and results in either inflated or deflated inter-correlations (Philip M Podsakoff et al., 2003).

Herman's Single-Factor Test was used to check for common method bias (CMB). The Herman's Single Factor Test checks if the majority of variance can be explained by a single factor. Verifications should be carried out to check if a single factor can account for more than 50% of variance: this is the acceptable threshold for variance (Malhotra, Kim, & Patil, 2006). The SPSS factor analysis tool was used, with the option of one factor extraction, and the results showed only 27.67% of variance, See Table 5.2.7. This is well below the 50% acceptable threshold and therefore a single factor does not account for the majorly of the variance. This shows that CMB is not an issue as we proceed with our statistical analysis.

Table 5.2.7: Common Method Bias (CMB) Assessment

Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.370	27.671	27.671	19.370	**27.671**	27.671
2	5.335	7.621	35.292			
3	4.010	5.729	41.021			
69	.122	.174	99.883			
70	.082	.117	100.000			
Extraction Method: Principal Component Analysis.						

5.3 Sample Demographic and Respondent Profile

This section presents the respondent profile in terms of sample demographics and characteristics which will enhance an understanding of the study in terms of workforce diversity as shown in the demographic profiles of the survey respondents. The demographic characteristics of the respondents are presented across the following dimensions:

- Organization sector
- Organization Main activity
- Gender
- Marital status
- Age
- Employment status

- Nationality

- Educational level

- Job level

- Job category

- Length of tenure in current position

- Length of service under current manager/ supervisor

- Length of tenure in current organization

- Total years of work experience

This study sample had a total size of 1,033 respondents after the data screening that was shown in Table 5.2.1. They were spread across different organizations in the UAE. The distribution of the 1,033 respondents across the different demographic categories is represented in the following subsection.

5.3.1 Respondents Distribution per Organization Sector

The distribution of respondents across organizational sector is shown in Tables 5.3.1 and Figure 5.3.1. The majority of respondents were from joint public and private ownership companies (807; 78.1%) due to an excellent number of responses and a lot of data being collected from one major company in this sector. The remaining respondents were from the public sector (118; 11.4%) and the private sector (108; 10.5%).

Table 5.3.1: Organization Sector of Respondents

		Frequency	Percent
Valid	Public Sector (Federal or Local Government)	118	11.4
	Private Sector	108	10.5
	Joint Public and Private Ownership	807	78.1
	Total	1033	100.0

Figure 5.3.1: Organization Sector of Respondents
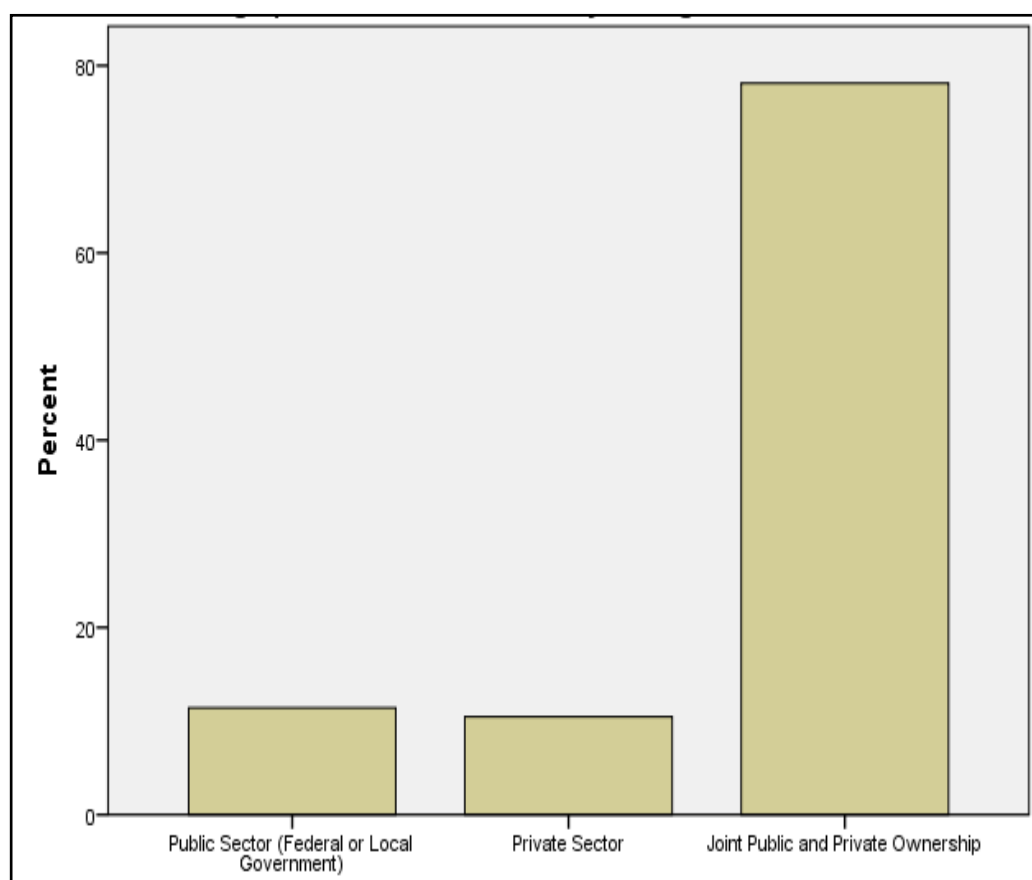
5.3.2 Respondents Distribution per Organization Activity

The distribution of respondents was classified according to their organization's primary activity and is shown in Table 5.3.2. The majority of respondents belonged to information and communications technology (ICT) organizations (805; 77.9%) as a major amount of data was collected from one major company in this area. The remaining respondents were spread across different organization that could be classified into 12 major categories of main activity:

1. 24 (2.3%) Banking, Financial and Legal Services;
2. 14 (1.4%) Business and Consultancy Services;
3. 37 (3.6%) Education and Research;
4. 29 (2.8%) Engineering, Construction and Real Estate;
5. 12 (1.2%) Health;
6. 10 (1.0%) Hospitality, Tourism, Hotels and Restaurants;
7. 805 (77.9%) Information and Communications Technology (ICT);
8. 22 (2.1%) Manufacturing;
9. 31 (3.0%) Oil and Gas;
10. 14 (1.4%) Public Administration and Defense;
11. 24 (2.3%) Utilities, Transportation and Aviation;
12. 9 (0.9%) Wholesale and Retail Trade.

Table 5.3.2: Organization Activity of Respondents

		Frequency	Percent
Valid	Banking, Financial and Legal Services	24	2.3
	Business and Consultant Services	14	1.4
	Education and Research	37	3.6
	Engineering, Construction and Real Estate	29	2.8
	Health	12	1.2
	Hospitality, Tourism, Hotels and Restaurants	10	1.0
	Information and Communications Technology (ICT)	805	77.9
	Manufacturing	22	2.1
	Oil and Gas	31	3.0
	Public Administration and Defense	14	1.4
	Utilities, Transportation and Aviation	24	2.3
	Wholesale and Retail Trade	9	0.9
	Other	2	0.2
	Total	1033	100.0

5.3.3 Respondents Distribution per Gender

The gender of the respondents is represented Table 5.3.3 and Figure 5.3.3. The majority of respondents were male employees (892; 86.4%) while there were 141 (13.6%) female respondents.

Table 5.3.3: Gender of Respondents

		Frequency	Percent
Valid	Male	892	86.4
	Female	141	13.6
	Total	1033	100.0

Figure 5.3.3: Gender of Respondents
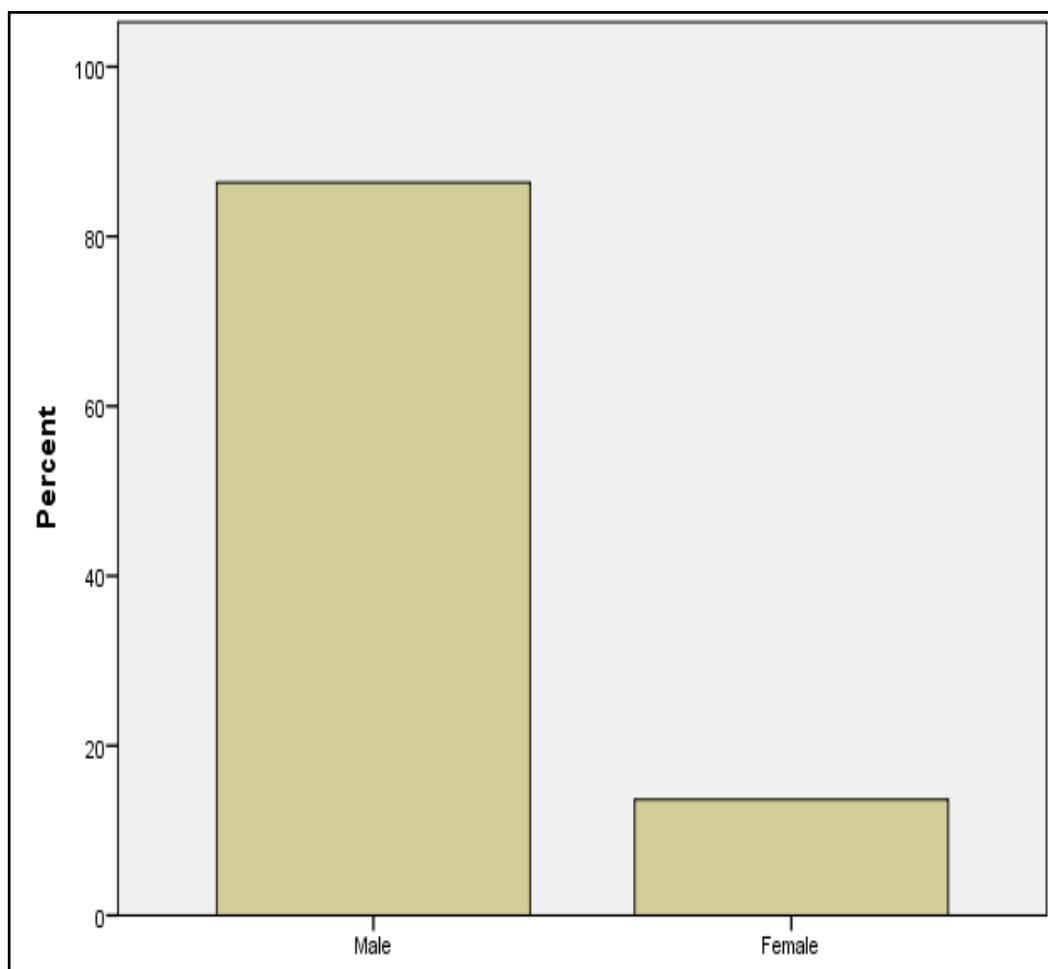
5.3.4 Respondents Distribution per Marital Status

The marital status of the respondents is shown in Table 5.3.4 and Figure 5.3.4. The majority of respondents were married (873; 84.5%) while there were 160 (15.5%) unmarried respondents.

Table 5.3.4: Marital Status of Respondents

		Frequency	Percent
Valid	Married	873	84.5
	Not Married	160	15.5
	Total	1033	100.0

Figure 5.3.4: Marital Status of Respondents
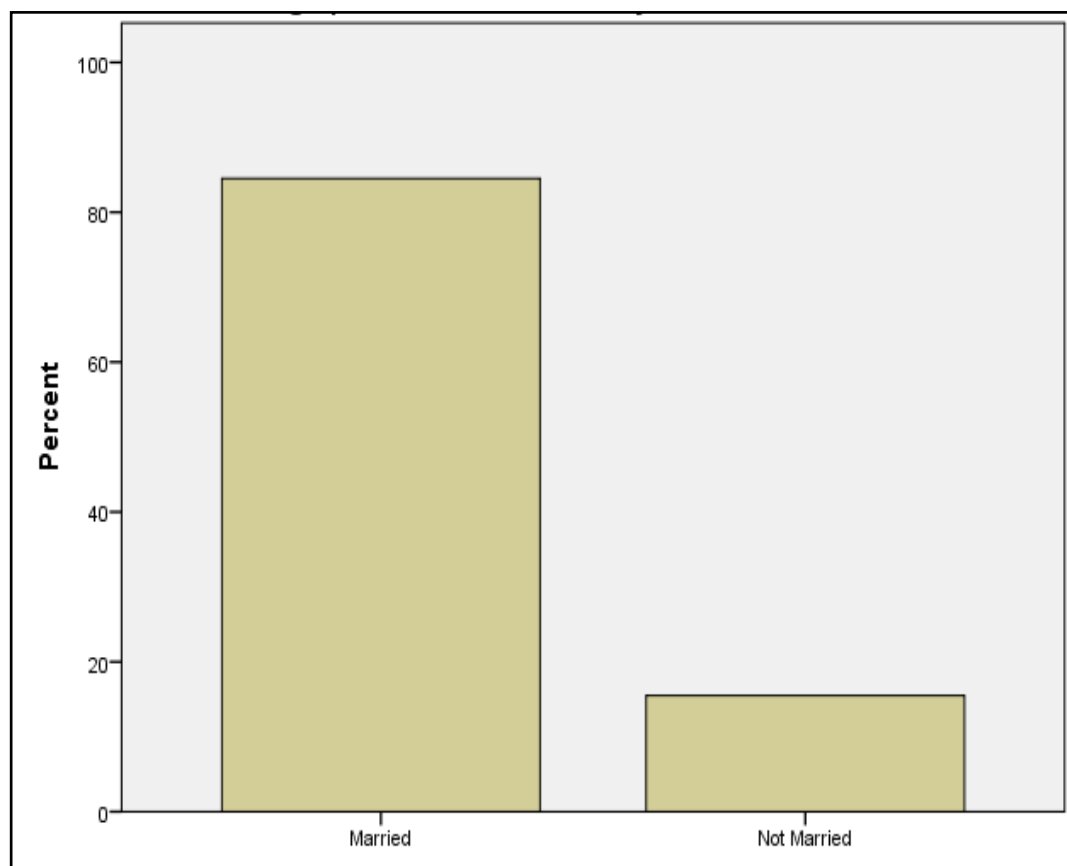
5.3.5 Respondents Distribution per Age

The age of the respondents is shown in Table 5.3.5 and Figure 5.3.5. There were 27 (2.6%) respondents who were less than 25 years old, 281 (27.2%) aged 25 to 34 years old, 426 (41.2%) aged 35 to 44 years old, 259 (25.1%) aged 45 to 55 years old, and 40 (3.9) aged 55 years or older.

Table 5.3.5: Age of Respondents

		Frequency	Percent
Valid	Less than 25 years	27	2.6
	25 - 34 years	281	27.2
	35 - 44 years	426	41.2
	45 - 55 years	259	25.1
	More than 55 years	40	3.9
	Total	1033	100.0

Figure 5.3.5: Age of Respondents
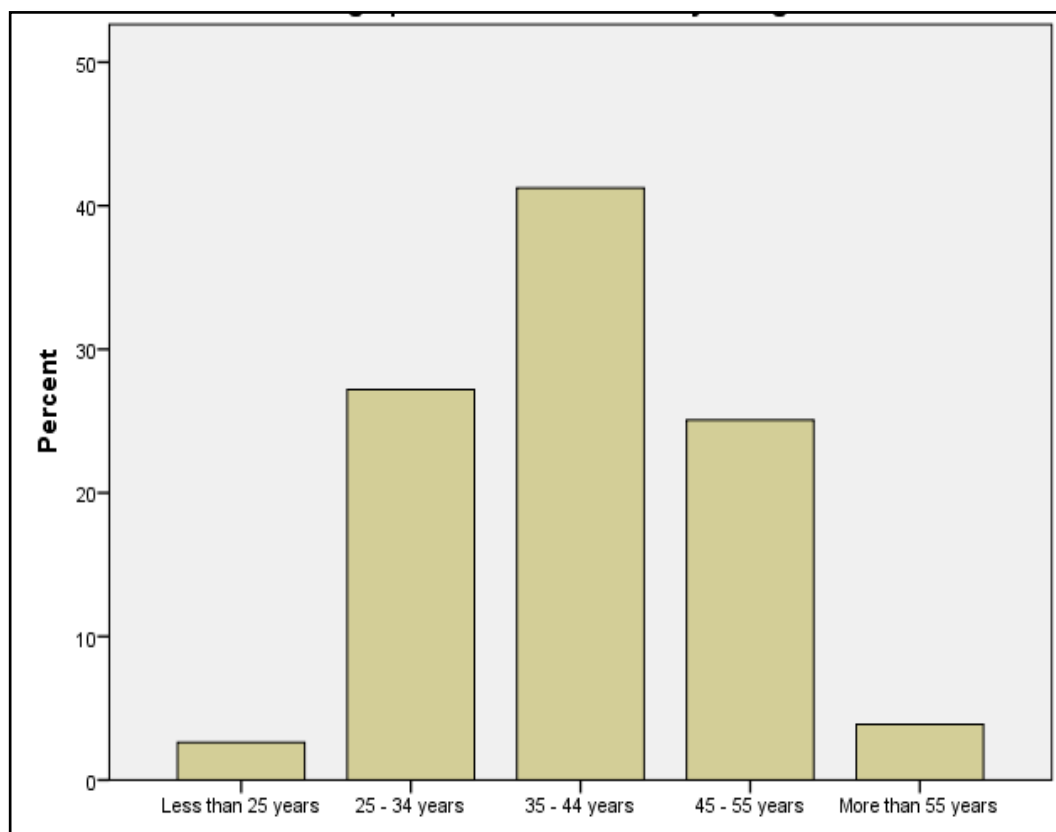
5.3.6 Respondents Distribution per Employment Status

The employment status of the respondents is shown in Table 5.3.6 and Figure 5.3.6. The majority of respondents were permanent full-time employees (738; 71.4%) while there were 295 (28.6%) respondents working on a temporary outsourced contractual basis.

Table 5.3.6: Employment Status of Respondents

		Frequency	Percent
Valid	Permanent Full-Time Employee	738	71.4
	Temporary Outsource Employee	295	28.6
	Total	1033	100.0

Figure 5.3.6: Employment Status of Respondents
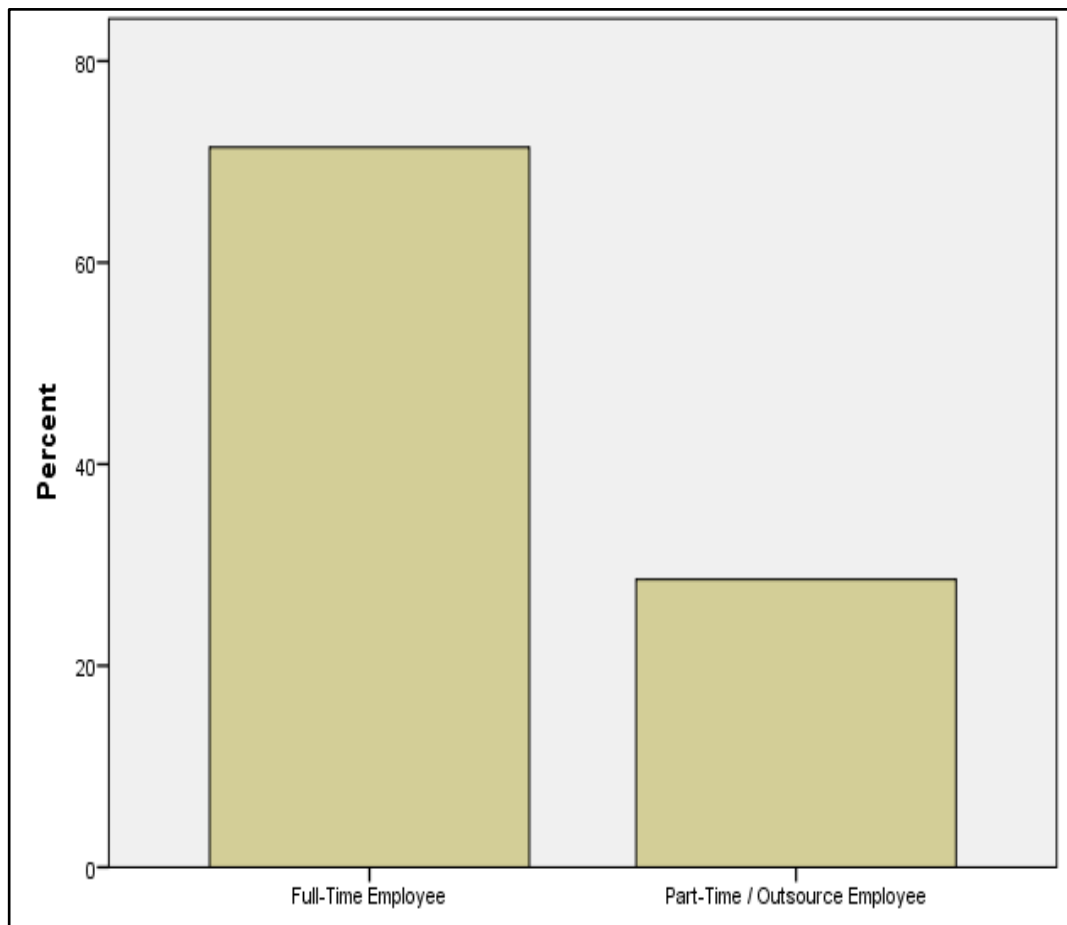
5.3.7 Respondents Distribution per Nationality

The distribution of respondents by nationality is shown in Table 5.3.7. The majority of respondents were Asian (42; 42.7%), followed by UAE nationals (382; 37.0%) and Arabs (172; 16.7%). The remaining respondents were Western. This included American, Europeans and Africans (non-Arab). These figures roughly mirror the actual distribution of the workforce in the UAE by nationality. The majority of expatriate workers in the country come from Asian countries such as India and Pakistan followed by workers from other Arab countries such as Egypt, Sudan and Jordan, etc. UAE citizens represent around 15 percent of the total workforce in the country and are slightly over-represented in this sample due to their relatively high

representation in the major corporation which contributed around two thirds of the current data sample (Al-Waqfi & Abdalla Al-faki, 2015).

Table 5.3.7: Nationality of Respondents

		Frequency	Percent
Valid	UAE	382	37.0
	GCC	7	.7
	Other Arab Countries	165	16.0
	Asian – South (India, Pakistan, …)	363	35.1
	Asian – Oriental (Philippine, Thailand, China, Korea, Japan…)	79	7.6
	Western (N. America, Europe, Australia, …)	20	1.9
	Eastern Europe (Russia, Romania, …)	6	.6
	African Non-Arab	6	.6
	Latin America	1	.1
	Other	4	.4
	Total	1033	100.0

5.3.8 Respondents Distribution per Education Level

The educational level distribution of the respondents is shown in Table 5.3.8 and Figure 5.3.8. The majority of the respondents had a college or university degree (641: 62.1%), followed by respondents with graduate degree (Master's degree and above) at 301 (29.1%). On the other hand, there were 32 (3.1%) reported as having some form of post high school qualification. 53 (5.1%) reported having a high school or equivalent certificate, and only 6 (0.6%) reported having less than a high school diploma.

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Table 5.3.8: Education Level of Respondents

		Frequency	Percent
Valid	Less than High School	6	.6
	High school or equivalent	53	5.1
	Some post High School	32	3.1
	College/University degree	641	62.1
	Graduate degree (Master's and above)	301	29.1
	Total	1033	100.0

Figure 5.3.8: Education Level of Respondents
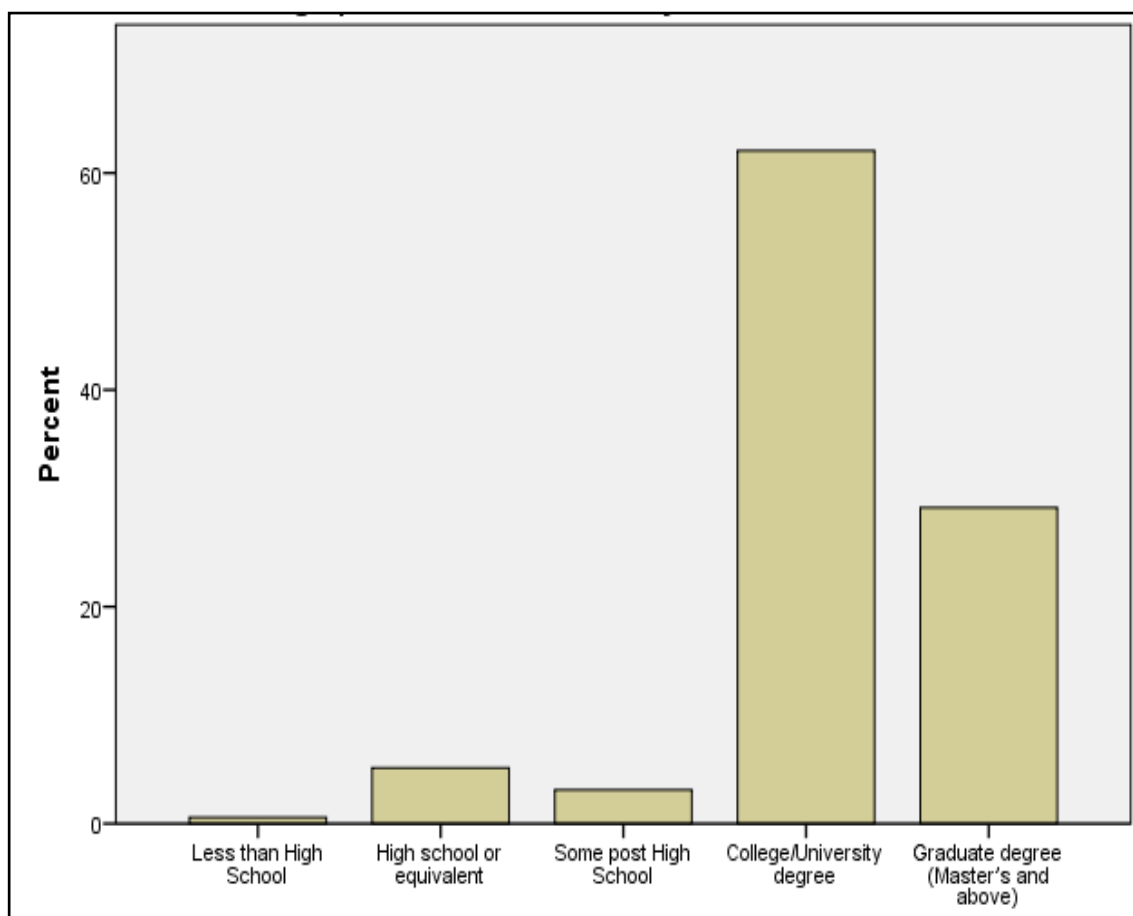
5.3.9 Respondents Distribution per Job Level

The distribution of the respondents' job level is shown in Table 5.3.9. There were 68 (6.6%) respondents who reported working in upper management, 223 (21.6%) reported as being in middle management, 322 (31.2%) reported as line manager, and 420 (40.7%) self-reported as non-managerial staff.

In the present study, three levels of management were distinguished (i.e. upper, middle and line management). Upper management are executive managers who look after a complete unit or department and hold titles such as chief officer, senior vice president, and/ or vice president. Middle management are senior managers who report to the executive manager and look after a sub-division or sub-department and are responsible for at least two lower levels of junior staff. They hold titles such as senior director, director and senior manager. Line managers are subordinate to middle managers. They are first level managers and hold titles such as manager or supervisor.

Table 5.3.9: Job Level of Respondents

		Frequency	Percent
Valid	Upper Management	68	6.6
	Middle Management	223	21.6
	Line Management (Manager, Supervisor)	322	31.2
	Staff (Non-managerial)	420	40.7
	Total	1033	100.0

5.3.10 Distribution of Respondents by Job Category

The distribution of job responsibilities is shown in Table 5.3.10 and Figure 5.3.10. There were 225 (21.8%) respondents who reported having a managerial or supervisory role, 503 (48.7%) reported having a technical or engineering role, 43

(4.2%) reported having administrative support or a clerical role, 165 (16.0%) reported having a sales/marketing/customer service role, and 97 (9.4%) reported having a specialist or professional role.

Table 5.3.10: Job Category of Respondents

		Frequency	Percent
Valid	Managerial/Supervisory	225	21.8
	Technical/Engineering	503	48.7
	Administrative Support/Clerical	43	4.2
	Sales/Marketing/Customer Service	165	16.0
	Specialist/ Professional	97	9.4
	Total	1033	100.0

Figure 5.3.10: Job Category of Respondents
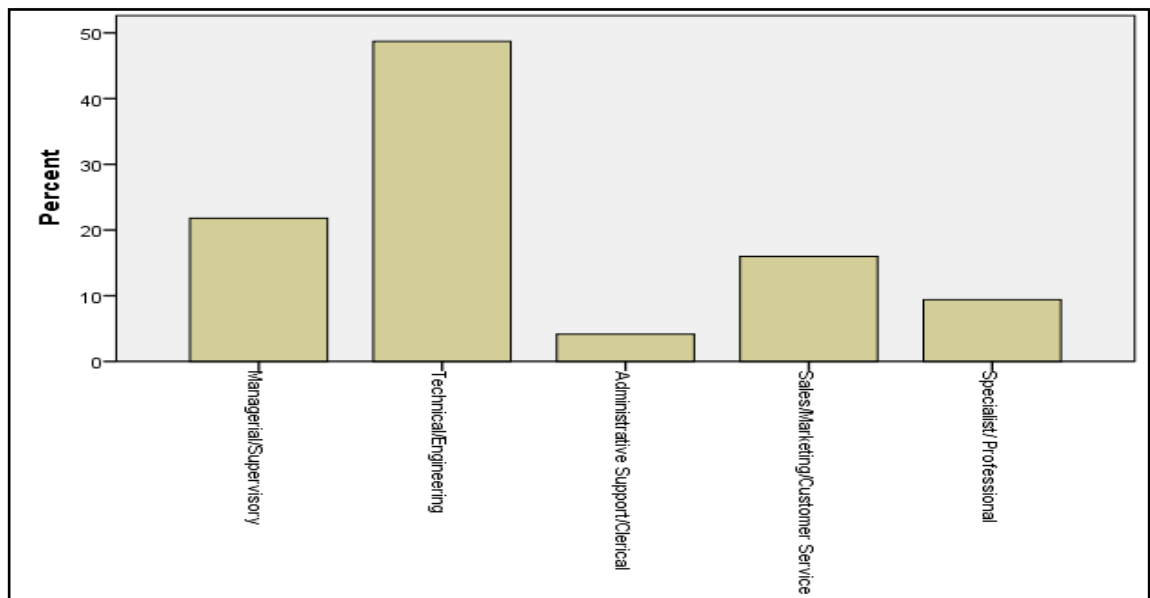
5.3.11 Distribution of Respondents by their Tenure in Current Job Position

The respondents' tenure in their current position is shown in Table 5.3.11 and Figure 5.3.11. The majority of respondents (507; 49.1%) had been working at their current job for more than 6 years. On the other hand, there were 92 (8.9%) who reported 5 to 6 years, 215 (20.8%) reported 3 to 4 years, 161 (15.6%) reported 1 to 2 years and 58 (5.6%) reported less than a year.

Table 5.3.11: Job Tenure of Respondents

		Frequency	Percent
Valid	Less than 1 year	58	5.6
	1 - 2 years	161	15.6
	3 - 4 years	215	20.8
	5 - 6 years	92	8.9
	More than 6 years	507	49.1
	Total	1033	100.0

Figure 5.3.11: Job Tenure of Respondents
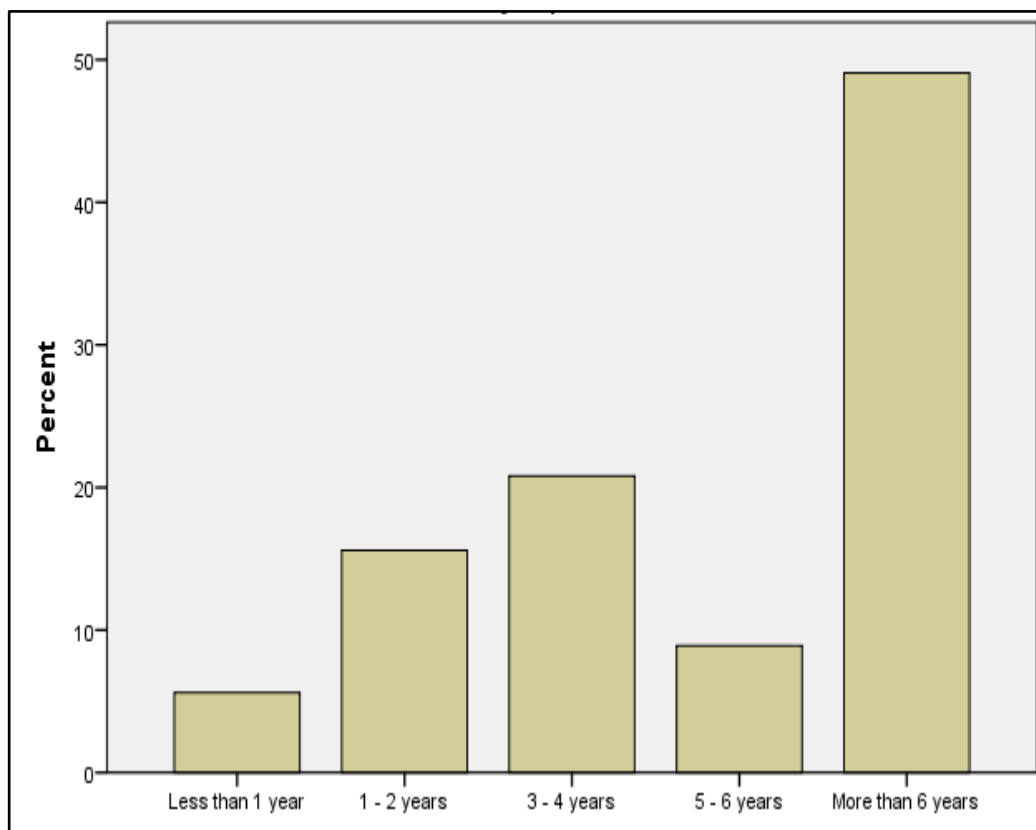
5.3.12 Distribution of Respondents by Tenure with the Current Manager/ Supervisor

The respondents' tenure under their current manager/ supervisor is shown in Table 5.3.12 and Figure 5.3.12. Most respondents (324; 31.4%) reported working with the same manager/ supervisor for 3 to 4 years. On the other hand, there were 239 (23.1%) who reported more than 6 years, 112 (10.8%) reported 5 to 6 years, 240 (23.2%) reported 1 to 2 years, and 118 (11.4%) reported less than a year.

Table 5.3.12: Respondents' Tenure with Current Manager

		Frequency	Percent
Valid	Less than 1 year	118	11.4
	1 - 2 years	240	23.2
	3 - 4 years	324	31.4
	5 - 6 years	112	10.8
	More than 6 years	239	23.1
	Total	1033	100.0

Figure 5.3.12: Respondents' Tenure with Current Manager
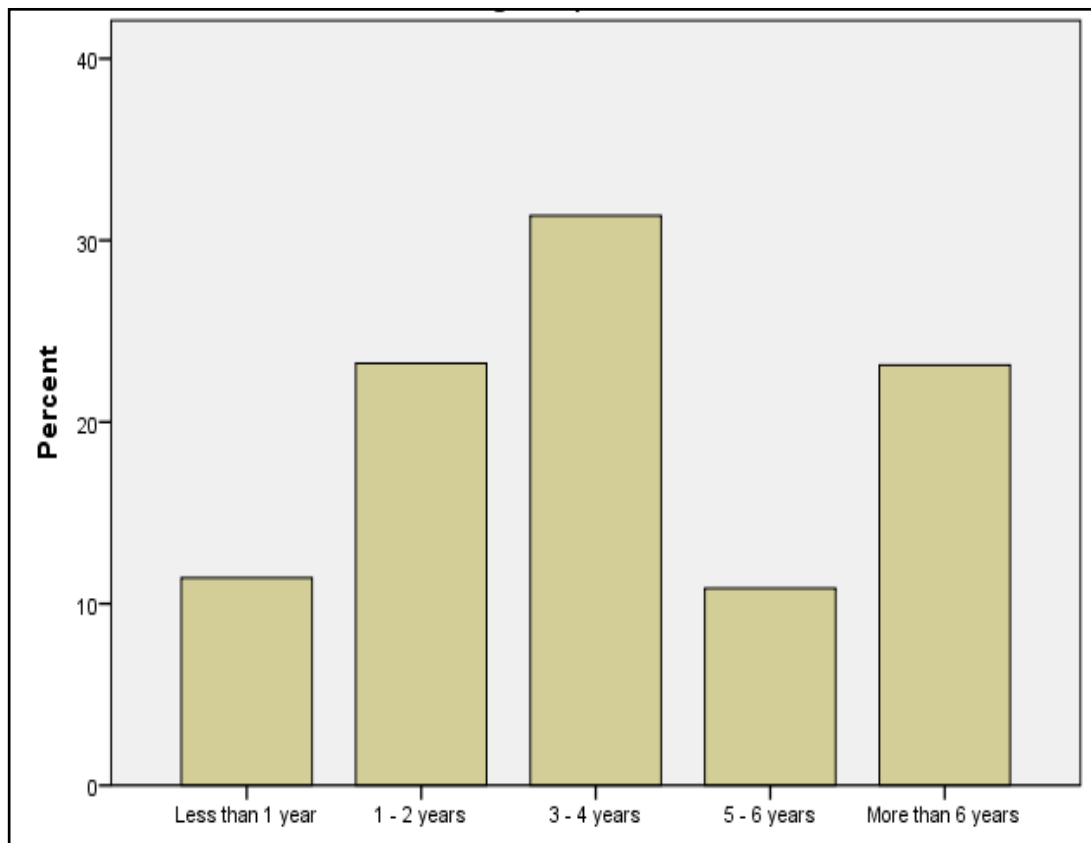
5.3.13 Distribution of Respondents by their Tenure at the Current Organization

The distribution of respondents working experience at their current organization is shown in Table 5.3.13 and Figure 5.3.13. There were 127 (12.3%) respondents who reported working at their current organization for more than 20 years, 262 (25.4%) reported 15 to 20 years, 150 (14.5%) reported 10 to 14 years, 216 (20.9%) reported 5 to 9 years, and 278 (26.9%) reported less than 5 years.

Table 5.3.13: Respondents' Tenure with Organization

		Frequency	Percent
Valid	Less than 5 years	278	26.9
	5 - 9 years	216	20.9
	10 - 14 years	150	14.5
	15 - 20 years	262	25.4
	More than 20 years	127	12.3
	Total	1033	100.0

Figure 5.3.13: Respondents' Tenure with Organization
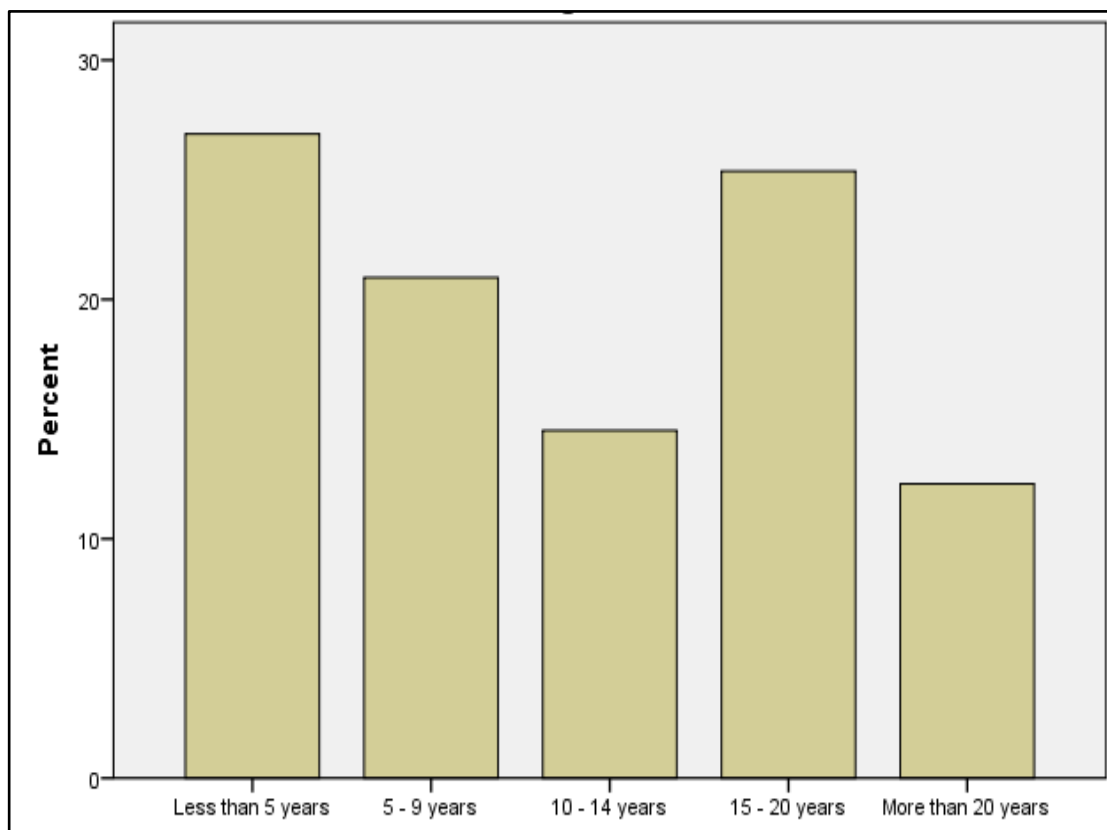
5.3.14 Respondents' Total Working Experience Distribution

The spread of the respondents' total years of working experience is shown in Table 5.3.14 and Figure 5.3.14. There were 318 (30.8%) respondents who reported having a total working experience of more than 20 years, 254 (24.6%) reported 15 to 20 years, 234 (22.7%) reported 10 to 14 years, 150 (14.5%) reported 5 to 9 years, and 77 (7.5%) reported less than 5 years.

Table 5.3.14: Working Experience of Respondents

		Frequency	Percent
Valid	Less than 5 years	77	7.5
	5 - 9 years	150	14.5
	10 - 14 years	234	22.7
	15 - 20 years	254	24.6
	More than 20 years	318	30.8
	Total	1033	100.0

Figure 5.3.14: Working Experience of Respondents
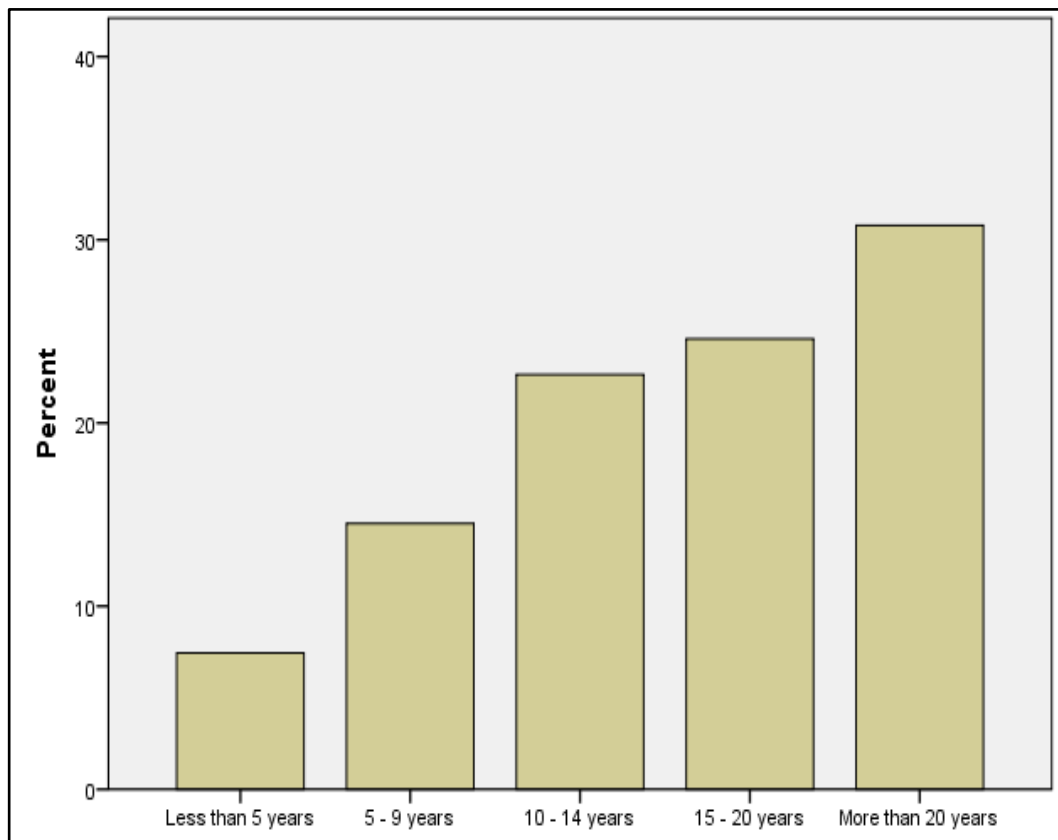
5.4 Descriptive Statistics on Main Study Variables and Constructs

The descriptive statistics on the variables and constructs of this study will be presented in this section. This includes the main descriptive statistics of the mean and standard division. See Table 5.4.1. There are eleven main variables representing the antecedents of the employee engagement constructs. They are based on a theoretical framework model of Figure 3.2.1 that includes one dependent variable (DV) for employee engagement (EE), five individual level antecedents: self-efficacy (SE), person-job fit (PJF), relationship with supervisor (RWS), cross-cultural competence (CCC) and civic virtue (CV), in addition to five organizational level antecedents: organizational support (OS), group cohesiveness (GC), psychological contract fulfilment (PCF), job security (JS) and work overload (WO).

The main research construct of employee engagement (EE: see Table 5.4.1) gave mean score of 5.29 for the 1,033 respondents. The mean value in a 5 to 6 scoring range on a 7-point employee engagement scale indicated that the average employee's engagement level in the UAE is 75.58% based on this sample.

Table 5.4.1: Summary Descriptive Statistics of Study Variables

Descriptive Statistics				Average Scale
	N	Mean	Std. Deviation	Transformed Level *
EE	1033	5.29	0.81	75.58%
SE	1033	5.49	0.56	78.43%
PJF	1033	4.30	0.53	61.43%
RWS	1033	5.08	1.10	72.57%
CCC	1033	4.31	0.44	61.57%
CV	1033	5.14	0.57	73.43%
OS	1033	5.46	1.12	78.00%
GC	1033	4.00	0.53	57.14%
PCF	1033	4.47	1.32	63.86%
JS	1033	4.69	1.31	67.00%
WO	1033	2.46	0.88	35.14%

*Average Scale Transformed Level is calculated based on the Mean Score divided by Number of Point Scale categories

The highest mean score was 5.49 at a level of 78.43% on the self-efficacy (SE) scale, while the lowest mean score was 2.46 at a level of 35.14% on the work overload scale.

5.4.1 Distribution of Employee Engagement Level Based on Main Respondents' Profile

The distribution of employee engagement levels based on the respondent's profile is provided in Table 5.4.2 below. The employee engagement level shown in this table is the mean transformation score and it is derived based on the mean score divided by 7 as engagement is measured using a 7-point scale. The engagement level

is added for ease of interpretation and comparison as using a scale up to 100% is simple and in a common range.

The respondents' level of engagement based on the organizational sector and their employment status is shown in Table 5.4.2. The highest engagement level is in the joint public and private sector with an engagement level of 76.52%, and the lowest engagement level is in the private sector with a level of 71.80%. On the other hand, temporarily contracted outsourced employees have slightly higher levels of engagement (76.86%) in comparison 75.07% for permanent full-time employees.

Table 5.4.2: Descriptive Statistics of Engagement Level based on Sector and Employment

EE * Organizational Sector				
Organizational Sector	N	Mean	Std. Deviation	Engagement Level
Public Sector (Federal or Local Government)	118	5.0820	.86517	72.60%
Private Sector	108	5.0259	.91813	71.80%
Joint Public and Private Ownership	807	5.3566	.77839	76.52%
Total	1033	5.2907	.81313	75.58%
EE * Employment Status				
Employment Status	N	Mean	Std. Deviation	Engagement Level
Permanent Full-Time Employee	738	5.2547	.82380	75.07%
Temporary Outsourced Employee	295	5.3805	.77992	76.86%
Total	1033	5.2907	.81313	75.58%

The respondents' level of engagement based on nationality, gender, marital status and age is shown in Table 5.4.3. There is a slightly higher level of engagement from expatriate employees when compared to UAE nationals (i.e. 76.25% compared to 74.44 respectively). Male employees recorded 76.05%, which is a higher level of engagement than female employees at 72.60%. Married employees had higher levels of engagement with work than unmarried employees (i.e. 76.06% compared to 72.94% respectively). Regarding age, the lowest level of engagement was seen in employees

74.91%. Regarding job categories, both managerial and technical employees had high engagement levels of 76%, while employees who work in administrative and clerical jobs were the lowest at 68.66%.

Table 5.4.4: Descriptive Statistics of Engagement Level based on Education, Job Level & Category

EE * Education				
Education	N	Mean	Std. Deviation	Engagement Level
Less than High School	6	4.4497	2.09343	63.57%
High School or Equivalent	53	5.3554	.93529	76.51%
Some Post High School	32	5.1380	.88466	73.40%
College/ University degree	641	5.2987	.80268	75.70%
Graduate Degree (Master's and Above)	301	5.2952	.75953	75.65%
Total	1033	5.2907	.81313	75.58%
EE * Job_Level				
Job_Level	N	Mean	Std. Deviation	Engagement Level
Upper Management	68	5.4744	.68646	78.21%
Middle Management	223	5.2870	.74357	75.53%
Line Management (Manager, Supervisor)	322	5.3158	.82979	75.94%
Staff (Non-Managerial)	420	5.2436	.85117	74.91%
Total	1033	5.2907	.81313	75.58%
EE * Job_Category				
Job_Category	N	Mean	Std. Deviation	Engagement Level
Managerial/ Supervisory	225	5.3380	.74516	76.26%
Technical/ Engineering	503	5.3499	.76959	76.43%
Administrative Support/ Clerical	43	4.8059	.99415	68.66%
Sales/Marketing/ Customer Service	165	5.2041	.91671	74.34%
Specialist/ Professional	97	5.2357	.83792	74.80%
Total	1033	5.2907	.81313	75.58%

The respondents' level of engagement based on job, manager, organization and duration of work experience is shown in Table 5.4.5. The highest engagement level was demonstrated by employees who had occupied their job for more than 6 years, or employees who remained with their manager for more than 6 years, employees who remained with their organization for more than 20 years, and employees who had more than 20 years' work experience.

Table 5.4.5: Descriptive Statistics of Engagement Level based on Job, Manager, Organization & Working Experience Duration

EE * Job Tenure				
Job Tenure	N	Mean	Std. Deviation	Engagement Level
Less than 1 year	58	5.2114	.72619	74.45%
1 - 2 years	161	5.2395	.87237	74.85%
3 - 4 years	215	5.2425	.81468	74.89%
5 - 6 years	92	5.1294	.89449	73.28%
More than 6 years	507	5.3657	.78163	76.65%
Total	1033	5.2907	.81313	75.58%
EE * Tenure with Current Manager				
Tenure with Current Manager	N	Mean	Std. Deviation	Engagement Level
Less than 1 year	118	5.2338	.78782	74.77%
1 - 2 years	240	5.1832	.80844	74.05%
3 - 4 years	324	5.2747	.83117	75.35%
5 - 6 years	112	5.3237	.84486	76.05%
More than 6 years	239	5.4327	.77503	77.61%
Total	1033	5.2907	.81313	75.58%
EE * Tenure with Organization_				
Tenure with the Organization	N	Mean	Std. Deviation	Engagement Level
Less than 5 years	278	5.1771	.85193	73.96%
5 - 9 years	216	5.2625	.83815	75.18%
10 - 14 years	150	5.0963	.87441	72.80%
15 - 20 years	262	5.4226	.73791	77.47%
More than 20 years	127	5.5444	.64270	79.21%
Total	1033	5.2907	.81313	75.58%
EE * Working Experience				
Working Experience	N	Mean	Std. Deviation	Engagement Level
Less than 5 years	77	5.0461	.84403	72.09%
5 - 9 years	150	5.1068	.99962	72.95%
10 - 14 years	234	5.1698	.82473	73.85%
15 - 20 years	254	5.2946	.80060	75.64%
More than 20 years	318	5.5224	.63666	78.89%
Total	1033	5.2907	.81313	75.58%

5.5 Exploratory Factor Analysis (EFA)

Exploratory factor analysis (EFA) is statistical procedure used to explore data and determine the number of factors that best fit and represent the data, and the extent to which observed variables are linked to their latent factors. Exploratory factor analysis is a commonly used multivariate statistical technique for assessing how many factors are required to explain the relationships among a set of observed variables. It estimates factor loadings and transforms the correlations in a set of observed variables into a smaller number of underlying factors which reduces complexity and helps to describe variables by using fewer factors (Field, 2013; Hair et al., 2010; Tabachnick & Fidell, 2013).

The IBM SPSS statistics software package was used to perform the exploratory factor analysis (EFA), while the IBM AMOS software package was used to conduct a confirmatory factor analysis (CFA) and structural equation modelling (SEM) in order to test and confirm the research hypotheses.

The exploratory factor analysis used maximum likelihood as the extraction method and Promax as the rotation method. Promax is a rotation method which is computationally fast in handling large datasets and results in factor loadings being more clearly segregated (Tabachnick & Fidell, 2013). Maximum likelihood extraction methods maximize differences between factors and provide a good model fit. The maximum likelihood approach is the method used by the IBM AMOS program (Byrne, 2016; Hair et al., 2010; Tabachnick & Fidell, 2013).

At this stage, exploratory factor analysis was conducted to assess theoretical model in order to determine the antecedents of employee engagement. Factors will be produced that fit best and represent the data and corresponding items. Also, exploratory factor analysis will support the statistical analysis. KMO and Bartlett's

Test, a total variance explained table, a scree plot, a pattern matrix, Cronbach's Alpha, and a factor correlation matrix will assess the validity and reliability of the EFA model.

In the following section, the results of the exploratory factor analysis will be presented and discussed.

5.5.1 KMO and Bartlett's Test Assessment

The Kaiser-Meyer-Olkin (KMO) measure of data sample adequacy describes how items are clustered and whether they are well clustered or clustered separately. The KMO measure should be above 0.5 to be acceptable and suggest that the data is suitable for the EFA. In addition, Bartlett's Test of Sphericity identifies the existence of correlations among items and factors showing if the observed variables are related to each other and can be factored in. Both the KMO and Bartlett's Test should allow us to run a meaningful EFA (Hair et al., 2010; Tabachnick & Fidell, 2013).

Table 5.5.1 shows the two test results (KMO and Bartlett's) which indicate the suitability of the data for an EFA. The KMO displayed a high level of above 0.9, demonstrating that the variable constructs are significantly related to each other. The Bartlett's Test was significant, meaning that variables are related to each other and can thus be factored.

Therefore, both the KMO and Bartlett's Test were successful and running an EFA with this dataset is considered appropriate.

Table 5.5.1: SPSS Output of KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.951
Bartlett's Test of Sphericity	Approx. Chi-Square	61622.024
	Df	1770
	Sig.	.000

5.5.2 Total Variance Explained Analysis

Total variance explained can be examined from the EFA output perspective to determine the number of significant factors. The extracted and rotated values are meaningful and the factors are arranged in descending order starting from the highest explained variance. Meanwhile, factors that have Eigenvalues of less than one are not shown in the output table. Moreover, the scree plot helps to determine the number of significant factors (Hair et al., 2010; Tabachnick & Fidell, 2013).

From Table 5.5.2 of Total Variance Explained based on Eigenvalues, there were eleven factors extracted with Eigenvalues above one with 68.57% variance extracted as expected based on the theoretical employee engagement model. This is made up of one dependent variable for employee engagement (EE), five individual level antecedents: self-efficacy (SE), person-job fit (PJF), relationship with supervisor (RWS), cross-cultural competence (CCC) and civic virtue (CV), in addition to five organizational level antecedents: organizational support (OS), group cohesiveness (GC), psychological contract fulfilment (PCF), job security (JS) and work overload (WO). Most importantly, the model explained 62.14% of the variance.

Table 5.5.2: SPSS Output of Total Variance Explained for Extracted Factors

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	17.983	29.972	29.972	16.662	27.771	27.771	14.555
2	5.034	8.390	38.363	5.014	8.356	36.127	11.017
3	3.584	5.973	44.335	2.608	4.347	40.474	10.283
4	2.805	4.675	49.010	2.827	4.711	45.185	6.516
5	2.295	3.826	52.836	2.255	3.759	48.944	9.627
6	2.174	3.624	56.459	1.921	3.202	52.146	6.381
7	1.865	3.109	59.568	1.478	2.464	54.610	3.821
8	1.593	2.654	62.223	1.458	2.429	57.040	8.188
9	1.484	2.474	64.697	1.210	2.016	59.056	9.670
10	1.258	2.096	66.793	1.043	1.738	60.793	3.669
11	1.064	1.774	68.566	.809	1.348	**62.142**	5.893
Extraction Method: Maximum Likelihood.							
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.							

Moreover, Figure 5.5.1 showing the Scree Plot based on Eigenvalues confirms that there are eleven Factors that were extracted with Eigenvalues above one. This is as expected based on the theoretical employee engagement model.

Therefore, the model is acceptable as we proceed further with the statistical analysis.

Figure 5.5.1: SPSS Output of Scree Plot of Eignvalues
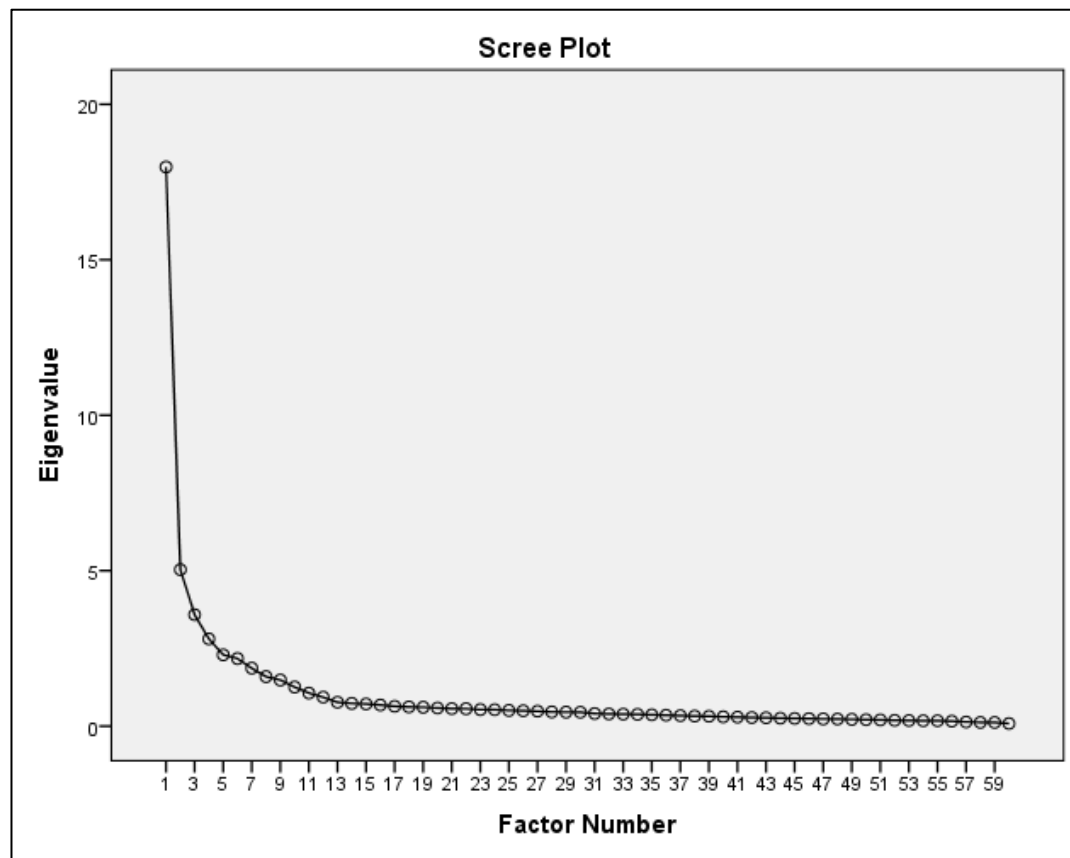
5.5.3 Factor Structure Assessment

A factor structure assessment can be made using the pattern matrix from the EFA analysis. This includes variables with their corresponding factors and loading values. The higher the loading value, without major cross-loadings between factors, is evidence of the convergent and discriminant validity of the factors (Hair et al., 2010).

The convergent validity is verified when all the variables within a single factor are highly correlated and is indicated by the size of factor loadings. This also depends on sample size, as a larger sample size tends to require lower values on factor loadings. Hair et al. (2010) suggested that a factor loading of 0.30 and above is acceptable provided the sample size is greater than 350. Therefore, the factor loading cut-off value

of 0.30 has been selected for this study as the sample size is above 1,000 (Hair et al., 2010).

Discriminant validity is the extent to which factors are distinct and uncorrelated. This can be discerned from the pattern matrix where variables are loaded significantly only on one factor with minimum cross-loadings (i.e. if the variable loads on multiple factors, then cross-loadings should differ by more than 0.2.) Moreover, discriminant validity can be assessed by examining the factor correlation matrix, where correlations between factors should not exceed 0.7 (Hair et al., 2010).

After running the EFA, it was found that some items (a total of 10 items out of 70) belonging to six different construct factors did not load well and caused some discriminant validity issues and also convergence validity issues. Therefore, they were removed from the analysis (see Table 5.5.3). However, it should be noted that the remaining number of items per construct is sufficient to conduct further statistical analysis as having more than three items per factor is considered as sufficient (Hair et al., 2010).

Table 5.5.3: List of Dropped Items after EFA

	Construct	Number of Scale Items	Number of Dropped Items	Remaining Number of Scale Items	Dropped Items	Reliability Before EFA	Reliability After EFA
1	EE	17	1	16	EE_14	**0.947**	**0.946**
2	SE	7	3	4	SE_1 SE_2 SE_4	**0.681**	**0.650**
3	RWS	4	1	3	RWS_4	**0.706**	**0.904**
4	CV	4	1	3	CV_4	**0.827**	**0.807**
5	OS	8	2	6	OS_3 OS_8	**0.775**	**0.918**
6	PCF	5	2	5	PCF_4 PCF_5	**0.837**	**0.946**
	Total (Model)	**70**	**10**	**60**			

Moreover, the Cronbach's Alpha reliability check concluded that the removal of these items did not impact on the reliability of the construct. Indeed, this enhanced some scales.

For the present study, Table 5.5.4 represents the EFA pattern matrix for the best model fit that meets the EFA assumptions. All the items grouped well into their intended factors and most items had good loadings well above the cut-off point. Therefore, after running the EFA all the factors may be taken into consideration for further analysis.

Table 5.5.4: SPSS Output of Pattern Matrix after EFA

Pattern Matrix[a]											
	Factor										
	1 (EE)	2 (GC)	3 (OS)	4 (CCC)	5 (PJF)	6 (JS)	7 (WO)	8 (PCF)	9 (RWS)	10 (SE)	11 (CV)
EE_1	.810										
EE_2	.789										
EE_3	.735										
EE_4	.894										
EE_5	.896										
EE_6	.590										
EE_7	.819										
EE_8	.798										
EE_9	.779										
EE_10	.767										
EE_11	.768										
EE_12	.612										
EE_13	.678										
EE_15	.722										
EE_16	.557										
EE_17	.541										
SE_3										.531	
SE_5										.503	
SE_6										.427	
SE_7										.663	
PJF_1					.632						
PJF_2					.673						
PJF_3					.865						
PJF_4					.874						
PJF_5					.894						
RWS_1									.926		
RWS_2									.872		
RWS_3									.907		
CCC_1				.586							
CCC_2				.720							
CCC_3				.771							
CCC_4				.892							
CCC_5				.880							

Table 5.5.4: SPSS Output of Pattern Matrix after EFA (Continued)

	1 (EE)	2 (GC)	3 (OS)	4 (CCC)	5 (PJF)	6 (JS)	7 (WO)	8 (PCF)	9 (RWS)	10 (SE)	11 (CV)
Pattern Matrix[a]											
Factor											
CV_1											.760
CV_2											.842
CV_3											.402
OS_1			.571								
OS_2			.603								
OS_4			.625								
OS_5			.663								
OS_6			.638								
OS_7			.619								
GC_1		.511									
GC_2		.870									
GC_3		.913									
GC_4		.906									
GC_5		.875									
GC_6		.812									
GC_7		.556									
PCF_1								.909			
PCF_2								.977			
PCF_3								.852			
JS_1_NR						.920					
JS_2						.624					
JS_3_NR						.665					
JS_4_NR						.949					
WO_1							.620				
WO_2							.602				
WO_3							.900				
WO_4							.886				

Extraction Method: Maximum Likelihood.
 Rotation Method: Promax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

5.5.4 Reliability Assessment after EFA

According to Hair et al. (2010), reliability is defined as the extent to which a set of variables in a scale are consistent with what it was intended to measure.

Reliability can be measured using a common measure such as Cronbach's Alpha, which ranges from 0 to 1 with values of 0.60 to 0.70 as the lowest acceptable levels. Cronbach's Alpha is a measure of reliability that assesses the extent to which the items within a scale are measuring the same construct. This is a useful and popular measure and remains the main method for evaluating the reliability of constructs and scales. Moreover, values of 0.60 to 0.70 are regarded an acceptable lower limit in much

of the relevant literature. Nunnally and Bernstein (1994) recommend a Cronbach's Alpha level of higher than 0.70, with a level as low as 0.60 being accepted for newly developed measures, or the use of a scale in a new cultural environment (Hair et al., 2010; Nunnally & Bernstein, 1994; Wilson & Joye, 2017).

In this study, all the construct measurement scales were culled from the relevant literature. We settled on a Cronbach's Alpha of 0.70 or above. In fact, to determine the reliability of our scales, a Cronbach's Alpha assessment was performed at an early stage. The result of this analysis showed similar levels of reliability to the original scale as shown in Table 5.5.5.

Moreover, a Cronbach's Alpha reliability check was made after the EFA was carried out and demonstrated values well above the standard value of 0.7 for every construct scales except for one. The self-efficacy (SE) scale only recorded a value of 0.65. The SE scale initially had a lower Cronbach's Alpha value of 0.71 on the original scale. The SE scale reliability according to Cronbach's Alpha was 0.68 when recalculated after running the EFA and dropping some items from the original scale. A final Cronbach's Alpha score of 0.65 was achieved, which is an acceptable lower level value as it was being applied in a new cultural context. Therefore, the reliability assessment after the EFA was considered as acceptable (Hair et al., 2010; Nunnally & Bernstein, 1994; Wilson & Joye, 2017).

Table 5.5.5: Reliability Scale Assessment of Cronbach's Alpha

S/N	Construct	SCALE	REFERENCE	TYPE	ITEMS	Reliability Results Cronbach's Alpha		
						Original Scale	Before EFA	After EFA
1	Employee Engagement	UtrechtWork Engagement Scale (UWES)	(W. Schaufeli & Bakker, 2003)	7-point Scale (never to always)	UWES-17 17 items	0.93	0.947	0.946
				Individual Level Antecedents				
2	Self-Efficacy	Self-efficacy Scale	(Jones, 1986)	7-point Likert Scale	8 items	0.71	0.681	0.650
3	Person-Job Fit	Person-Job Fit Scale	(Lauver & Kristof-Brown, 2001)	7-point Likert Scale	5 items	0.79	0.898	0.898
4	Relationship with Supervisor	Perceived Supervisor Support Scale	(Eisenberger et al., 2002)	7-point Likert scale	4 items	0.90	0.706	0.904
5	Cross-Cultural Competence	Cultural Intelligence (CQ) Scale	(Ang et al., 2007)	7-point Likert scale	5 items	0.81	0.876	0.876
6	Civic Virtue	Civic Virtue Scale	(Philip M Podsakoff et al., 1990)	7-point, Likert scale	4 items	0.70	0.827	0.807
				Organizational Level Antecedents				
7	Organizational Support	Perceived Organizational Support Scale	(Rhoades et al., 2001)	7-point, Likert scale	8 items	0.90	0.775	0.918
8	Group Cohesiveness	Group Cohesiveness Scale	(Wongpakaran et al., 2013)	7-point, Likert adapted scale	7 items	0.87	0.910	0.910
9	Psychological Contract Fulfilment	Psychological Contract Fulfilled/ Breached Scale	(S. L. Robinson & Morrison, 2000)	7-point, Likert adapted scale	5 items	0.92	0.837	0.946
10	Job Security	Job Insecurity Inventory Scale	(Vander Elst et al., 2014)	7-point, Likert adapted scale	4 items	0 .85	0.855	0.855
11	Work Overload	Perceived Workload Scale	(J. E. Moore, 2000)	7-point, Likert scale	4 items	0.80	0.837	0.837

5.5.5 Validity Assessment after EFA

Convergent Validity means that the variables within a single factor are highly correlated which is evidenced by factor loadings (Hair et al., 2010). See Table 5.5.4 of the pattern matrix for evidence that convergent validity was obtained for all loadings at a value above the acceptable cut-off level in the present dataset.

Discriminant validity refers to the extent to which factors are distinct and uncorrelated so that variables relate more to their own factor rather than other factors. At this stage, discriminant validity can be determined by examining the pattern matrix to check for the presence of cross-loadings, as there should not be any cross-loadings. Moreover, the factor correlation matrix should be checked for any correlations above 0.7 (Hair et al., 2010). For the purposes of this study, evidence of discriminant validity was demonstrated by having no cross-loadings on any item of more than one factor. See Table 5.5.4 for the pattern matrix and correlation values less than 0.7 (Table 5.5.6.: Factor Correlation Matrix). Therefore, our validity assessment post EFA is acceptable.

Table 5.5.6: SPSS Output of Factor Correlation Matrix including Cronbach's Alpha

Factor Correlation Matrix											
Factor	**1 (EE)**	**2 (GC)**	**3 (OS)**	**4 (CCC)**	**5 (PJF)**	**6 (JS)**	**7 (WO)**	**8 (PCF)**	**9 (RWS)**	**10 (SE)**	**11 (CV)**
Cronbach's Alpha	**0.946**	**0.910**	**0.918**	**0.876**	**0.898**	**0.855**	**0.837**	**0.946**	**0.904**	**0.650**	**0.807**
1	1.000										
2	.508	1.000									
3	.458	.510	1.000								
4	.368	.377	.182	1.000							
5	.591	.411	.283	.434	1.000						
6	.362	.378	.422	.106	.280	1.000					
7	-.225	-.224	-.203	-.164	-.121	-.280	1.000				
8	.400	.442	.657	.116	.308	.337	-.185	1.000			
9	.528	.557	.581	.194	.403	.358	-.186	.468	1.000		
10	.233	.218	-.060	.440	.429	.042	-.035	-.050	.011	1.000	
11	.374	.375	.422	.411	.339	.221	-.111	.319	.349	.310	1.000
Extraction Method: Maximum Likelihood.											
Rotation Method: Promax with Kaiser Normalization.											

5.5.6 EFA Analysis and Assessment Summary

At this stage of the study, we completed the exploratory factor analysis (EFA) successfully for the present dataset. EFA was able to determine the optimum number of factors that fit the proposed theoretical employee engagement model. This EFA analysis was conducted via several statistical analysis tools, including KMO and Bartlett's Test, a total variance explained analysis, and factor structure assessments. They recorded positive results and so gave satisfactory evidence of reliability, convergence validity, and discriminant validity for the EFA model.

5.6 Conformity Factor Analysis (CFA)

Conformity Factor Analysis (CFA) is an important stage before we embark on structural equation modeling for further analysis and to test the various hypotheses. At this stage, the factors derived from the EFA will be subjected to a CFA assessment to ensure that the latent factors extracted are suitable and fit with the hypothesized model of the employee engagement (Hair et al., 2010; Tabachnick & Fidell, 2013).

The main difference between EFA and CFA is that EFA uses the dataset to extract factor structures and the best theoretical dimensions, while CFA validates the dataset within the proposed theoretical model. Basically, EFA explores factor structure and how variables are related and then groups them based on their inter-variable correlations, while CFA confirms the factor structure based on the suitability of fit. In fact, CFA is employed to investigate predefined latent factor structure and hwo well they fit as a first step in validating the measurement model before conducting an assessment of the structural model. CFA requires a relationship between the indicators and latent variables or factors to meet the objective of confirming that the dataset fits

with the hypothesized measurement model (Hair et al., 2010; Tabachnick & Fidell, 2013).

In the present study, the IBM AMOS statistics software package was selected to perform the confirmatory factor analysis (CFA). AMOS is one of the most common, popular and easy to use software packages for CFA and SEM analyses (Byrne, 2016).

Several iterations of the CFA analysis were made to reach the best model fit. Some items or indicators caused validity and reliability issues. Therefore, they were removed (see Table 5.6.1). This list of dropped items numbered 12 items belonging to seven constructs. There were still sufficient items to reach a minimum of three items per construct. The remaining number of items per construct were sufficient to carry out further statistical analysis, since having more than 3 items per factor is considered as sufficient (Hair et al., 2010).

Table 5.6.1: List of Dropped Items after CFA

	Construct	Number of Scale Items from EFA	Number of Dropped Items	Remaining Number of Scale Items	Dropped Items list
1	EE	16	5	9	EE_1 EE_4 EE_6 EE_12 EE_17
2	SE	4	1	3	SE_3
3	PJF	5	1	4	PJF_1
4	CCC	5	1	4	CCC_4
5	OS	6	2	4	OS_5 OS_7
6	GC	7	1	6	GC_2
7	WO	4	1	3	WO_1
	Total (Model)	**60**	**12**	**48**	

5.6.1 Measurement Model Diagram

In the present study, the hypothesized model of employee engagement was estimated using the IBM SPSS and AMOS software tools (see Figure 5.6.1.). This

employee engagement measurement model diagram was developed by using the guidelines developed by Byrne (2016) .

This theoretical employee engagement measurement model contains one dependent variable: employee engagement (EE), five individual antecedents: self-efficacy (SE), person-job fit (PJF), relationship with supervisor (RWS), cross-cultural competence (CCC) and civic virtue (CV), in addition to five organizational antecedents: organizational support (OS), group cohesiveness (GC), psychological contract fulfilment (PCF), job security (JS) and work overload (WO).

The measurement model diagram shown in the figure 5.6.1 is based on the set of factors and their indicators that were derived from the EFA analysis. It was further improved after conducting a CFA.

Figure 5.6.1: AMOS Measurement Model Diagram
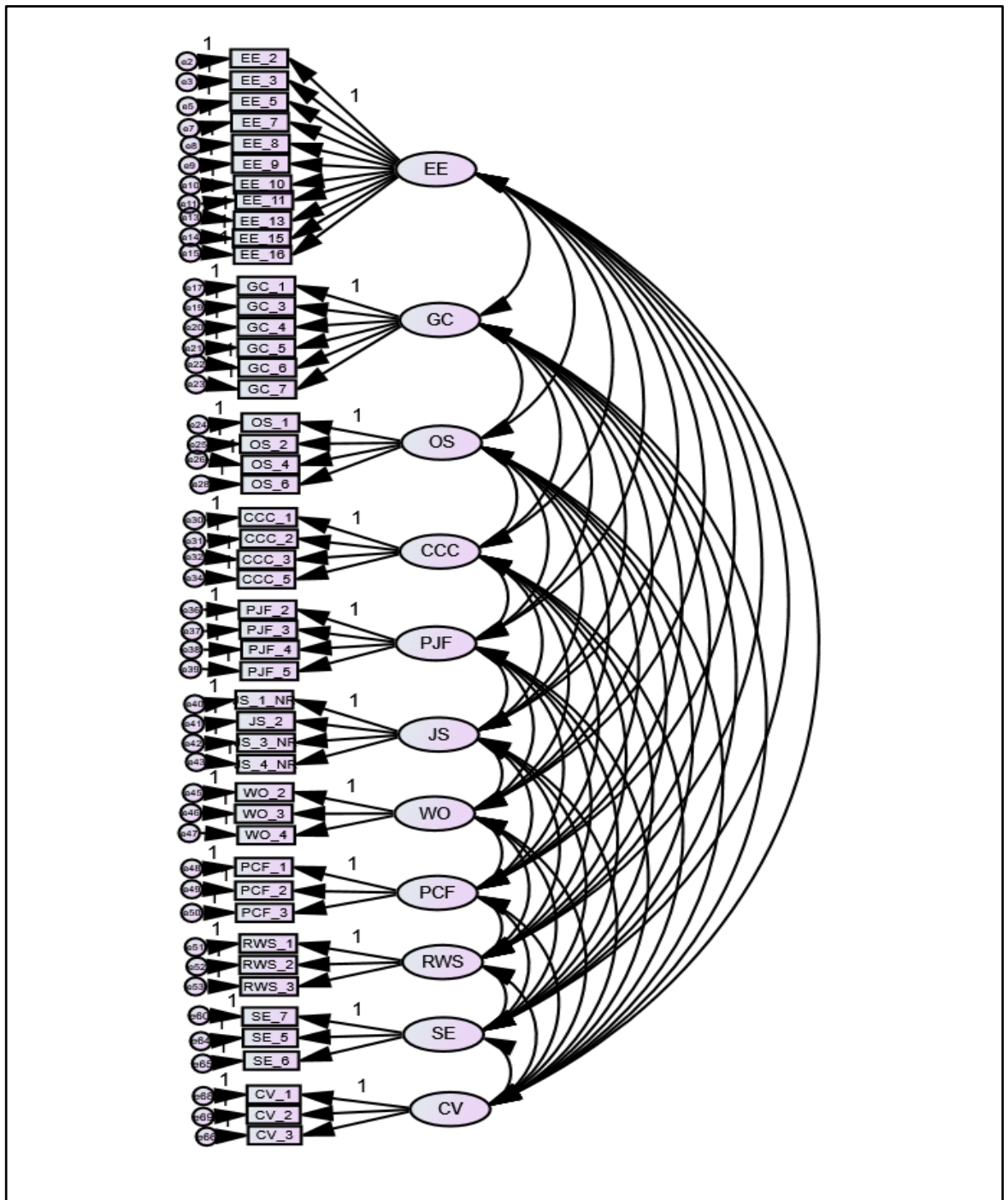
5.6.2 Measurement Model Fit Assessment

The following is the final measurement model, which was checked for model fit and displayed an excellent model fit as per the recommended threshold. This was after we had addressed all the issues that resulted from bad loading and clearing any validity concerns.

For evaluating the measurement model, the model fit is examined through several goodness of fit indices. They are chi-square minimum (CMIN), degrees of freedom (DF), comparative fit index (CFI), standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA) and P-value close fit (PCLOSE). All of these were available in the AMOS package. The recommended threshold values and criteria given in Table 5.6.2. were selected based on reference to several key sources in this field (Byrne, 2016; Hair et al., 2010; Hu & Bentler, 1999; Tabachnick & Fidell, 2013).

Table 5.6.2: Goodness of Fit Measures with Threshold Values

Measure	Threshold Value		
	Terrible	Acceptable	Excellent
Chi-Square Minimum (CMIN) / Degrees of Freedom (DF)	> 5	> 3	> 1
Comparative Fit Index (CFI)	<0.90	<0.95	>0.95
Standardized Root Mean Square Residual (SRMR)	>0.10	>0.08	<0.08
Root Mean Square Error of Approximation (RMSEA)	>0.08	>0.06	<0.06
P-value Close fit (PCLOSE)	<0.01	<0.05	>0.05

Source: Hu, L. t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural equation modeling: a multidisciplinary journal, 6(1), 1-55

The IBM AMOS statistics software package was used to assess the measurement model and included AMOS plugins developed by Gaskin and Lim (2016). The measurement model consisted of eleven latent variables including one dependent variable (employee engagement (EE)), five Individual antecedents and five organizational antecedents. The confirmatory factor analysis produced good results as we can see in Table 5.6.3. The chi-square(CMIN/DF) result was 2.6, which is within the threshold range. Also, all the fit indices fell with the range and the SRMR (standardized root mean residuals) are ideal with a value of .05 below a .08 threshold. Therefore, the measurement model achieved an excellent fit.

Table 5.6.3: Results of Measurement Model Goodness of Fit

Measure	Estimate	Threshold	Interpretation
CMIN	2667.254	--	--
DF	1025	--	--
CMIN/DF	2.602	Between 1 and 3	Excellent
CFI	0.951	>0.95	Excellent
SRMR	0.050	<0.08	Excellent
RMSEA	0.039	<0.06	Excellent
PClose	1.000	>0.05	Excellent

5.6.3 Validity and Reliability of Model Assessment

The final measurement model was checked by different validity and reliability measures and demonstrated a high level of validity. The composite reliability (CR) of all the factors was greater than 0.7, and the average variance extracted (AVE) was greater than 0.5.

Table 5.6.4 represent the final model with all items loaded well, as expected, with no exceptionally high correlations. In fact, reliability is evidenced by composite reliability (CR) greater than 0.7 for every factor and convergent validity is shown by an average variance extracted (AVE) of greater than 0.5 for all factors. Moreover, discriminant validity is clear based on the square root of the average variance extracted (AVE) being greater than any inter-factor correlation. The maximum shared variance (MSV) was less than the average variance extracted (AVE). Therefore, no validity concern were raised (Byrne, 2016; Hair et al., 2010; Hu & Bentler, 1999; Tabachnick & Fidell, 2013).

Table 5.6.4: Results of Model Validity Assessment along the Correlation Values

	CR	AVE	MSV	EE	GC	OS	CCC	PJF	JS	WO	PCF	RWS	SE	CV
EE	0.933	0.563	0.338	**0.750**										
GC	0.903	0.613	0.316	0.482	**0.783**									
OS	0.909	0.716	0.494	0.540	0.563	**0.846**								
CCC	0.857	0.601	0.337	0.373	0.404	0.225	**0.775**							
PJF	0.889	0.669	0.338	0.581	0.391	0.393	0.481	**0.818**						
JS	0.867	0.626	0.154	0.310	0.321	0.393	0.082	0.219	**0.791**					
WO	0.834	0.633	0.058	-0.161	-0.211	-0.181	-0.135	-0.051	-0.240	**0.796**				
PCF	0.947	0.857	0.494	0.362	0.413	0.703	0.066	0.258	0.308	-0.171	**0.925**			
RWS	0.906	0.764	0.369	0.514	0.492	0.607	0.199	0.410	0.305	-0.125	0.431	**0.874**		
SE	0.750	0.501	0.490	0.507	0.449	0.286	0.576	0.577	0.196	-0.133	0.129	0.258	**0.708**	
CV	0.812	0.591	0.490	0.439	0.462	0.391	0.580	0.460	0.171	-0.106	0.251	0.281	0.700	**0.769**

Note: Diagonal Bold values represent the Square Root of AVE.

5.6.4 CFA Analysis and Assessment Summary

At this stage, a confirmatory factor analysis (CFA) was successfully completed showing an excellent goodness of fit for the measurement model. Moreover, the final measurement model was checked with different validity and reliability measures and we found that the model assessment met the criteria for composite reliability, convergent validity, and discriminant validity. Therefore, the measurement model was suitable for further SEM and testing the hypotheses.

5.7 Structural Equation Modeling (SEM) and Hypotheses Testing

The theoretical framework depicted in Figure 3.2.1 shows that there are twelve hypotheses in this study: ten direct relationship hypotheses and two moderation hypotheses. These hypotheses are listed below:

H1: There is a positive relationship between self-efficacy and employee engagement.

H2: There is positive relationship between an employee's level of person-job fit and his/ her level of employee engagement.

H3: There is a positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement.

H4: The positive relationship between perceived employee-supervisor relationship and the employee's level of engagement is moderated by his/ her nationality; the relationship will be stronger in the case of expatriates than Emiratis.

H5: There is a positive relationship between the cross-cultural competence of an employee and his/ her level of employee engagement.

H6: There is a positive relationship between an employee's level of civic virtue and his/ her level of employee engagement.

H7: There is a positive relationship between perceived organizational support and an employee's level of engagement.

H8: There is a positive relationship between group cohesiveness and an employee's level of engagement.

H9: There is a positive relationship between psychological contract fulfilment and an employee's level of engagement.

H10: There is a positive relationship between perceived job security and an employee's engagement.

H11: The positive relationship between perceived job security and an employee's engagement is moderated by his/ her nationality; the relationship will be stronger in the case of expatriates than Emiratis.

H12: There is a negative relationship between work overload and employee engagement.

These Hypotheses will be tested by evaluating the theoretical model against structural equation modeling (SEM). Such methodology has been well-established in social science research. SEM is a common multivariate technique employing factor analysis and multiple regression to test and evaluate hypotheses. It is a more powerful method than multiple regression since it simplifies complex relationship into a simpler graphical model, while taking into account interactions, nonlinearities, correlated independent variables, measurement errors and multiple latent independent variables with multiple indicators. In the present study, the SEM analysis will help to build a structural model based on the final measurement model that resulted from the confirmatory factor analysis (CFA) (Hair et al., 2010; Tabachnick & Fidell, 2013). Maximum likelihood estimation is the method used in the AMOS statistical package (Byrne, 2016).

It is necessary to assess the model's goodness of fit statistics at the first stage of the evaluation, then, to validate the R-square to have a sufficient level of explained variance and finally check significance levels by using p-values. Following this we will ensure proper hypotheses testing and strong statistical justification in order for the hypotheses to be proven (Byrne, 2016; Hair et al., 2010; Tabachnick & Fidell, 2013; Wilson & Joye, 2017).

In this section, the direct hypotheses will be assessed first without the moderation effects. Then, the moderation hypotheses will be evaluated, including the moderation interaction effects.

5.7.1 Main Structural Equation Model Analysis and Hypothesis Testing

The IBM AMOS statistics software package was used to estimate the structural model shown in Figure 5.7.1. At this stage, the main analysis was conducted on the main structural model without any moderation.

Figure 5.7.1: AMOS Structural Model Diagram
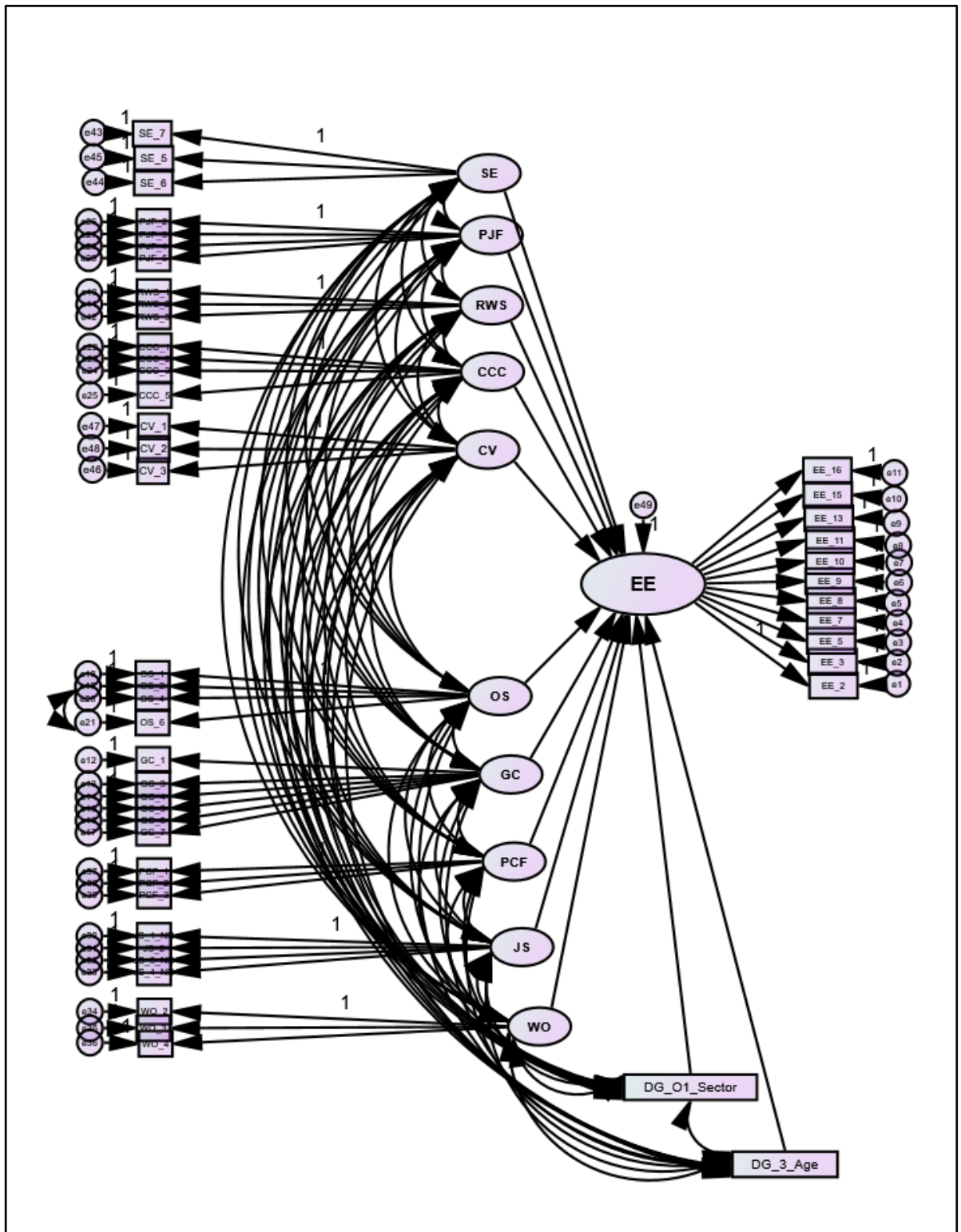
Assessment of the model's goodness of fit is included in Table 5.7.1 and shows a suitable goodness of fit that is consistent with recommended thresholds. Primarily, the resultant model shows an R-Square value of 53.7%. This means that 53.7% of the variance in the dependent variable is explained by the independent variables. This means that the model is very meaningful in explaining the relationships between variables and in explaining variations in the dependent variable i.e. employee engagement (EE).

Both global statistical criteria for goodness of model fit and R-square validations as shown per Table 5.7.1 which is therefore being met. As such, the model is acceptable and we may proceed to test the hypotheses.

Table 5.7.1: Main Structural Model Assessment & Hypotheses Testing Results

Hypothesis	Relationship	Standardized Estimate	P-Value	R-Square
H1	EE ← SE	0.177	***	
H2	EE ← PJF	0.256	***	
H3	EE ← RWS	0.145	***	
H5	EE ← CCC	0.034	ns	
H6	EE ← CV	0.019	ns	
H7	EE ← OS	0.231	***	
H8	EE ← GC	0.038	ns	EE = 0.537
H9	EE ← PCF	-0.003	ns	
H10	EE ← JS	0.075	***	
H12	EE ← WO	-0.023	ns	
Control	EE ← DG_O1_Sector	0.115	***	
Control	EE ← DG_3_Age	0.088	***	
Results of Model Goodness of Fit				
Measure	**Estimate**	**Threshold**	**Interpretation**	
CMIN	2829.605	--	--	
DF	1099	--	--	
CMIN/DF	2.575	Between 1 and 3	Excellent	
CFI	0.948	>0.95	Acceptable	
SRMR	0.049	<0.08	Excellent	
RMSEA	0.039	<0.06	Excellent	
PClose	1.000	>0.05	Excellent	
*P<0.05, **P<0.01, ***P<0.001, ns is not significant				

Table 5.7.1 shows the test results for the main hypotheses after conducting the tests using the AMOS software package. Testing was done on the main structural model, including the control variables, but without moderation and interaction at this stage.

Each Hypothesis was examined and verified according to standard parameters and analyzing the significant of their P-value. This resulted in 5 out of 10 direct relationship hypotheses recording a significant P-Value (see Table 5.7.1.). In addition, both control variables for organizational sector and employee's age had a significant P-value of <0.001.

The following details describe the results of the hypotheses tests as shown in Figure 5.7.2:

Hypothesis (H1) on the positive relationship between self-efficacy and employee engagement exhibited a standardized estimate of 0.177 with a significant P-value of < 0.001. This suggests that an employee's self-efficacy has a positive impact on his or her engagement. Hence, H1 is supported.

Hypothesis (H2) on the positive relationship between an employee's level of person-job fit and his or her level of employee engagement showed a standardized estimate of 0.256 with a significant P-value of < 0.001. This confirms that the right fit between an employee and the job function has a positive influence on his or her engagement. So, H2 is also supported.

Hypothesis (H3) on the positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement displayed a standardized estimate of 0.145 with a significant P-value of < 0.001. This suggests a good relationship between employee and his or her manager and supervisor will have a positive influence on his or her engagement. Hence H3 is supported.

Hypothesis (H5) on the positive relationship between cross-cultural competence and an employee's level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H5 is not supported.

Hypothesis (H6) on the positive relationship between an employee's level of civic virtue and his/ her level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H6 is not supported.

Hypothesis (H7) on the positive relationship between perceived organizational support and an employee's level of engagement exhibited a standardized estimate of 0.231 with a significant P-value of < 0.001. This suggests that organizational support makes a positive impact on employee engagement. As such, H7 is supported.

Hypothesis (H8) on the positive relationship between group cohesiveness and an employee's level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H8 is not supported.

Hypothesis (H9) on the positive relationship between psychological contract fulfilment and an employee's level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H9 is not supported.

Hypothesis (H10) on the positive relationship between perceived job security and an employee's engagement exhibited a standardized estimate of 0.075 with a significant P-value of < 0.001. This suggests that perceived job security makes a positive impact on employee engagement. Therefore, H10 is supported.

Hypothesis (H12) on the negative relationship between work overload and employee engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H12 is not supported.

Figure 5.7.2: Summary Structural Model Hypotheses Outcome
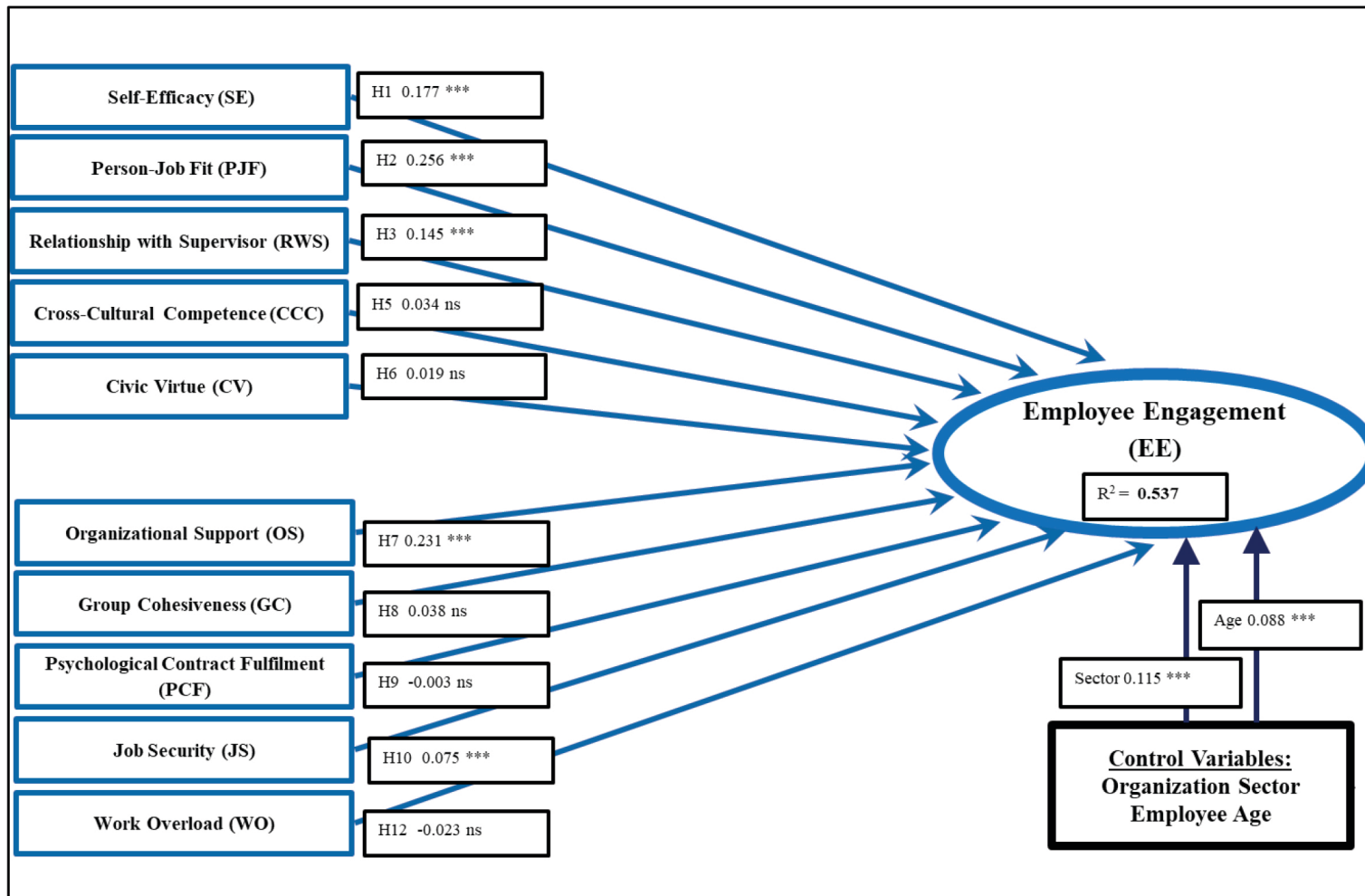
5.7.2 Moderation Analysis of Structural Equation Model with Hypothesis Testing

The main structural model with moderation and interaction terms added was reiterated to evaluate a moderation and interaction analysis according to the proposed theoretical model. Figure 5.7.3 represent the IBM AMOS assessment model.

Figure 5.7.3: Complete Model with Nationality Moderation
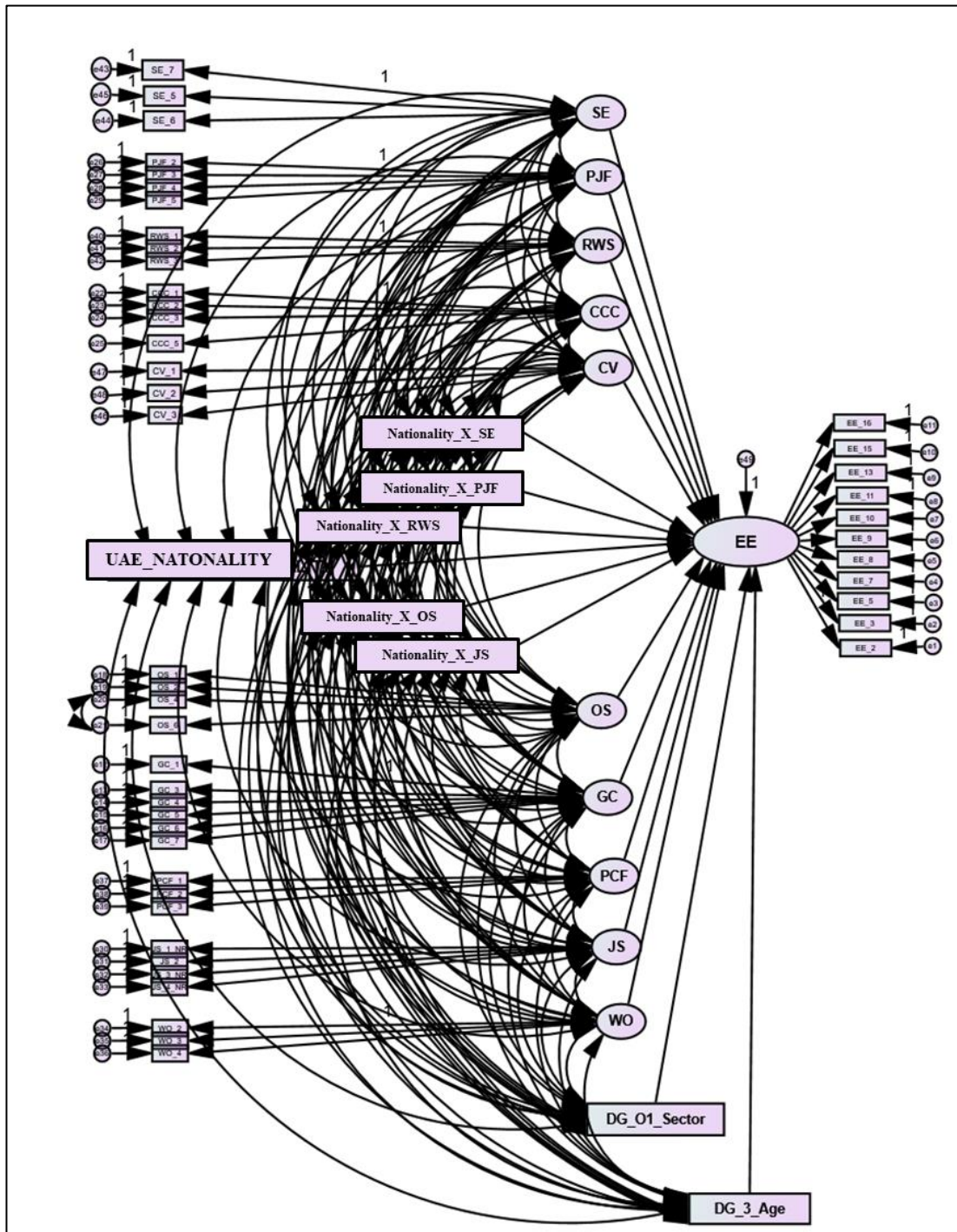
With the moderating variables added, the model is still maintaining an adequate model fit as per the recommended thresholds highlighted in Table 5.7.2 with only a slight change on some of the coefficient estimates. In fact, the R-Square showed an enhanced reading of 56.2%, meaning that 56.2% of the variance in the dependent variables is explained, which makes it a more meaningful model in explaining the relationship of the predictors and the dependent variable of employee engagement (EE). Therefore, both statistical assessment criteria for goodness of model fit and R-square are met, and thus the model is acceptable as we proceed with our hypotheses testing.

Table 5.7.2: Moderation Model Assessment Results

Hypothesis	Relationship	Standardized Estimate	P-Value	R-Square
H1	EE ← SE	0.160	***	
H2	EE ← PJF	0.251	***	
H3	EE ← RWS	0.143	***	
H5	EE ← CCC	0.023	ns	
H6	EE ← CV	0.031	ns	
H7	EE ← OS	0.232	***	
H8	EE ← GC	0.033	ns	
H9	EE ← PCF	-0.003	ns	EE = 0.562
H10	EE ← JS	0.093	***	
H12	EE ← WO	-0.017	ns	
Control	EE ← DG_O1_Sector	0.111	***	
Control	EE ← DG_3_Age	0.080	***	
Moderation	EE ← UAE_NATIONALITY	0.058	**	
Interaction	EE ← Nationality_X_RWS	0.063	***	
	EE ← Nationality_X_JS	-0.069	***	
Results of Model Goodness of Fit				
Measure	Estimate	Threshold	Interpretation	
CMIN	4888.479	--	--	
DF	1336	--	--	
CMIN/DF	3.659	Between 1 and 3	Acceptable	
CFI	0.901	>0.95	Acceptable	
SRMR	0.061	<0.08	Excellent	
RMSEA	0.051	<0.06	Excellent	
PClose	1.000	>0.05	Excellent	
*P<0.05, **P<0.01, ***P<0.001, ns is not significant				

Likewise, Table 5.7.2 presents the results of the hypotheses testing including the moderation and interaction effects after testing with the AMOS software package. Testing was carried out on the complete structural model including the control variables.

Each Hypothesis was examined and verified according to standard parameters along with the significance of their P-value. This resulted in a slight change in some of the coefficient estimates, but the five direct relationship hypotheses, even with both control variables, were still significant with a significance P-Value of <0.001. Additionally, the proposed moderating relationship of nationality on the relationship with the supervisor (RWS) construct and job security (JS) were significant. See Table 5.7.2., which will be described later in this section.

The following shows the slight change in the direct hypotheses testing results after adjusting moderation and interaction.

Hypothesis (H1) on the positive relationship between self-efficacy and employee engagement exhibited a standardized estimate of 0.160 with a significant P-value of < 0.001. This confirms that employee self-efficacy has a positive impact on his or her engagement. Hence, H1 is supported.

Hypothesis (H2) on the positive relationship between an employee's level of person-job fit and his or her level of employee engagement displayed a standardized estimate of 0.251 with a significant P-value of < 0.001. This confirms that the right fit between employee and job function will have a positive influence on his or her engagement. Hence, H2 is supported.

Hypothesis (H3) on the positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement showed a standardized estimate of 0.143 with a significant P-value of < 0.001. This suggests a good

relationship between an employee and his or her manager and supervisor will have a positive influence on his or her engagement. Therefore, H3 is supported.

Hypothesis (H5) on the positive relationship between an employee's cross-cultural competence and his/her level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H5 is not supported.

Hypothesis (H6) on the positive relationship between an employee's level of civic virtue and his/ her level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H6 is not supported.

Hypothesis (H7) on the positive relationship between perceived organizational support and employee's level of engagement exhibited a standardized estimate of 0.232 with a significant P-value of < 0.001. This suggests that organizational support makes a positive impact on employee engagement. H7 is supported.

Hypothesis (H8) on the positive relationship between group cohesiveness and an employee's level of engagement did not meet the hypothesis testing criteria with no significant P-value. Therefore, H8 is not supported.

Hypothesis (H9) on the positive relationship between psychological contract fulfilment and an employee's level of engagement did not meet the hypothesis testing criteria and had no significant P-value. Therefore, H9 is not supported.

Hypothesis (H10) on the positive relationship between perceived job security and an employee's engagement exhibited a standardized estimate of 0.093 with a significant P-value of < 0.001. This suggests that perceived job security makes a positive impact on employee engagement. So, H10 is supported.

Hypothesis (H12) on the negative relationship between work overload and employee engagement did not meet the hypothesis testing criteria with no significant P-value. Therefore, H12 is not supported.

5.7.3 Moderation of Nationality Hypotheses Testing

The approach used to analyze and assess moderation by using structural equation modelling (SEM) methodology is well-documented in the literature and is the best approach for testing the moderating effect of nationality on employee engagement in this study (Aguinis, Edwards, & Bradley, 2017; Li et al., 1998; Preacher, Rucker, & Hayes, 2007).

This approach has been used to update the structural model to accommodate moderation, as shown in Figure 5.7.3. This testing for a moderating effect was conducted and Table 5.7.2 illustrates the assessment of the moderating effect of nationality produced by the IBM AMOS software package.

The moderation hypothesis (H4) deals with the positive relationship between the perceived employee-supervisor relationship (RWS) and the employee's level of employee engagement (EE) as moderated by his or her nationality. We found that the relationship was stronger in the case of expatriates when compared to Emiratis. As shown in Table 5.7.2 the nationality moderation variable gave a standardized estimate of 0.058 with a significant P-value of < 0.01. Additionally, the moderation interaction term (nationality x RWS) also displayed a standardized estimate of 0.063 with a significant P-value of < 0.01. Thus, the moderating effect of nationality was confirmed as part of the relationship between RWS and EE.

Figure 5.7.4 is a demonstration of the moderating interaction of nationality on the relationship between RWS and EE. The relationship is positive between the perceived employee-supervisor relationship and employee engagement for both types of employees, whether from the UAE or not, but tends to be stronger in the case of non-UAE employees. Therefore, H4 is supported.

Figure 5.7.4: Moderation Interaction Plot of Nationality on RWS

Nationality strengthens (amplifies) the positive relationship between RWS and EE.
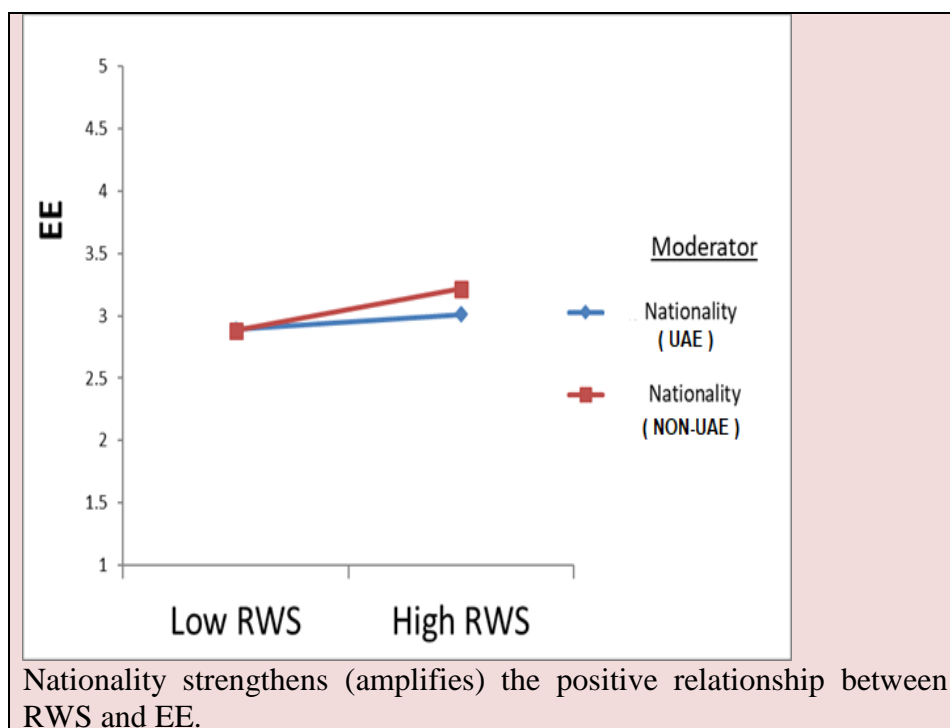
The other moderation hypothesis (H 11) is concerned with the positive relationship between perceived job security (JS) and employee engagement and whether this is moderated by his or her nationality. We posited that the relationship would be stronger in the case of expatriates rather than for Emiratis.

As shown in Table 5.7.2 the nationality moderator variable reveals a standardized estimate of 0.058 with a significant P-value of < 0.01. Additionally, the moderation interaction term (nationality x JS) also displayed a standardized estimate of -0.069 with a significant P-value of < 0.01. Therefore, the moderating effect of nationality is confirmed in the relationship between RWS and EE, but in reverse.

Figure 5.7.5 is a demonstration the moderation interaction of nationality on the relationship between JS and EE. The relationship is unexpectedly in reverse. This mean that the moderating relationship is stronger in the case of Emiratis than of

expatriates. Therefore, H11 is not only not supported but, on the contrary, is found to be in direct opposition to the expected result.

Figure 5.7.5: Moderation Interaction Plot of Nationality on JS

Nationality dampens (weakens) the positive relationship between JS and EE.
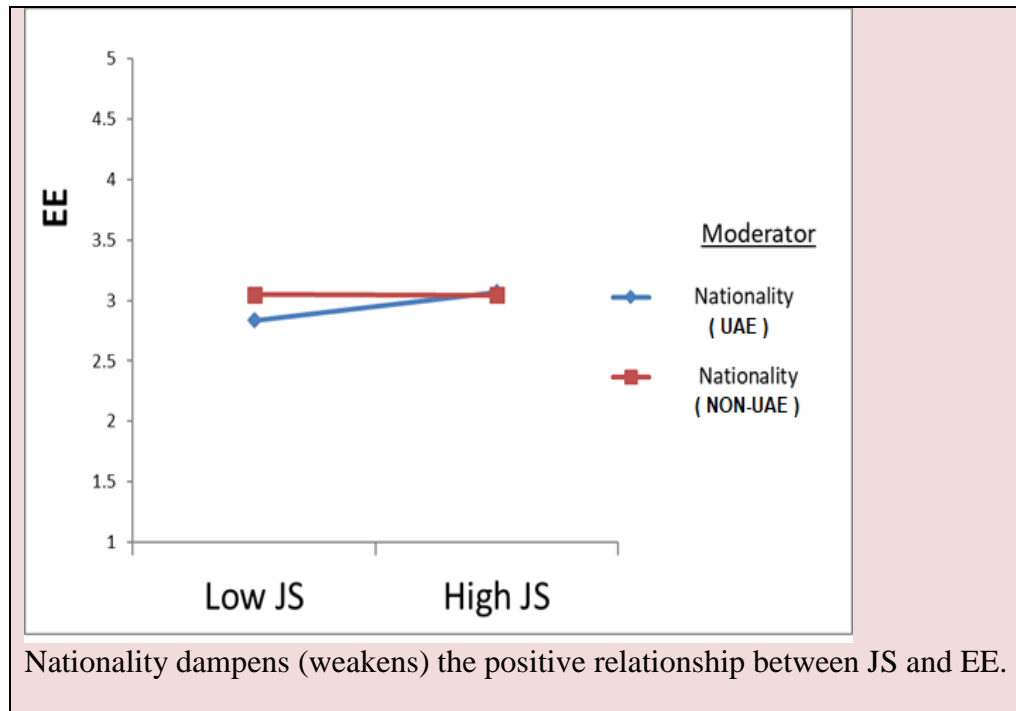
A complete model with a summary of all the hypotheses is illustrated in Figure 5.7.6.

Figure 5.7.6: Summary Structural Model Hypotheses Outcome
(With Moderation)
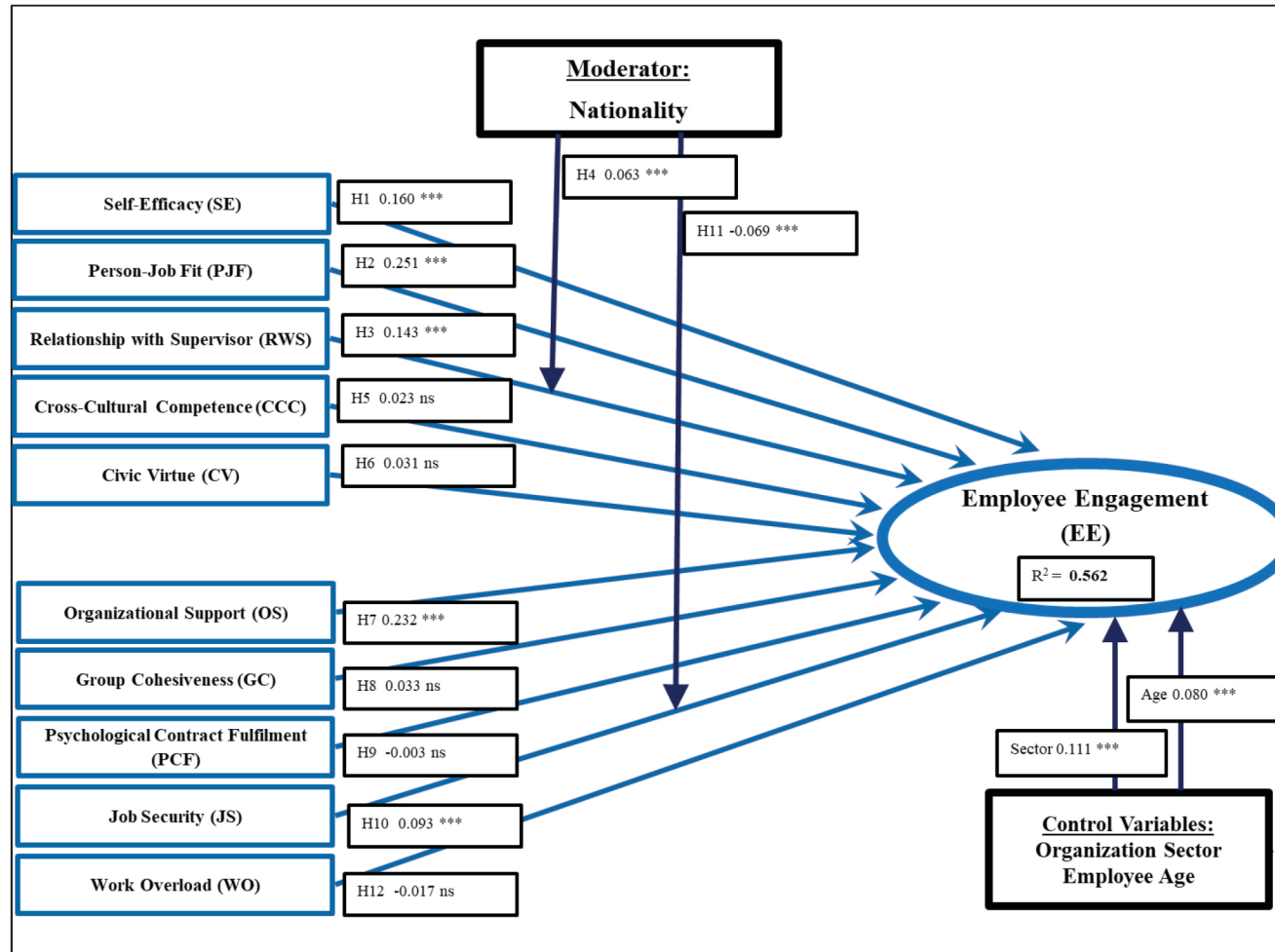
5.8 Summary of Hypotheses Testing Results

A summary of the hypotheses testing is presented in Table 5.8.1. The Hypotheses testing along with a moderation analysis resulted in support for five direct relationship hypotheses and one moderation hypothesis. Therefore, a total of six hypotheses were supported based on this study.

Table 5.8.1: Final Summary of Hypothesis Results

No.	Hypothesis	Status
H1	There is a positive relationship between self-efficacy and employee engagement.	Supported
H2	There is positive relationship between an employee's level of person-job fit and his/her level of employee engagement.	Supported
H3	There is a positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement.	Supported
H4	The positive relationship between the perceived employee-supervisor relationship and the employee's level of engagement is moderated by his/ her nationality; the relationship will be stronger in the case of expatriates compared to Emiratis.	Supported
H5	There is a positive relationship between cross-cultural competence and employee's level of engagement.	Not Supported
H6	There is a positive relationship between an employee's level of civic virtue and his/ her level of engagement.	Not Supported
H7	There is a positive relationship between perceived organizational support and employee's level of engagement.	Supported
H8	There is a positive relationship between group cohesiveness and an employee's level of engagement.	Not Supported
H9	There is a positive relationship between psychological contract fulfilment and an employee's level of engagement.	Not Supported
H10	There is a positive relationship between perceived job security and an employee's level of engagement.	Supported
H11	The positive relationship between perceived job security and an employee's engagement is moderated by his/ her nationality; the relationship will be stronger in the case of expatriates than with Emiratis.	Not Supported (Opposing & counter-evidence found)
H12	There is a negative relationship between work overload and employee engagement.	Not Supported

The final model of antecedents of employee engagement is illustrated in Figure 5.8.1 which presents the significant paths based on the empirical analysis conducted on this study.

Figure 5.8.1: Final Model of Antecedents of Employee Engagement
(With Significant Paths)
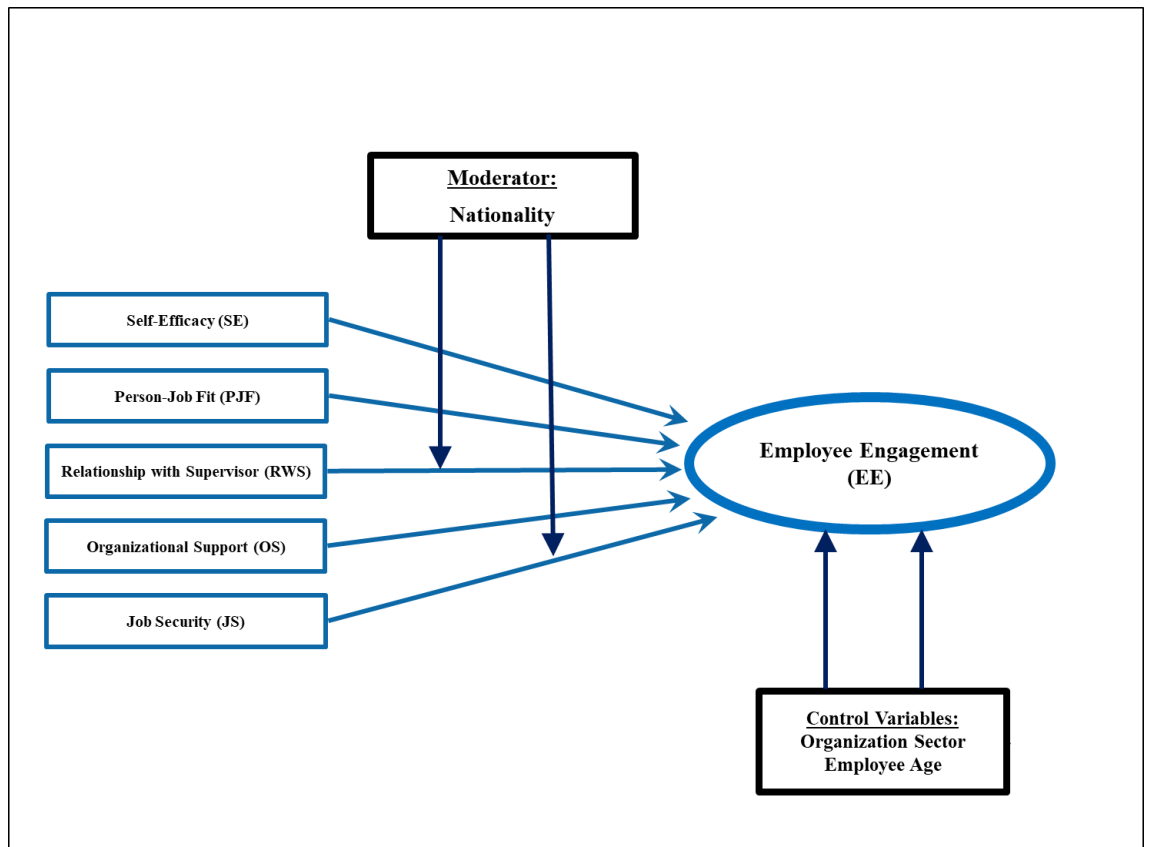
5.9 Chapter Summary

This data analysis and results chapter has presented the results of the data analysis via several quantitative methods and covering several different methods of statistical analysis.

It started with data screening, including the verification of multivariate assumptions to ensure accuracy and to prepare the dataset for further statistical analysis. Therefore, the data screening checked for missing data, outliers, influential and unengaged responses. In addition, we carried out an assessment to verify the necessary statistical multivariate assumptions for the multivariate data analysis mainly: normality, homoscedasticity, linearity and multicollinearity. We examined for common method bias (CMB) as well. This resulted in a large valid sample size of 1,033 responses, which was used throughout the data analysis procedures.

Next, the respondents' demographic profile was analyzed based on demographic information such as organization sector; main activity of the organization; gender; marital status; age; employment status; nationality; educational level; level of job; job category; length of working in current position; length of service under current manager/ supervisor; length of working in current organization; and total number of years of work experience. This was followed by descriptive statistics concerning the main study variables and constructs, including the distribution of employee engagement levels based on some of the respondents' profiles.

Then, we conducted both exploratory factor analysis (EFA) and conformity factor analysis (CFA) of the measurement model to verify the measurement model and ensure acceptable reliability and validity.

Finally, a structural equation model (SEM) was assessed and confirmed to be a good fit for the data. This was followed by hypotheses testing and moderation analysis,

which supported five direct relationship hypotheses and one moderation hypothesis. This meant that six hypotheses were proven while the other were not significant in the present study.

Chapter 6: Discussion

6.1 Introduction

This chapter discusses and analyses the findings and results of the present study and look closely at the hypotheses discussed in chapter 5 (Data Analysis and Results). This chapter starts by addressing and the direct relationship hypotheses of individual level antecedents that affect employee engagement and is followed by a discussion on the direct relationship hypotheses for organizational level antecedents. Then, we will discuss the moderation hypotheses with respect to nationality and how it moderates the relationship to employee engagement in the context of the UAE's multicultural working environment. The discussion is underpinned by the theoretical framework and extant literature on employee engagement, in particular the antecedents of employee engagement. This is done to try to answer the research questions and achieve our goals and objectives. The chapter concludes with a summary of the main factors that make employees more engaged within the context of the UAE's multicultural work environment.

6.1.1 Research Objectives Review

The aim of the present employee engagement study was to determine the antecedents of employee engagement in the context of the UAE's multicultural work environment. Our main objectives were to examine the effect on employee engagement at the individual employee's level and at the organizational level in the UAE context. In addition, we examined the possible impact of workforce diversity in such a multicultural working environment and developed a framework to outline the key factors needed to improve and increase the level of employee engagement in the multicultural working environment of the UAE.

Therefore, the employee engagement theoretical framework in Figure 3.2.1 was developed based on an extensive literature review. We then empirically tested and validated this model using a large sample size collected from employees in different private and public organizations in the UAE. The theoretical framework specified two sets of antecedents for employee engagement, these were the individual and organizational level factors. Hence, at this stage, the findings will be discussed in light of extant literature and from a theoretical perspective in order to answer the current research questions.

The two main, well-known theories observed in majority of employee engagement studies are social exchange theory (SET) and the Job Demands-Resources (JD-R) Model which will guide our discussion in this study as well (K. Alfes et al., 2013; Cropanzano & Mitchell, 2005; Demerouti et al., 2001; Rattrie & Kittler, 2014; Wilmar B Schaufeli, 2017; Wilmar B Schaufeli & Taris, 2014; Slack et al., 2015; Ugaddan & Park, 2017).

It was observed in the literature review that certain psychological conditions and other factors need to be present in order for employees to be engaged with their work. Cropanzano and Mitchell (2005) proposed that social exchange theory (SET) provides stronger justifications as to why employees are engaged or disengaged at work. Employer-employee relationships evolve over time leading to higher commitments within certain rules of social exchange, so that the actions of one party leads to a response from the other party. This view of an employee engagement relationship, between the employer and the employee, is in line with Robinson et al.'s (2004) argument that a two-way interdependent bond and relationship must exist. Moreover, Alan M. Saks (2006) study of employee engagement based on social exchange theory also described how employees become engaged or disengaged. Such

social exchange relationships involve a sequence of obligations that lead to greater trust, more commitment and loyalty depending on the level of social exchange which can eventually lead to better cooperation and higher levels of engagement (K. Alfes et al., 2013; Biswas, Varma, & Ramaswami, 2013; Cropanzano & Mitchell, 2005; Rayton & Yalabik, 2014; Slack et al., 2015).

Likewise, the Job Demand-Resources (JD-R) Model developed by Demerouti et al. (2001), after many qualitative and quantitative studies, looks at the influence of job resources and job demands on the employee engagement. Bakker and Demerouti (2007) highlight that job demands such as the physical, social and organizational requirements of the job, involve physical or mental effort. While job resources were considered to be the physical, social and organizational support that enables employees to accomplish job objectives. The JD-R Model was used to study the relationship between demands and resources on overall employee engagement. It showed that the better the job resources are to meet the job demands then stronger employee engagement would be forthcoming. In contrast, lower job resources as compared to job demands reduces employee engagement. This JD-R Model's theoretical perspective fit very well in guiding our discussion on the present research study. It is also a commonly used theoretical framework in the employee engagement literature (Bakker & Demerouti, 2008, 2014; Bakker et al., 2007; Bickerton, Griffin, Miner, & Dowson, 2014; Bickerton, Miner, Dowson, & Griffin, 2015; Demerouti et al., 2001; Mauno et al., 2007; Rattrie & Kittler, 2014; Wilmar B. Schaufeli et al., 2002; Wilmar B Schaufeli & Taris, 2014; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

6.2 Individual Level Antecedents

The individual level antecedents of employee engagement are referred to by Wollard and Shuck (2011) as the constructs, strategies and conditions adopted by individual employees which make them engaged. The present study proposed a theoretical framework which stipulated five Individual level antecedents: self-efficacy, person-job fit, relationship with supervisor, cross-cultural competence and civic virtue. These individual level antecedents are discussed along with the findings from the hypotheses testing in the following sections in order to answer the research questions below that look directly at the context of the UAE's multicultural work environment:

- RQ1: Is there a relationship between self-efficacy and employee engagement?

- RQ2: Is there a relationship between an employee's level of person-job fit and his/ her level of employee engagement?

- RQ3: Is there a relationship between the perceived employee-supervisor relationship and an employee's level of engagement?

- RQ4: Is the relationship between an employee's perceived employee-supervisor relationship and his or her employee engagement moderated by his/ her nationality (Emirati or expatriate)?

- RQ5: Is there a relationship between cross-cultural competence and employee engagement in the UAE work context?

- RQ6: Is there a relationship between an employee's level of civic virtue and his/ her level of employee engagement?

6.2.1 Self-Efficacy

Hypothesis (H1) is concerned with the positive relationship between self-efficacy and employee engagement and was empirically tested to be supported by the data analysis and findings.

This finding is consistent with a recent study by Prochazka et al. (2017) which found that there was a fairly strong relationship between self-efficacy and engagement. Moreover, this finding is also in line a three-year longitudinal study by Consiglio et al. (2016). They identified the positive relationship between self-efficacy and employee engagement when viewed from a social cognitive theory perspective (SCT). Self-efficacy has been alluded to in several other research studies as an important factor and driver of employee engagement. Self-efficacy consistently predicted employee engagement and so it can be thus considered as one of the key antecedents of employee engagement (Bandura & Cervone, 1983; Consiglio et al., 2016; Dagher et al., 2015; Prochazka et al., 2017).

This agrees with the work of Bandura (2012) which also drew on social cognitive theory (SCT). In this research, self-efficacy triggered a motivational process that encouraged employees to become more engaged at work and be more persistent in overcoming obstacles. This is achievable when employees approaches work and certain problems in a positive manner. Bandura (1977) defined self-efficacy as an individuals' beliefs in their own capabilities to organize and carry out the course of actions and behaviours that are required to achieve successful results. Thus, self-efficacy is an important personal resource that makes employees confident and in control of themselves and their environment. This means they can enjoy challenges, and become more engaged. Moreover, this is also in line with the Job Demand-Resources (JD-R) Model where a higher level of self-efficacy is significant in reducing

stress in the workplace, particularly in today's challenging business environment. In such cases, self-efficacy is an important job resource that can aid employees in managing high work demands and enhance employee engagement (Bandura, 2012; Consiglio et al., 2016; Dagher et al., 2015; Del Líbano et al., 2012; Jones, 1986; Prochazka et al., 2017; Stecher & Rosse, 2007).

The present study's findings agree with those mentioned above and confirmed the hypothesis (H1) as proven. Thus, there was a positive relationship between self-efficacy and employee engagement, which answers the research question (RQ1) by confirming the relationship between self-efficacy and employee engagement.

Similar findings from non-Western research studies are consistent with our study as well. For example, a study in India using a sample from a large Indian organization by Pati and Kumar (2010) empirically supported the positive relationship between self-efficacy and employee engagement. Moreover, the same finding was reported by Dagher et al. (2015) who looked at a major organizations in the Lebanese service industry. Thus, the findings of the present study, conducted in the context of the UAE's multicultural work environment, corroborates previous research findings on the relationship between self-efficacy and employee engagement.

In summary, the theoretical model successfully predicted a positive relationship between self-efficacy and employee engagement and our present study results suggest that self-efficacy plays important role in the relationship between employees and their organization. This could be a key factor for improving employee engagement in the UAE's multicultural work environment.

6.2.2 Person-Job Fit

Hypothesis (H2) is regarding the positive relationship between person-job fit and employee engagement, was empirically tested and supported by the data analysis and results.

This agrees with the empirical research of Maslach et al. (2001) which found that a better person-job fit leads to lower levels of burnout and higher levels of employee engagement. Likewise, person-job fit was found to predict employee engagement in a study by Warr and Inceoglu (2012) which maintained that better person-job fit creates greater motivational levels and thus greater employee engagement.

Numerous other research studies have considered person-job fit as an important antecedent for employee engagement. Conversely, other studies have highlighted that a mismatch between an employee and his or her job will cause high level of stress and burnout. Therefore, finding the best person-job fit and a suitable balance between job resources and job demands will enhance employee engagement (Bakker, 2011; Bui et al., 2017; C.-Y. Chen et al., 2014; Maden-Eyiusta, 2016; Maslach et al., 2001; Warr & Inceoglu, 2012).

Similarly, Burnes and Cooke (2013) research is in agreement with these findings. There work was based on Lewin's Field Theory where interaction with the work environment can determine employee behaviour. Therefore, an employee's positive perception of his or her working environment results in positive behaviours in a work context and so leads to higher levels of motivation and engagement in the workplace. Burnes and Cooke (2013) concluded that the person-job fit should be considered as a resource that can drive higher levels of employee engagement. This leads to an understanding of person-job fit from the perspective of the Job Demand-

Resources (JD-R) Model. In this model a higher level of person-job fit reduces stress and helps employees manage high work demands. This enhances employee engagement.

Social exchange theory (SET) also supports this finding as the reciprocal relationship between employees and their employer becomes stronger when an employee finds a good job fit, and individuals become more involved and engaged in fulfilling their job obligations.

The present study's finding is in line with these studies and confirms the hypothesis (H2) regarding the positive relationship between person-job fit and employee engagement.

Looking at research studies in non-Western work contexts, we found that they are largely in agreement with the present findings. For example, a recent study by Bui et al. (2017) found a positive relationship between person-job fit and employee engagement in China. Moreover, the present study's finding are in agreement with a study by Maden-Eyiusta (2016) which confirmed similar findings using a sample of employees from small and medium-size enterprises in Turkey. In addition, a study by Ünal and Turgut (2015) showed that person-job fit had a strong relationship with employee engagement across the service industry sector in Turkey. Likewise, a study in a Malaysian context by Hamid and Yahya (2011) concluded that person-job fit predicted employee engagement very well. Therefore, the findings of the present study, in the context of the UAE's multicultural work environment, corroborate previous findings on the relationship between person-job fit and employee engagement.

In summary, the theoretical model developed for this study has successfully predicted a positive relationship between person-job fit and employee engagement.

This suggests that person-job fit plays an important role in the relationship between employees and their organization and may be a key factor in enhancing employee engagement in the UAE.

6.2.3 Relationship with Supervisor

This hypothesis (H3) looks at the positive relationship between one's relationship with a supervisor and employee engagement. Using our theoretical model as abasis we empirically tested this hypothesis and found it was supported by the research data and findings.

This agrees with the work of Graen and Uhl-Bien (1995) who researched the theory of leader-member exchange to describe the relationship between employees and supervisors. They described this relationship as a transactional relationship involving an exchange of physical and psychological resources. Such relationships vary with individual employees. Where this relationship is good, employees tend to receive better work resources, while employees with weak relationships tend to receive limited resources from their supervisor. As seen in the present study, such exchange relationships may be influential factors for employee engagement (Campbell et al., 2013; Eisenberger et al., 2002; Gibson et al., 2009; Graen & Uhl-Bien, 1995; Jose & Mampilly, 2015; Pati & Kumar, 2010; Westerman et al., 2017).

Cropanzano and Mitchell (2005) would also be in agreement. They used social exchange theory (SET) to research employee engagement. They found that employees develop relationships with supervisors in order to increase opportunities to obtain supervisory support and greater resources. This can lead to more positive results in accomplishing both personal and professional goals. In fact, numerous research studies based on the Job Demand-Resources (JD-R) Model have suggested that the positive

relationship between employees and supervisors contributes to accomplishing organizational goals and enhances employee engagement (Bakker, 2011; T. Chen et al., 2016; Gibson et al., 2009; Gillet et al., 2013; Holland et al., 2017; Jin & McDonald, 2017).

The present study is in agreement with these studies and confirms the hypothesis (H3) regarding the positive relationship between the perceived relationship with the supervisor and employee engagement. Thus, it answers the research question (RQ3) by confirming the existing relationship between perceived employee-supervisor relationships and an employee's level of engagement in the context of the UAE's multicultural work environment.

In summary, the theoretical model successfully predicted a positive relationship between organizational support and employee engagement. The present study's results suggest that the relationship with the supervisor plays an important role in the relationship between employees and their organization. This is a key factor in increasing employee engagement. It is, therefore recommended that organizations pay more attention to strategies that ensure that supervisors develop positive relationships with their subordinates in order to increase employee engagement. Our results demonstrate that such relationships can influence organizational performance, especially in the context of the UAE's multicultural work environment.

6.2.4 Cross-Cultural Competence

Hypothesis (H5) predicts a positive relationship between cross-cultural competence and employee engagement. It was empirically tested and unexpectedly was not supported by the data.

We wanted to explore the relationship between cross-cultural competence and employee engagement in this study based on the notion that those who have the ability to adjust in cross-cultural settings will be more engaged in the multicultural work environment of the UAE. It turned out that cross-cultural competence did not directly predict employee engagement. We know that previous research indicates a positive relationship between cross-cultural competence and expatriate adjustment (Hechanova, Beehr, & Christiansen, 2003; Selmer & Lauring, 2016). However, it seems from the results of this study that there is no direct relationship between cross-cultural competence and employee engagement in our context. In fact, one might argue that people who are experiencing a slow adjustment to their workplace and cultural environment might be more engaged at work as part of their effort to become more adjusted to the new work environment. It would be interesting to examine the effect of expatriate adjustment on work engagement in future studies.

6.2.5 Civic Virtue

Hypothesis (H6) deals with the positive relationship between civic virtue and employee engagement, which was established in the theoretical model. It was tested empirically and unexpectedly not supported by the findings of our study on the UAE workplace.

Despite several previous research studies establishing that civic virtue can have a positive effect on employee engagement, the present study did not show any significant results with the current sample. This is in contradiction to much of the literature on this subject (Al Sahi AL Zaabi et al., 2016; Bellou, 2008; Philip M. Podsakoff et al., 2000; Ronan & Barker, 2015; Rurkkhum & Bartlett, 2012; Yao & Chang, 2017).

Civic virtue is considered as good citizenship behaviour within the organization and is characterized by organizational commitment without necessarily expecting anything in return. Civic virtue can sometimes be at great personal cost. This could be in contradiction with employee engagement as engagement is normally a two-way relationship based on social exchange theory. On the other hand, civic virtue is mainly a one way transaction where effort is expended without expecting a tangible incentive or rewards from the organization in return. Employees with higher levels of civic virtue carry higher personal costs in term of time and resources consumed. This may have a negative impact on employee well-being (Deery, Rayton, Walsh, & Kinnie, 2017; Philip M. Podsakoff et al., 2000). Such higher personal costs could lead to burnout as per the Job Demands-Resources- (JD-R) Model and impact negatively on employee engagement. In fact, a research study investigating personal costs and emotional exhaustion due organizational citizenship behaviour (OCB), including civic virtue, by Deery et al. (2017) revealed that employees with high levels of OCB experienced exhaustion at work which leads to negative consequences for the employees. Therefore, the paradoxical nature of civic virtue could be the reason for our findings in the present study. Although this may be true, future research is needed to study this interesting finding in different workplace and with different sample populations.

6.3 Organizational Level Antecedents

The organizational level antecedents of employee engagement are referred to by Wollard and Shuck (2011) as the constructs, strategies and conditions adopted across the organization to develop and increase their employees engagement. The theoretical framework stipulated five organizational level antecedents: organizational

support, group cohesiveness, psychological contract fulfilment, job security, and work overload. These organizational level antecedents for employee engagement along with our findings and results are discussed in the following sections in order to answer the following research questions in the context of the UAE's multicultural work environment:

- RQ7: Is there a relationship between perceived organizational support and an employee's level of engagement?

- RQ8: Is there a relationship between group cohesiveness and an employee's level of engagement?

- RQ9: Is there is a relationship between psychological contract fulfilment and an employee's level of engagement?

- RQ10: Is there a relationship between perceived job security and an employee's engagement?

- RQ11: Is the relationship between perceived job security and an employee's engagement that is moderated by his/ her nationality (Emirati or expatriate)?

- RQ12: Is there a relationship between work overload and employee engagement?

6.3.1 Organizational Support

Hypothesis (H7) is regarding the positive relationship between perceived organizational support and employee engagement was tested empirically and was supported by the data analysis and findings in the context of the present study.

This finding is in line with a recent study by Kurtessis et al. (2017) on organizational support as a meta-analytic evaluation of organizational support theory. It was posited that perceived organizational support initiates a social exchange process

which makes employees feel obligated to work in a much more engaged and enthusiastic way so that their organization reaches its goals and objectives. In return they receive higher rewards and incentives (Jin & McDonald, 2017; Kurtessis et al., 2017).

This is aligned with social exchange theory (SET) (Cropanzano & Mitchell, 2005) as well as much of the previous research which highlighted how employees can become more engaged. In fact, previous studies have shown that organizations that adopt a supportive work environment and care about their employees' well-being, where leaders of such organizations help and coach employee to reach their best and achieve their set targets, have more engaged employees (K. Alfes et al., 2013; Jin & McDonald, 2017; Kurtessis et al., 2017; Muhammad, 2014).

Several other research studies based on the Job Demand-Resources (JD-R) Model suggest that organizational support is an important factor in reducing workplace stress, especially in today's fast moving and challenging business world, where higher expectations of employees to do more and take on more responsibilities creates greater job demands. In such cases, a high level of organizational support is considered as the job resource that most aids employees in coping with and handling high work demands and thus leads to enhanced employee engagement (K. Alfes et al., 2013; Jin & McDonald, 2017; Kurtessis et al., 2017; Muhammad, 2014; Pati & Kumar, 2010).

The present study's findings are in agreement with these studies and confirm the hypothesis (H7) with regard to the positive relationship between perceived organizational support and employee engagement. Thus, it answers the research question (RQ7) by confirming the positive relationship between perceived organizational support and an employee's level of engagement in the context of the UAE's multicultural work environment.

In summary, the present study's results suggest that organizational support plays an important role in the relationship between employees and their organization. This is a key factor in improving employee engagement in the context of the UAE's multicultural work environment.

6.3.2 Group Cohesiveness

Hypothesis (H8) is regarding the positive relationship between group cohesiveness and employee engagement. This was established by the theoretical model used in the present study. It was tested empirically and was not supported by the data analysis and results of this study on the UAE workplace.

In a previous study investigating the phenomenon of group cohesiveness in the context of the UAE work setting, an empirical multilevel investigation using hierarchical linear modelling by Lee and Jamil (2016) showed that the relationship between commitment and satisfaction was not influenced by group cohesiveness despite there being a strong positive relationship between commitment and trust that was influenced by group cohesiveness. It looks as though group cohesiveness varies across different levels since it revealed a strong relationship in one area and no impact with another factor. Such findings suggest we need to be cautious when integrating group cohesiveness with other constructs in the employee engagement model.

A second research study by Liu et al. (2017) revealed similar findings in terms of construct interaction between group cohesiveness and self-efficacy. It stated that an individual's citizenship behaviour is more positively related towards self-efficacy than group cohesiveness. This could be the case in the present study, where the stronger influence of self-efficacy is weakening the relationship between group cohesiveness and employee engagement.

Likewise, the underlying interaction mechanism for self-efficacy and group cohesiveness can be investigated in terms of social cognitive theory (SCT). According to Bandura (2012), self-efficacy is developed by individual social experiences. In the case of group members, social interaction provides each other with resources to complete a task or a project. A supportive group is considered as a strong job resource and can lead group members to increase their self-efficacy. In such cases, this interaction effect could be the reason for there being an insignificant relationship between group cohesiveness and employee engagement.

Although these explanations may be true, it would be useful to test these relationships further in future studies. It has been suggested that we separate the two constructs (i.e. self-efficacy and group cohesiveness) when testing the relationship with employee engagement, or that we test the mediation and moderation effects of each one separately on employee engagement. Also, future research is needed to examine this interesting finding in different workplaces and with different sample populations.

6.3.3 Psychological Contract Fulfilment

The hypothesis (H9) is regarding the positive relationship between psychological contract fulfilment and employee engagement was empirically tested and was not supported by the data analysis or findings of our study in a UAE context.

Despite several previous studies having established that psychological contract fulfilment can have a positive effect on employee engagement, the present study did not demonstrate any significant relationship when looking at our sample. This could be because of the theoretical model and the interactional influence of the different variables. In particular, the inclusion of organizational support with psychological

contract fulfilment might have attenuated the effect of psychological contract fulfilment on employee engagement. In a previous study by Coyle-Shapiro and Conway (2005) it was found that when the two factors were included as predictors, the effect of organizational support was more important for predicting organizational citizenship behaviour than psychological contract fulfilment.

Therefore, we suggest separating the two constructs when testing the relationship with employee engagement. Further research is needed to examine this interesting finding with different sample populations.

6.3.4 Job Security

Hypothesis (H10) is regarding the positive relationship between perceived job security and employee engagement was empirically tested supported by the data from the UAE workplace.

This finding is similar to that of Salas-Vallina and Alegre (2017) who identified a positive relationship between job security and employee engagement, where an increase in perceived job security motored an improvement in employee engagement. Likewise, a study by C. q. Lu et al. (2017) demonstrated similar findings with a positive relationship based on social exchange theory (SET) and the Job-Demand Resources (JD-R) Model.

A decline in job security in todays' business world, caused by the economic forces that pressure organizations to cut cost and downsize their workforce is impacting negatively on employees. People with high levels of anxiety about losing their job, due to an increase in job insecurity, have higher levels of stress at work and suffer negative consequences. On the other hand, employees with higher prospects of keeping their job, experience a more comfortable and positive working environment.

Numerous research studies have indicated that such a relationship between job security and employee engagement is positive (Debus & Unger, 2017; Giunchi et al., 2016; C. q. Lu et al., 2017; Purohit & Bandyopadhyay, 2014; Salas-Vallina & Alegre, 2017; Zheng et al., 2014).

The present study's findings can be explained by using the Job Demand-Resources (JD-R) Model. Job insecurity is seen as a job demand and can result in stress due to ambiguity over job retention. This exacerbates burnout and negative outcomes that then result in decreasing employee engagement. In contrast, job security leads to increased employee engagement (Demerouti et al., 2001; Wilmar B. Schaufeli et al., 2002). Moreover, in light of social exchange theory (SET), the relationship between employees and their organization involves exchange benefits for both parties. Employees need to meet their work requirements and expect their employer to provide them with a secure job in order to do so. An employee's job security expectations are an important factor on maintaining exchange relationships. Therefore, employees with higher perceived levels of job security are more likely to become engaged in their job (Debus & Unger, 2017; C. q. Lu et al., 2017; Mauno et al., 2007).

The present study obtained findings in agreement with the studies cited above. This confirms the hypothesis (H10) regarding the positive relationship between job security and employee engagement

Looking at research studies in non-Western work contexts, we find that they are consistent with our findings. For example, the empirical study in China by Zheng et al. (2014) found that there was a positive relationship between job security and employee engagement. Moreover, the present study also agrees with the study by Purohit and Bandyopadhyay (2014) in India. As such, the findings of the current study

in the UAE corroborates previous findings on the relationship between job security and employee engagement.

6.3.5 Work Overload

The hypothesis (H12) is regarding the positive relationship between work overload and employee engagement was empirically tested and unexpectedly was not supported by the research data and findings in the present study in the context of the UAE workplace.

Despite several previous studies establishing that work overload can have a negative effect on employee engagement, the present study did not demonstrate any significant correlation in this regard with our current sample.

Bakker and Demerouti (2007) in their research investigating the Job Demands-Resources (JD-R) Model elaborated on the two-dimensional interactional effects and shed light on our unexpected findings about the relationship between work overload and employee engagement. Bakker and Demerouti (2007) stated that in cases where the level of job resources is high, such cases lead to high levels of motivation irrespective of the level of demands. Therefore, in the case of the UAE, one would expect that better resources provided by the supervisor and good organizational support would produce results suggesting that such phenomena can negate the negative impact of work overload on employee engagement.

Although this may be true, it would be worthwhile examining the interaction between organizational support and work overload when they are used as predictors of employee engagement in future research. Further research is needed to examine this finding with different population samples.

6.4 Moderation Research Hypotheses

The possible impact of workforce diversity, in the UAE's multicultural work setting, was examined by developing a moderation analysis for nationality as the moderator of two main factors in employee engagement i.e. the relationship with the supervisor and job security. The extent of the influence of nationality on the relationship between these two factors and employee engagement was assessed through structural equation modelling (SEM).

The first moderation hypothesis (H4) stated that the positive relationship between the perceived employee-supervisor relationship (RWS) and the employee's level of employee engagement (EE) is moderated by his or her nationality; such that the relationship will be stronger in the case of expatriates than Emiratis.

The hypothesis (H4) was tested and supported by the data analysis and results of our study into the UAE workplace. The moderating effect of nationality was positive in terms of the relationship between RWS and EE. The relationship was positive between perceived employee supervisor relationship and employee engagement for both types of employees (UAE and non-UAE nationals) but tended to be stronger in the case of non-UAE employees.

This can be explained in the context of the UAE workplace and in light of UAE labour laws which provide protection for UAE nationals and thus limits the managerial and supervisory influence on UAE national employees. For example, labour law in the UAE makes it difficult for an organization to fire a UAE citizen. Also, managers would be reluctant to impose disciplinary measures on citizens due to their perceived power and social support as compared to expatriates. Thus, the influence of RWS on engagement tends to be lower in the case of UAE national employees. On the other hand, non-UAE employees tend to place greater importance on the relationship with

their supervisor and manager which, in turn, translates into higher engagement and more positive RWS.

The second moderation hypothesis (H11) deals with the positive relationship between perceived job security (JS) and employee engagement and whether that is moderated by his or her nationality; where the relationship is expected to be stronger in the case of expatriates than Emiratis.

The hypothesis (H11) was tested empirically and unexpectedly was not supported by the research data and findings. On the contrary, the moderating effect of nationality was evident in the opposite direction. Unexpectedly, the relationship was stronger in the case of Emiratis than expatriates.

These surprising findings, in the present study, might be explained in the context of the UAE workplace, by the nature of the employment contract. Non-UAE national employees are often on a contractual, short-term basis with no guarantee of a job extension upon the end of the contract. Therefore, it is possible that non-UAE employees do not feel that there is sufficient job security. In short, job security does not exist for non-UAE nationals and therefore they do not feel that they have any control over their JS. On the other hand, from a UAE national's perspective employment is expected to be long term and therefore whether they feel secure in their current job or not does not impact on the level of employee engagement. In fact, UAE nationals look for secure, long-term, lifetime jobs as compared to expatriates who understand their employment agreement as a 'Guest Worker' has a limited employment contract. Long term job security is practically ruled out for expatriates due to the nature of their employment contracts.

6.5 Research Study Findings

The purpose of the present study was to examine and determine the influence of individual and organizational factors on employee engagement within the context of the UAE's multicultural work environment. As we have seen in this discussion chapter, the findings revealed that several hypotheses were empirically supported. This helps us to identify the most important factors influencing employee engagement in the UAE workplace. On the other hand, some unexpected findings were observed for hypotheses that were not supported. A summary of the key findings of the present research study are stated below.

This study has revealed that self-efficacy (SE), person-job fit (PJF), and the relationship with the supervisor (RWS) all positively influenced employee engagement and were important individual level antecedents for employee engagement in the context of the UAE workplace.

Likewise, our study has revealed that organizational support (OS) and job security (JS) positively influenced employee engagement and they were important organizational level antecedents in the context of the UAE workplace.

However, it turns out that cross-cultural competence (CCC) and civic virtue (CV), with respect to individual antecedents, and group cohesiveness (GC), psychological contract fulfilment (PCF) and work overload (WO) were not significant predictors of employee engagement with the current sample. These unexpected results are at odds with the current body of literature and may provide different insights into employee engagement. Therefore, the following suggestions have been made:

- The present theoretical model and interactional influence of different aspects of the model (featuring ten engagement integrated constructs which were tested

together) could be further examined by separating the non-supported construct in order to check how such interactions are influenced individually.

- Additional examination of the main components and dimensions of the constructs should be checked for any unusual influences as it could be that some individual components of each construct may act in different ways and even create an opposite relationship with the whole construct. So, breaking down the non-supported constructs to their main clusters and components, and then testing them individually, could lead to more insights into the relationship with employee engagement.

- Likewise, an examination of the individual components of the employee engagement construct, where the main dimensions including vigour, dedication and absorption, may have different interactional effects on different constructs or some of the components of the associated construct. This kind of decoupling in order to inspect the relationship between dimensions is recommended for future studies and may lead to more insights into the non-supported constructs.

- Future research is required to examine such unexpected findings using different population samples.

Finally, the examination of the influence of workforce diversity on employee engagement, in the context of the UAE's multicultural workforce, using nationality as a relationship moderator revealed an expected result with regard to the relationship with the supervisor. This was stronger in the case of non-UAE employees. On the other hand, surprisingly, the moderating effect of nationality on job security had the opposite relationship to that which was predicted and was stronger in the case of Emiratis rather than expatriates. Such interesting findings with regard to UAE nationals in the

workforce needs further examination with different sample populations in different work settings.

6.6 Chapter Summary

The discussion chapter described the findings of the present study and addressed the hypotheses. We considered the direct relationship hypotheses at both individual and organizational levels and looked at the antecedents that influenced employee engagement. Then, we discussed the moderation hypotheses with respect to nationality and its moderating effect on the relationship to employee engagement in the context of the UAE's multicultural work environment. The discussion was based on an employee engagement theoretical framework model and the literature on employee engagement. We concluded by presenting the main antecedents of engaged employees within a UAE context.

Chapter 7: Conclusions

7.1 Introduction

This chapter summarizes the current study on the antecedents of employee engagement in the context the UAE's multicultural work environment.

The main purpose of this research was to examine the effect of individual characteristics and organizational contextual factors on employee engagement in the context of the UAE's multicultural work environment. The research study identified the main individual and organizational antecedents that determine the level of employee engagement in a multicultural work environment whether public, private or mixed sectors in the UAE.

This study took a quantitative approach by applying a large-scale sample survey. The data collected came from 1,033 cases after conducting preliminary data screening and operating a multivariate assumptions assessment. The respondents' demographic profiles were analyzed and descriptive statistics concerning the research constructs were generated. This was followed by an exploratory factor analysis (EFA), a confirmatory factor analysis (CFA) and structural equation modelling (SEM) to testing the research hypotheses.

In this final chapter, the key findings, implications, recommendations, limitations and future research options will be discussed.

7.2 Key Findings

This study empirically examined five individual level antecedents for employee engagement. It revealed that self-efficacy (SE), person-job fit (PJF), and relationship with the supervisor (RWS) positively influenced employee engagement and supported the respective research hypotheses. However, cross-cultural competence (CCC) and

civic virtue (CV) were not significant predictors of employee engagement for the present context. These findings indicate that the desired level of employee engagement is possible for companies to achieve by investing sufficient effort and resources in hiring the right person for each job. These individuals need to possess the required skills and competencies to fit the job and meet its demands. At the same time our findings highlighted the importance of proper leadership and supervisory support in creating high levels of employee engagement. It is often said that employees do not resign from companies but they resign from unsupportive managers (Lipman, 2015). The present study findings confirm this popular belief.

Similarly, five main organizational level antecedents for employee engagement were examined empirically and they revealed that organizational support (OS) and job security (JS) had a positive influence on employee engagement. This supported the research hypotheses put forward. However, group cohesiveness (GC), psychological contract fulfilment (PCF) and work overload (WO) were not significant predictors of employee engagement with the current sample. It is interesting to note here that with proper organizational support and job security employees tend to have high levels of work engagement regardless of differences in their workload.

The present study also examined how workforce diversity influences employee engagement in the context of the UAE's multicultural work setting. We used nationality as the moderator. The results indicated support for the moderation hypothesis with regard to the relationship with the supervisor. We discovered a stronger relationship in the case of expatriates rather than Emiratis. These findings indicate that it is possible that expatriates may experience a higher level of vulnerability and need for supervisory support than citizens who might have more resources available to cope with job demands. Surprisingly, the moderation

hypothesis, with regard to job security, revealed a significant finding in the opposite, and unexpected, direction. The relationship was stronger in the case of Emiratis rather than expatriates. The nature of employment contracts for expatriate workers in the UAE might explain this finding. Expatriates in the UAE (and other GCC countries) are hired for job vacancies where locals are not available and so their contracts are short-term with no guarantee of renewal. This might explain why job security, in the traditional sense, is not an expectation for these workers. However, this interesting finding calls for further examination and future research.

The findings of this study have significant implications for researchers in the field of employee engagement as well practitioners and mangers interested in devising management practices and interventions that can enhance work engagement. The implications are discussed below.

7.3 Implications

The findings of this study contribute to the literature on the subject by expanding knowledge of the determinants of employee engagement, especially in multicultural work environments such as is the case in the UAE. This was achieved by developing a theoretical model that was tested empirically and found fit and suitable for the UAE setting. The empirical findings of this study can be of benefit to both practitioners and academics who wish to initiate and develop effective strategies to increase employee engagement. This, in turn, leads to higher organizational productivity, improved performance and more success for organizations and their staff.

Organizations and their leadership recognize the importance of employee engagement and its positive impact on their staff and organization as they strive for

greater success and more competitive capabilities (Truss et al., 2013). However, as has been seen throughout the literature review, the worldwide statistics for employee engagement are generally low with only 13% of employees saying that they are engaged in the workplace. The MENA region has only a 10% level of engagement, while the UAE records 26% of employees as being engaged despite a relatively high standard of living (Gallup, 2013). Therefore, the empirically tested employee engagement model can provide better insights and understanding of employee engagement determinants in the context of the UAE work environment, and other similar contexts, particularly in today's highly competitive global market place. Such a competitive edge is part of UAE Vision 2021 ("UAE Vision 2021," 2018). The employee engagement model can help leaders and managers of UAE organizations in both the public and private sectors enhance their organization's employee engagement by developing suitable engagement strategies and programs. There is currently a scarcity of such research studies on employee engagement in the context of the UAE.

The present study demonstrated that the Job Demands-Resources (JD-R) Model and social exchange theory (SET) provide relevant theoretical foundations to identify many of the antecedents of employee engagement (Bakker & Demerouti, 2007; Cropanzano & Mitchell, 2005; Wilmar B Schaufeli, 2017). This approach was helpful in illustrating employee engagement from the viewpoint of the JD-R and SET theories.

The present study provides valuable insights from different perspectives so that HR leaders and managers can effectively design engagement programs and strategies to increase the level of employee engagement in their organizations. This was achieved, in the present study, by answering the main research question regarding which main factors cause employees to become more engaged with the UAE workplace. In fact, the study demonstrated a positive relationship between employee

engagement and five factors. These factors were self-efficacy (SE), person-job fit (PJF), relationship with the supervisor (RWS), organizational support (OS) and job security (JS).

Self-efficacy (SE), in this study, was a key factor for improving employee engagement. Several implications can be derived with respect to self-efficacy. These include training programs aimed at developing employee's self-efficacy. This should enhance the employee's capabilities as they become more confident in their work. Moreover, organizational job rotation programs can lead to an increase in the employee's work experience across different functions and business units. Providing employees with opportunities to participate in higher management meetings and interacting with executives, while being involved in strategic decision making can boost employee confidence when handling greater job demands and other challenging projects. Such organizational involvement allows employees to gain more experience and become more confidence, leading to enhanced self-efficacy and greater employee engagement. Thus, this research supports the role of perceived self-efficacy as an antecedent to employee engagement (Consiglio et al., 2016; Dagher, Chapa, & Junaid, 2015; L. Lu et al., 2016; Prochazka et al., 2017).

Person-job fit (PJF) was shown to positively influence employee engagement in the present study. Such insights about person-job fit have practical implications that should be considered by organizations. HR leaders and managers should work hard to match employee competences with job requirement and put the right person in the right job. This can be achieved by producing and enforcing policies and practices in the organization that start from the hiring process by only accepting highly qualified applicants based on their talents and to meet the vacant job's specific requirements. Then, promotion to vacant or higher positions should be governed by job-person fit

criteria. Better perceptions of their job fit makes employees more engaged. Thus, this study supports the role of person job fit as an antecedent to employee engagement (Bui et al., 2017; Maden-Eyiusta, 2016; Ünal & Turgut, 2015).

Relationship with the supervisor (RWS) was a key determinant of employee engagement. Employee-supervisor relationships were covered in several studies and put forward as the main predictor of employee engagement. This is in agreement with our research. The present study also confirmed alignment with the conservation of resources theory, where social support in the workplace can prevent job burnout and increase engagement. Therefore, the present study adds to these studies by showing that the employee-supervisor relationship does impact employee engagement and organizations should pay more attention to such relationships. Managers and supervisors should demonstrate and express care and support towards their employees, which in turn leads to employees feeling a sense of obligation, which only increases the strength of such relationships. Open communication and constructive feedback between employee and the supervisor will enhance the relationship and create trust. This also leads to greater engagement. Thus, this study supports the role of the relationship with the the supervisor as an antecedent to employee engagement (Holland et al., 2017; Jin & McDonald, 2017).

Organizational support (OS) was found to enhance employee engagement in the current study confirming numerous studies, which state that organizational support plays a significant role by impacting on employee engagement. The employee's perception of their organization's support is based on organizational support theory (Kurtessis et al., 2017), where organizations provides employees with support and value employee contributions. This is aligned social exchange theory (Cropanzano & Mitchell, 2005; Ugaddan & Park, 2017). Organizations should provide a sufficiently

supportive work environment and working conditions to improve the well-being of employees and increase their engagement. Thus, this study supports the role of perceived organizational support as an antecedent to employee engagement (Cropanzano & Mitchell, 2005; Kurtessis et al., 2017; Muhammad, 2014; Ugaddan & Park, 2017).

Job security (JS) was seen to impact employee engagement, while higher perceptions of job security leads to enhanced employee engagement, especially in today's economic climate. This is in line with several studies that stated the important role of job security in driving positive employee engagement, it also aligns with the social exchange and job demands-resources theories. Therefore, more appropriate HR policies and practices need to be formulated to enhance the perception of job security by employees. Coaching and counselling programs can help employees adapt during tense economic times. Moreover, standardized HR polices, rules and practices across UAE organizations are required with regard to job recruitment, placement and transfer which should increase the sense of job security and lead to greater employee engagement. Thus, our study supports the role of perceived job security as an antecedent to employee engagement (Giunchi et al., 2016; C. q. Lu et al., 2017; Zheng et al., 2014).

7.4 Recommendations

This research study can provide organizations and particularly HR management with valuable insights and recommendations from diverse perspectives to effectively promote employee engagement in their organizations. Designing and implementing effective strategies and programs to improve employee engagement is a vital task in today's highly challenging and competitive business world with many economic

pressure and difficulties. Organizations can benefit from the knowledge gained from the present research concerning the antecedents of employee engagement, especially the positive effects of perceiving greater employee's self-efficacy, a better person-job fit, a higher degree of employee-manager relationship, more organizational support, and the perception of improved job security by employees. These are key factors for enhancing employee engagement as we have demonstrated in this research study.

Organizations should pay attention to employee's self-efficacy as the present study confirms the positive relationship between self-efficacy and employee engagement. It is recommended that companies provide coaching strategies in terms of guiding and supporting employees with constructive feedback on a timely and regular basis, this can enhance the employee's self-efficacy and result in increased level of engagement.

Moreover, acknowledgment and rewarding large and small successes creates more confidence in the employees' ability to execute assigned tasks and projects. Greater self-efficacy leads to enhanced employee engagement. Therefore, managers should set good and fair expectations with reasonable and attainable goals while maintaining a sufficient degree of challenge.

Leaders and executives of organizations should align employee capabilities and capacities with the most suitable position by getting the right person in the right job. Employee engagement was higher for employees with a good person-job fit. Organizational leaders should identity their employee interests and align their career development plan with suitable goals for both their current and future roles. These roles should match the employees' potentials and strengths. A good match between an employee's capabilities and interests and the requirements of the job will lead to a more engaged employee and greater organizational performance. On the other hand, a

mismatch of employee and job can lead to less engaged employees and be costly for organizations. Therefore, person-job fit is a key employee engagement factor which should be considered as critical to organizational success and performance.

Most importantly, top performers need more attention in term of finding them the right place in the organization with an appropriate degree of challenge. Organizations should have more confidence in their employees, especially the top performers. Keeping top performers engaged and challenging them to reach their full potential is an important factor. It is recommended that companies provide talented people with more independence and freedom to do their job, including flexibility in term of work hours. Involving top performers in strategic decision making will increase their confidence and self-efficacy and placing top performers in the right job will increases their person-job fit. Organizations should also provide top performers with sufficient resources through organizational support. All these strategies can lead top performing employees to even higher levels of engagement.

Numerous research studies have highlighted the importance of the employee-manager relationship with regard to employee engagement. This is also consistent with the findings of the present study. Improving employee-manager relationships can be achieved by developing programs and strategies with respect to the training and development of supervisory and managerial support. If a manager is better at dealing with subordinates this will improve employee engagement. By the same token, subordinates have a similar responsibility towards their manager or supervisor and their level of relationship might need to be improved in order to have better employee-manager communications and mutual trust. All of which enhances engagement. Organizations should encourage such two-way communication between employees and managers by having more one-to-one meetings, which can help mangers to get a

better insight into their subordinates' capabilities and concerns, while employees get the chance to see a clearer picture of their future career paths and get satisfying answers to any concerns they might have. Such practices can really improve the employee-supervisor relationship, leading to greater employee engagement.

The present study confirmed that the moderating effect of nationality on the relationship with the supervisor was stronger in the case of expatriates and less so for UAE nationals. Therefore, organizations should pay more attention to UAE nationals with respect with their relationship with their managers. The limited influence of the manager could be overcome by empowering managers and enhancing such relationships by encouraging more communication between employees and managers. Providing more coaching and mentoring opportunities to local employees can enhance the employee-manager relationship, thus leading to greater engagement.

Organizational support is a key to enhancing employee engagement. Managers and team leaders should be encouraged to provide more diverse supporting actions and activities. As seen from the perspective of the Job Demands-Resources Model, the right balance of job demands and sufficient resources should be ensured by the organization. Higher demands and more complex job requirements in today's hectic business setting can lead to burnout and a decline in engagement. It is the organization's responsibility to manage the job demands and resources balance.

Job security was a significant predictor of employee engagement as shown in many previous studies too. This becomes much more important with the economic pressures and hardship that many companies face today. Therefore, organizational management should demonstrate its commitment to employees and honour their past, present and future contributions in order to create a mutually beneficial relationship for both the organization and the employees. Having a sense of your job's security is

key for employee engagement, especially during periods of economic pressure, complete with rumours about cuts to benefits, downsizing the workforce, etc. Here, transparent and honest communication is necessary to control such rumours mongering and maintain employee engagement. Concerns over job security can have a negative impact on employee well-being and performance, which in turn causes less engagement from the employee. Therefore, managers need to provide employees with reassurance, listen and address concerns, and communicate frequently and honestly during such period of uncertainty. Such actions will increase the perception of job security and improve levels of engagement.

The present study unearthed some unexpected findings. These were concerned with the moderating effect of nationality on job security. We found that this relationship (i.e. between job security and employee engagement) was stronger in the case of Emiratis than expatriates. Therefore, perhaps UAE governmental HR bodies, such as the Federal Authority for Government Human Resources, and related local governmental HR authorities in the UAE, should pay special attention to UAE national employees in terms of job security and adaptability in today's challenging and demanding job market. The UAE's vision of improving its human capital and cannot be achieved without doing so. They should design policies to encourage engagement in both public sector organizations and private sector organizations with UAE nationals are the core of such strategies. UAE nationals job security issues suggest that HR policies should include career path programs for local with training and development in mind so they can adapt to a more challenging work environment. This can be done by operating a systematic job rotation scheme for nationals in different organizations. A proper orientation and appropriate training to properly align their skills and abilities with their career path should enhance one's career development

while increasing the perception of job security. Such a strategy meets the UAE leadership's vision of developing homegrown talent. An increase in perceptions of job security perception will lead to greater employee engagement for UAE nationals.

7.5 Limitations and Future Research

The findings and limitations of this study suggest several areas for future research. This section explores the various influences that could not be sufficiently controlled in terms of data collection, sampling methodology, the biased nature of a self-reported survey, and the impact of using a digital survey to collect data.

In the present study, convenience sampling, as a form of non-probability sampling, was used to collect the data from cross-sector organizations. This was done in conjunction with a random sampling approach to collect data from one major corporation. Using mixed sampling techniques for collecting data might run the risk of common method bias, especially as convenience sampling can reduce ability to generalize the results (Jackson, 2016).

As a result, the data from cross-sector organizations was checked for common method bias and did not give any cause for concern. In addition, the cross-sector data collected via convenience sampling was compared to the data collected from the major organization via random collected sampling and we did not discover any significant difference.

This could be due to survey administration criteria that offset the possibly of a biasing effect. These criteria were applied when using the convenience sampling technique, which mainly used an online digital survey to target professionals. Therefore, future research would need to reconfirm such findings by conducting the

analysis with another large random sample collected from cross-sector organizations in the UAE.

We recommend longitudinal research studies using the present model. It should cover larger samples across sectors and regions. This would enhance the validity and generalizability of our current research findings and results.

We also suggest conducting a study to validate and explore the effect of the data collection criteria, convenience sampling and our utilization of both probability and non-probability sampling techniques. This could inform and enlighten those for researchers who avoid using convenience sampling techniques.

Furthermore, the self-reporting nature of the questionnaire can lead to common method bias. which might affect the ability to generalize from the results (Philip M Podsakoff et al., 2003). This was verified using common method bias assessment procedures. It revealed that common method bias was not an issue in the current study. Even though, minimizing research bias can be achieved to a greater extent by using multiple data sources collected from external sources. Many companies have collected data (often annually) on engagement assessment practices.

Finally, the present study used a digital online survey. We designed, hosted and disturbed the survey through the Qualtrics software application. Conducting the survey in a digital manner was very efficient. The online survey was easily accessible and not time sensitive. It saved time in preparing data for analysis as the data was already in a digital format. Moreover, this type of survey presents fewer opportunities for human error, whether from respondents or the researcher. However, using such method in today's digital era runs the risk of creating some bias (Beins & McCarthy, 2017). As such, the researcher should put forward criteria and standards when collecting data via

this method in order to achieve sufficient research validity and maximizing the benefits of such research practices.

7.6 Chapter Summary

This chapter concludes the present study on employee engagement. It has presented the key findings followed by sections on the implication of the research, recommendations, limitations and finally future research directions.

It is to be hoped that this study has yielded contributions from the theoretical and empirical research perspectives and that we have advanced positive implications and concomitant recommendations. We believe that this paper offers a new understanding of employee engagement in the context of the UAE, and similar contexts, which can lead to the development of effective strategies to increase the level of employee engagement in the country as the UAE seeks to realize the UAE 2021 Vision.

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Appendix 1: Survey Questionnaire Document

Doctorate of Business Administration

Dear Participant,

You are invited to participate in an academic study that examines the Employee Engagement drivers in the UAE multicultural work environment. I kindly request spending some of your precious time to fulfil the questionnaire and your participation in this study is well valued.

Any information obtained from this questionnaire will be treated in strict confidence and will be used solely for the purposes of this study. Please be assured that the information you provide in this survey will not be distributed to any third parties. Your responses are anonymous and not labelled so they cannot be traced to any individual. Although your responses will be greatly valued, your participation is voluntary. Completion and return of this questionnaire will be regarded as a consent.

The purpose of this study is to develop an Engagement model for supporting organizations harnessing the numerous benefits of engaged diversified multicultural workforce. Findings of this study will help organization to build effective strategies and increase the Employee Engagement and Happiness.

As a gesture of Thanking You as the 2017 is the "Year of Giving" in the UAE, a charity denotation to "Emirates Red Crescent" of AED 20 will be made in your behalf for the completed survey.

I would greatly appreciate your support by completing this survey. Please feel free to contact me in case you have any queries.

Thank You.

Khamis Khalfan AlZahmi

Mobile/Email

A. Demographic Information:

Please indicate your organization sector	☐ Public Sector (Federal or Local Government) ☐ Private Sector ☐ Joint Public and Private Ownership
Please indicate the main activity of your organization	☐ Banking, Financial and Legal Services ☐ Business and Consultant Services ☐ Education and Research ☐ Engineering, Construction, and Real Estate ☐ Health ☐ Hospitality, Tourism, Hotels and Restaurants ☐ Information and Communications Technology (ICT) ☐ Manufacturing ☐ Oil and Gas ☐ Public Administration and Defense ☐ Utilities, Transportation and Aviation ☐ Wholesale and Retail Trade ☐ Other
Please indicate your gender	☐ Male ☐ Female
Please indicate your marital status	☐ Married ☐ Not Married
Please indicate your age	☐ Less than 25 years ☐ 25 - 34 years ☐ 35 - 44 years ☐ 45 - 55 years ☐ More than 55 years

Please indicate your employment status	☐ Full-Time Employee ☐ Outsource Employee
Please indicate your nationality	☐ UAE ☐ GCC ☐ Other Arab Countries ☐ Asian – South (India, Pakistan, …) ☐ Asian – Oriental (Philippine, Thailand, China, Korea, Japan…) ☐ Western (N. America, Europe, Australia, …) ☐ Eastern Europe (Russia, Romania, …) ☐ African Non-Arab ☐ Latin America ☐ Other
Please indicate your education level	☐ Less than High School ☐ High school or equivalent ☐ Some post High School ☐ College/University degree ☐ Graduate degree (Master's and above)
Please indicate your job level	☐ Sr. Management (VP and Above) ☐ Middle Management (Sr. Manager – Sr. Director) ☐ Line Management (Manager, Supervisor) ☐ Staff (Non-managerial)
Please indicate your job category	☐ Managerial/Supervisory ☐ Technical/Engineering ☐ Administrative Support/Clerical ☐ Sales/Marketing/Customer Service ☐ Specialist/ Professional

Please indicate for how long you have been working in your **current job position**	☐ Less than 1 year ☐ 1 - 2 years ☐ 3 - 4 years ☐ 5 - 6 years ☐ More than 6 years
Please indicate how long you have served under your current **manager/supervisor**?	☐ Less than 1 year ☐ 1 - 2 years ☐ 3 - 4 years ☐ 5 - 6 years ☐ More than 6 years
Please indicate for how long you have been working in your **current organization**	☐ Less than 5 years ☐ 5 - 9 years ☐ 10 - 14 years ☐ 15 - 20 years ☐ More than 20 years
Please indicate your total number of years of working experience	☐ Less than 5 years ☐ 5 - 9 years ☐ 10 - 14 years ☐ 15 - 20 years ☐ More than 20 years

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B. **Engagement:** This section describes how engaged you are with your work. The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

		(0)	(1)	(2)	(3)	(4)	(5)	(6)
1	At my work, I feel full with energy.							
2	I find the work that I do is full of meaning and purpose.							
3	Time flies when I am working.							
4	At my job, I feel strong and vigorous (energetic).							
5	I am enthusiastic about my job.							
6	When I am working, I forget everything else around me.							
7	My job inspires me.							
8	When I get up in the morning, I feel like going to work.							
9	I feel happy when I am focusing intensely on my work.							
10	I am proud of the work that I do.							
11	I am absorbed in my work.							
12	I can continue working for very long periods at a time.							
13	To me, my job is challenging.							

14	I get carried away when I am working.							
15	At my job, I am very strong, mentally.							
16	It is difficult to disconnect myself from my job.							
17	At my work, I am always persistent, even when things do not go well.							

C. **Self-Efficacy:** This section assesses your self-efficacy, which measures your perception of your work capabilities. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	My job is well within the scope of my abilities.							
2	I do not anticipate any problems in adjusting to work in this organization.							
3	I feel I am overqualified for the job I am currently doing.							
4	I have all the technical knowledge I need to deal with my job, all I need now is practical experience.							
5	I feel confident that my skills and abilities equal or exceed those of my colleagues.							
6	My past experiences and accomplishments increase my confidence to perform successfully in this organization.							
7	I could have handled a more challenging job than the one I am currently doing.							

D. Person-Job Fit: This section assesses the extent to which you feel that you fit into your current job. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	My abilities fit the demands of this job.							
2	I have the right skills and abilities for doing this job.							
3	There is a good match between the requirements of this job and my skills.							
4	My personality is a good match for this job.							
5	I am the right type of person for this type of work.							

E. Relationship with Supervisor: This section assesses your relationship with your supervisor (direct manager). Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	My supervisor cares about my opinions.							
2	My work supervisor really cares about my well-being.							

3	My supervisor strongly considers my goals and values.							
4	My supervisor shows very little concern for me.							

F. Cross-Cultural Competence: This section assesses your cross-cultural competence. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	I enjoy interacting with people from different cultures.							
2	I am confident that I can socialize with locals in a culture that is unfamiliar to me.							
3	I am sure I can deal with the stresses of adjusting to a culture that is new to me.							
4	I enjoy living in cultures that are unfamiliar to me.							
5	I am confident that I can get accustomed to the living conditions in a different culture.							

G. Civic Virtue: This section assesses your perception regarding your role and obligations towards your organization. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	I attend meetings that are not mandatory, but are considered important.							
2	I attend functions that are not required, but help the company image.							
3	I keep well-informed of changes in the organization.							
4	I read and keep up with organization announcements, memos, and so on.							

H. Organizational Support: This section assesses your perceived organizational support. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	My organization really cares about my well-being.							
2	My organization strongly considers my goals and values.							
3	My organization shows little concern for me.							

4	My organization cares about my opinions.							
5	My organization is willing to help me if I need a special favor.							
6	Help is available from my organization when I have a problem.							
7	My organization would forgive an honest mistake on my part.							
8	If given the opportunity, my organization would take advantage of me.							

I. Group Cohesiveness: This section assesses your perception regarding your work group/team. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**	**6**	**7**

		(1)	**(2)**	**(3)**	**(4)**	**(5)**	**(6)**	**(7)**
1	I feel accepted by the group.							
2	In my group, we trust each other.							
3	The members like and care about each other.							
4	The members try to understand why they do the things they do; try to reason it out.							
5	The members feel a sense of participation.							
6	The members appear to do things the way they think will be acceptable to the group.							
7	I feel comfortable to share personal information and feelings with members of my group.							

J. Psychological Contract Fulfilment: This section assesses your perception regarding the organizational fulfilment of its obligations toward you. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Almost all the promises made by my organization during recruitment have been kept so far.							
2	I feel that my organization has come through in fulfilling the promises made to me when I was hired.							
3	So far my organization has done an excellent job of fulfilling its promises to me.							
4	I have not received everything promised to me in exchange for my contributions.							
5	My organization has broken many of its promises to me even though I have upheld my side of the deal.							

K. Job Security: This section assesses your perception regarding your current job security. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Chances are, I will soon lose my job.							
2	I am sure I can keep my job.							
3	I feel insecure about the future of my job.							
4	I think I might lose my job in the near future.							

L. Work Overload: This section assesses your work overload. Please indicate the extent to which you disagree or agree with each of the following statements by marking the appropriate number from 1 to 7.

Please use the following rating scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	I feel that the number of requests, problems, or complaints I deal with is more than expected.							
2	I feel that the amount of work I do compromises and impacts negatively the quality of my work.							
3	I feel busy or rushed.							
4	I feel pressured.							

Thank you so much for your time and patience in participating in and completing this survey. I deeply acknowledge your co-operation.

Thank You.

Appendix 2: Ethics Committee Approval

Social Sciences Research Ethics Committee
-Approval-

Proposal number: *ERS_2017_5521*

Title of Project: Antecedents of Employee Engagement in a Multicultural Work Environment: The case of the UAE

PI: Khamis K. Khamis Al Zahmi
Co-PI: Dr. Mohammed Al Waqfi

The above proposal has been reviewed by:

☒ one member of the Social Sciences REC
☐ two members of the *Social Sciences REC*

And the decision is:

☒ Favourable
☐ Favourable with Additional Conditions
☐ Provisional Opinion
☐ Unfavourable Opinion
☐ No Opinion (Proportionate Review* only)

Reason:
After evaluating this proposal, we see no major ethical concerns. Therefore, the proposal is approved for the duration of the research study.

Name
(Chair or designee):   Clara Morgan

Clara Morgan

March 14, 2017
Signature   Date