Employee Engagement and Leadership in a UAE Governmental Organization

دراسة حول الرضا الوظيفي و القيادة الإدارية في منظمة حكومية في دولة الإمارات العربية المتحدة

By

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Abstract

This study explores the relationship between leadership practices and employee engagement in a "Federal Government" organization (FG), in the United Arab Emirates. The research intent is to identify practical initiatives that can be implemented in organization FG. The main contribution is to identify which leadership practices will increase FG's organizational performance and employee engagement. Recommendations for HRM policy and practice are provided based on the main findings.

This study is based on qualitative research through individual interviews and focus groups. Two interviews were conducted with members of the executive management along with two focus groups including sixteen employees; six participants from middle management and ten from various operational levels. Data collected covered all organizational levels and generated sufficient input from both leadership and employees' points of view. The findings present key insights on leadership, higher management practices, and employee engagement at FG.

The findings reveal drivers of disengagement present in some areas of leadership, internal communications, and training and development. Overall, it is proposed that future studies on engagement are conducted. In addition, future engagement appraisal should take place as an integral part of the routine appraisal system to lead FG organization towards achieving its strategic vision.

نبذة مختصرة

تستكشف هذه الدراسة العلاقة بين الممارسات القيادية ومشاركة الموظفين في "الحكومة الاتحادية" ، في دولة الإمارات العربية المتحدة. القصد من البحث هو تحديد المبادرات العملية التي يمكن تنفيذها في الحكومة الإتحادية. وتتمثل المساهمة الرئيسية في تحديد الممارسات القيادية التي ستؤدي إلى زيادة الأداء التنظيمي لفريق العمل ومشاركة الموظفين. وتقدم التوصيات الخاصة بسياسات وممارسات إدارة الموارد البشرية استنادا إلى النتائج الرئيسية.

وتستند هذه الدراسة على البحوث النوعية من خلال المقابلات الفردية والمجموعات التركيز. وقد تم إجراء مقابلات مع أعضاء الإدارة التنفيذية مع مجموعتين تركيز بما في ذلك ستة عشر موظفا. وستة مشاركين من الإدارة الوسطى وعشرة من مختلف المستويات التشغيلية. وتغطي البيانات التي تم جمعها جميع المستويات التنظيمية، وتولد مدخلات كافية من وجهة نظر القيادة والموظفين على حد سواء. وتقدم النتائج رؤى رئيسية حول القيادة، وممارسات الإدارة العليا، ومشاركة الموظفين في مجموعة العمل.

وتكشف النتائج عن عوامل عدم التناغم الموجودة في بعض مجالات القيادة والاتصالات الداخلية والتدريب والتطوير. وعموما، يقترح إجراء دراسات مستقبلية بشأن المشاركة. وبالإضافة إلى ذلك، ينبغي أن يتم تقييم المشاركة في المستقبل كجزء لا يتجزأ من نظام التقييم الروتيني لقيادة تنظيم مجموعة العمل نحو تحقيق رؤيتها الاستراتيجية

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With hard work, persistence and support of key individuals, I managed to accomplish this paper. In this regard, I would like to seize this opportunity to express my sincere gratitude and thanks for the ones who supported me till the completion of this dissertation paper.

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All in all, this research paper was one of the most enjoyable and fruitful projects I worked on. Working on this research study gave me the opportunity to learn a lot of things. The foremost important thing I learned is that with the education I earned and knowledge I acquired through this research, the most important part of the research is the applications coming out of it put for the development of my community. I look forward to carrying the fruitful results and findings of this research study into the development of my workplace and myself. Aside, it is critical to note that all data, information, inferences, recommendations and conclusions provided through this research study or any of the supporting documents are strictly confidential. Usage of this research or any of its components is strictly limited to academic and scientific purposes regarding the evaluation of this research study (dissertation). Supporting documents are

confidential, yet can be provided upon request only to the academic committee of the British University in Dubai and only for the evaluation of this research.

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Chapter 1: INTRODUCTION

Employee engagement is a rich and complex concept that has captured the interest and attention of many researchers and scholars. Despite the various definitions and interpretations of employee engagement, the importance of employee engagement is yet commonly agreed upon to be one of the critical drivers and measurements of organizational performance and success. "[T]here are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow" (Jack Welch, former GE chairman and CEO).

Along with employee engagement, leadership comes to steer employee engagement toward fulfilling the organizational strategic objectives. "On what high-performing companies should be striving to create", Marilyn Carlson, former CEO of Carlson Companies, brings in the leadership role and responsibility in building employee engagement through creating "[a] great place for great people to do great work."

With the importance of employee engagement in driving organizational performance and the leadership role in building and steering the engagement processes, this study draws closer attention on employee engagement through a governmental organization in the United Arab Emirates (UAE). The governmental organization involved in this study is part of the UAE's vision of the Federal government (FG), the later examination, investigation, and analysis on employee engagement and leadership related points brought throughout this study will be carried to address employee engagement and leadership at the Federal government level. Thus, throughout this dissertation, the involved governmental organization will be referred to as the Federal Government (FG) organization.

With the knowledge and background acquired about employee engagement and leadership, the study will follow next to deploy the acquired knowledge into the examination and analysis of employee engagement in organization FG. In parallel, insights about leadership practices and its role in employee engagement will clarify the directions needed for development of employee engagement at FG

organization. It is anticipated that further inferences, conclusions, and recommendations will all contribute to the development of the Federal Government (FG) execution and action plans.

1.1 Structure of the Dissertation

To address employee engagement in organization FG, this study will systematically develop its analysis through structured research components. Prior to conducting the empirical research, the introduction section specifies the main objectives and scope of the work along with precise articulation of the problem the research is to address. First, the study explores the literature, reviews and analyses studies carried out on employee engagement. While exploring the engagement literature, this review also addresses the various definitions of employee engagement, drivers of employee engagement, employee engagement mechanism and framework, types of engaged employees and the overall dimensions of employee engagement. This includes an examination of various case studies that involve or evolve employee engagement with implications for organizational performance. Alongside, the leadership related literature will be viewed next to address the leadership role and practices in the formulation and development of employee engagement. Next, the study will explain the research methodology and data collection methods and tools. In the light of the research objectives, research questions, and literature review; the appropriate research methodology and data collection tools are selected accordingly. Subsequently, the significance and delimitations involved with the research are highlighted to evaluate the study's scope from FG's as well as a general perspective on research and HRM practice. Then, the study findings and collected data are analyzed in relation to employee engagement and leadership along with key insights and drivers identified empirically in FG organization. The discussion chapter follows to interpret the results in light of the literature review. Finally, the conclusion, presents a succinct evaluation of the main findings along with presenting associated recommendations for research and practice in employee engagement.

1.2 Federal Government (FG)

This dissertation concentrates on employee engagement and leadership within one organization, FG organization. All study components are centralized on the analysis of FG organization within the scope of employee engagement and leadership. Therefore, it is important to first describe and examine the background of FG organization. A greater understanding of FG organization would assist in producing a better analysis and capitalizing the use and return of the study inferences, conclusions and recommendations for FG's advantage. Thus, a clear introduction about the FG organization background will assist with understanding and relating to the situation studied.

1.2.1 FG Background

The Federal government organization is a governmental entity that is run and governed by UAE federal laws and regulations. H. H. Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister and Vice President of the UAE and Ruler of Dubai announced the governmental change and new directions on 8 February 2016. The FG is to adopt a new vision centralized on happiness and positivity. Therefore, in the pursuit of happiness as a fundamental goal, the FG organization with its leadership have communicated and instigated the new strategic objectives throughout the organization.

The new emphasis is to be seen in the areas of welfare, well-being, stability and happiness of Emirati citizens. The strategic intent is also to reach all working environments, cultures, and communities. Through the development of FG organization aligned to the direction of the ne, the Federal government will establish several initiatives. Among the initiatives being implemented is the creation of a workplace of happiness and positivity. Along with this initiative, the National Charter for Happiness was created to ensure the government's

commitment in building appropriate environments for happiness and positivity to thrive.

1.2.2 HR role in FG

This key contribution from the human resource unit to the development and success of employee engagement is highly emphasized directly and indirectly in many scholarly publications. For example:

> HR leaders interested in employee engagement will be best served to create a custom approach to defining and measuring engagement based off extensive research on their company's strengths and weaknesses as well as research on closely related concepts with a longer history (Swarnalatha et al. 2013, p. 4)

The author is a member of FG organization and a key player in its human resources department, this research dissertation aims to assist with understanding how to develop a positive and constructive culture, HRM policies, practices, and excellent human capital at FG Organization. From the human resources perspective, this study endeavour to:

- ❖ Highlight key employee engagement factors and elements contributing to organizational performance. This initially means creating a basic understanding of employee engagement and all associated elements relevant to the organization FG.
- ❖ Collect data, feedback and information from FG's human resources and other channels of communication to develop the employee engagement dimensions and dynamics in FG.
- ❖ Identify all employee engagement challenges and barriers based on the research findings and analysis.
- ❖ Explore all possible factors and processes (suggestions and recommendations) needed to address the listed challenges and to establish

the grounds for a strong constructive and positive employee engagement in FG.

After all, the role of human resources is not only about acquiring the right talent, but also about finding the right ingredients for successful employee engagement. In effect, the HR pursuit is about finding a winning formula that would yield optimal utilization and harmony of human capital for FG organizational success.

1.3 Problem Statement

Based on the directions of the Prime Minister of the UAE Sheikh Mohamed Bin Rashid and the supreme federal vision of a happy nation, several analyses and reports were carried out by various government entities in the UAE to capture and measure various organizational key performance and operational factors. As a result, the most recent circulated comprehensive report by the federal authority on the overall performance and happiness showed a decline in the majority of key performance and happiness indicators. Among the investigated indicators, employee engagement is listed as one of the top drivers of happiness at work. This finding has been received by various government entities and is being investigated. Further analyses are currently being carried out to identify and measure the controlling factors behind employee engagement at the workplace. In this research, the author aims to concentrate on those factors that focus on the role of leadership in order to improve and develop happier government entities.

1.4 Research Scope & Objectives

Leadership often is a key factor in the development of working environments. In light of the vision of happiness and the creation of future leaders of happiness, this research seeks to focus on the impact of leadership on employee engagement along with its associated factors and requirements for effective implementation.

As leadership is considered one of the most important keys to success in organizations, the main objectives of this research are to:

- ❖ Explore, examine, and generate ideas and practices on employee engagement in government entities.
- ❖ Identify, examine, and address leadership practices associated with employee engagement in a sampled government entity.
- ❖ Identify and address possible initiatives for the development of leadership and consequently employee engagement in government entities to advance towards a much more positive, happy, and engaged organization.

1.5 Research Questions

Based on the research objectives, the research for this dissertation aims to answer the following questions:

1- What are the current and future strategic human resource directions for leadership on employee engagement in organization FG?
2- What is the impact of leadership on employee engagement in organization FG?

1.5.1 - Qualitative Research Questions

The famous Gallup set of twelve questions of employee engagement is one of the most popular instruments used to collect data on employee engagement. However, as the research follows a qualitative methodology, twelve questions was considered by the researcher to be too time-consuming, exhausting, and unmanageable. Since The Institute for Employment Studies (IES) also provides twelve attitude statements for testing engagement that are similar to Gallup's set, and it has been stated that a subset of five questions is acceptable (Robinson et al, 2004) when twelve questions are considered unmanageable (Swarnalatha et al.

2013, p. 4). Hence a subset of five main questions formulated based on Gallup's twelve questions are used to collect the data on employee engagement for this research. The questions used in the individual interviews and focus groups are the following:

- o Are you Happy at FG?

- o What is employee engagement?

- o Can you describe your workplace?

- o What and how do you think a happy workplace should be?

- o What drives engagement in your department/unit? What is missing?

Along with common questions, other questions were presented to maintain the momentum of the discussion and to have a smooth and rich dialogue. Along with key common questions, higher and middle management were asked extra questions including:

- o How do employees evaluate the current situation versus their engagement drivers?

- o What steps does Middle/Higher management need to take to boost their employee engagement drivers?

- o What possible strategies / recommendations could be of use to employees and managers that could help them create the "High Engaged Work-Force"?

Chapter 2: LITERATURE REVIEW

2.1 Definition of Employees Engagement

What is Employee Engagement? In the pursuit for the right definition and answers for Employee Engagement, several studies and literature searches were carried out in an attempt to define Engagement and identify the key factors controlling employee engagement. Although there is no definitive single answer for the Employee Engagement Formula, there are several theories, researches, and studies that capture some aspects of employee engagement and the factors involved. Nevertheless, through the literature gathered for this research, along with other resources, one agreed upon definition always present is that Employee Engagement is a key success factor for any organization. "The company that unlocks the secrets of employee engagement is promised profits beyond its wildest dreams" (Jack Welch, former General Electric CEO and business consultant). According to Vance (2006), Employee Engagement is considered as 'the number one measure of a company's health' (Swarnalatha et al. 2013, p. 1).

> The primary causes of confusion and misdirection are a lack of congruity concerning the definition and measurement of employee engagement and a lack of distinction from other closely related concepts.
>
> (Swarnalatha et al. 2013, p. 1)

> High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation. For today's different generations, access to training and career opportunities, work/life balance and empowerment to make decisions are important. Thus, to foster a culture of engagement, HR leads the way to design, measure, and evaluate proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability.
>
> (Swarnalatha et al. 2013, p. 1)

Kahn (1990, pp. 692-724) completed some of the earliest work on engagement and defined engagement as, "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances."

Shaw (2001) highlights multiple definitions of employee engagement. Shaw created a definition of employee engagement, which is, "translating employee potential into employee performance and business success" and thus "changing the way employees perform by utilizing the tools in the armory of internal communication professionals" (Swarnalatha et al. 2013, p. 2). This definition is consistent with several other corporate definitions of employee engagement. As success and profitability connected with optimization of employees' performance is the key objective of all corporations, employee engagement is interpreted similarly. Dell Inc. defines employee engagement by stating the employee engagement perception of Vance (2006), "To compete today, companies need to win over the minds (rational commitment) and the hearts (emotional commitment) of employees in ways that lead to extraordinary effort" (Swarnalatha et al. 2013, p. 2). The BBC defines its Employee Engagement simply as "creating a shared meaning and understanding in such a way that our people actively want to participate" (Swarnalatha et al. 2013, p. 2).

Going over the various definitions of employee engagement, Swarnalatha spots the light on Gallup Organization's definition brought in their "First, Break All the Rules," (2006, p 1-2). Gallup organization as "potentially the most widely recognized name associated with employee engagement" defines engaged employees as those who, "work with a passion and feel a profound connection to their company" and "drive innovation and move the organization forward" (Swarnalatha et al. 2013, p. 2).

In parallel, the International Survey Research (ISR) defines employee engagement as, "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results." (Swarnalatha et al. 2013,

p. 2). Along with the various definitions of employee engagement, Hay Group redefined engagement by drawing attention to the emotional investment role in building engagement. In "Engage employees and boost performance" report, Hay group emphasized that:

> Getting Engaged Performance is not just about investing financially in employees through perks or pay hikes. It is about striking a new contract in which the organization invests *emotionally* in its workforce. In exchange, employees make a similar emotional investment, pouring their "discretionary effort" into their work and delivering superior performance. The new contract says, "We'll make your job (and life) more meaningful. You give us your hearts and minds." (Murlis et al, Hay Group, 2001, p.5)

2.2 Employees Engagement Mechanism

Thus, from the varied and wide definitions and interpretations given to employee management, we can see the clear relationship between putting a mutual agreed upon definition of engagement among all employees and stakeholders and the desired organizational goals and outcomes driven by employees' participation and initiatives. Roth bard's definition described engagement as a psychological presence with two key mechanisms, attention and absorption. Attention is "cognitive ability and the amount of time one spends thinking about a role" and absorption is "being engrossed in a role and refers to the intensity of one's focus on a role" (Swarnalatha et al. 2013, p. 2).

As organizational success is directly and highly associated with several resources and factors resulting from employee engagement, various reviews and research studies by many leaders, scholars and professionals have been carried out to pursue optimal employee engagement through utilization of key contributing factors. Going through the wide spectrum of research opinions and analyses on employee engagement, employee engagement is not found to be a straightforward topic with clearly predefined answers. The drivers of employee engagement and the various approaches to target and harness those drivers consistent with the mechanisms and research frameworks are tasks that are easier said than done.

Much literature is published on the role of management in creating an engaging work climate and environment and the factors involved, yet there is less information on direct practical tactics to generate employee engagement to be found. In 'Generating employee engagement in a public–private partnership: management communication activities and employee experiences', Reissner and Pagan (2013, p. 1) explicitly state that 'contrary to widespread assumptions in the literature, the generation of employee engagement is far from straightforward; employees have an active role to participate in the engagement activities offered by managers'. Nevertheless, the authors continue to advocate the widely known and used basic framework for studying and approaching employee engagement and factors.

2.3 - Employees Engagement Work Frame

The work frame of employee engagement, as previously stated by Reissner and Pagan (2013) is basically the mechanism of three simple steps and processes:

1- Define Employee Engagement in relation to work engagement.
2- Identify the outcomes of employee engagement and how to measure it.
3- Establish the antecedents and consequences of engagement activities.

(Reissner et al. 2013, pp. 1-20).

With this simple framework, identifying the factors, practices, behaviors and drivers of employee engagement would become simple. Moreover, this platform would provide firm ground for the future development of engagement processes and engagement management practices, policies, and structures.

In the examination of the engagement change generative processes, communication across hierarchical layers is the first and most important element. Communication starts with higher management and top leadership. An up-down channel of communication should initiate clear definition of engagement definition, practices, behaviors, and expectations from the ground level of operations. Next an upward communication channel from operational levels toward management is necessary to generate feedback, evaluation, suggestions

and initiatives for engagement development (Reissner et al. 2013). In other words, 'Engagement is not an automatic employee response to organizational engagement activities' (Reissner et al. 2013, p. 4).

2.4 - Employee Engagement Drivers

In order to increase and manage employee engagement, it is necessary to identify what operates engagement. A number of researchers had asserted that employees should follow certain steps for rising engagement. Those steps were highlighted in Hay Group's report on how to engage employees to boost their performance.

Hay group, through their various consultancy services to international companies and public service organizations, identified six engagement drivers that would assist in building an engaging workplace and influencing results. The report states the following key drivers to improve employee engagement and boost performance:

- ❖ Inspiration and values:

  The first step in building an engaging workplace starts with well-defined values and organizational standards. Employees must believe in their workplace and get inspired by the management practices reflecting those values and standards. On the other hand, the management must spend time with their employees and draw the road map that would translate those values to actions that would lead to higher individual and organizational performances.

- ❖ Future growth opportunities:

  In order to engage employees, management must provide clear feedback regarding their employees' performance and how to relate it to future work opportunities. The development needed to build engagement involves learning and career advancement opportunities provided to employees by their management. In addition, engagement is tied to a positive and passionate workplace free of stress and frustration.

- ❖ Quality of work:

After drawing values and future development opportunities, the workplace must be associated with meaningful jobs that would translate those values and lead employees toward achieving the desired future opportunities and objectives. Employees must feel pride in what they are doing in order to have the sense of purpose and meaning that would drive their engagement at their workplace.

❖ Enabling Environment:

Engagement can't be built without a workplace that would facilitate and drive up engagement. An engaging workplace must not only be friendly, well designed, physically safe, and fully equipped, but it also must incorporate work enabling components like adequate training programs.

❖ Work Life Balance:

As engaged employees contribute with their hearts and souls toward their work, employers and management are to balance that contribution with greater understanding of their employees' needs both in work and in their personal lives. Providing support, flexibility and understanding to employees would help them address various work barriers and as a result be more satisfied, invest more time at work, and get engaged to their work and organization.

❖ Tangible rewards:

To build and maintain engagement at workplace, a fair reward system must be put at workplace and tied to performance. Positive performance at workplace must be recognized and tied to tangible rewards that would reinforce engagement and keep the wheel of engagement development spinning. Management must create a culture of recognition in which employees are rewarded for superior performances in order to foster engagement at workplace.

1. Quality of Work: Perception of the value of work; Challenge/Interest; Achievement; Freedom & Autonomy; Workload; Quality of Work Relationships.

2. Work/Life Balance: Supportive Environment; Recognition of Life Cycle Needs/Flexibility; Security of Income; Social Environment.

3. Inspiration Values: Quality of Leadership; Organizational Values & Behaviors; Reputation of Organization; Risk Sharing; Recognition; Communication.

4. Enabling Environment: Physical Environment; Tools and Equipment; Job Training (Current Position); Information and Processes; Safety/Personal Security.

5. Future Growth/Opportunity: Learning and Development Beyond Current Job; Career Advancement Opportunities; Performance Improvement & Feedback.

6. Tangible Rewards: Competitive Pay; Good Benefits; Incentives for Higher Performance; Ownership Potential; Recognition Awards; Fairness of Reward.

(Based on: Figure 2: Engaged Performance Model – 6 Core ElementsMurlis et al, Hay Group, 2001. pp. 6-25)

In 'Employee Engagement – A review of current research and its implication' (page 2), In 2006, the Conference spot the light on three key engagement drivers on the basis of some major studies conducted by Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others. It identified the following key drivers in relation to employee engagement:

- Trust & integrity:
  In order to build and boost engagement, managers should communicate well and go by their words.
- Nature of the job:
  Employees should find their job challenging enough to motivate themselves.
- Line of sight between employee performance and company performance:
  Both the individual and organizational performances should be aligned and synchronized. Achieving individual objectives is to lead and result in achieving departmental and organizational objectives.

2.5 Engagement Action based Work frame:

Looking at engagement from a holistic perspective brings in Dan Crim and Gerard Seijts (2006) famous ten Cs actionable work frame. It is assumed that a more

practical approach of employee engagement stretches over carrying on the next ten action based components:

1- Connect:

In order to smooth the progress of engagement; management should connect to employees' feelings, needs and perspectives of work related requirements. In doing so, management should open various communication channels to enable employees to talk their work needs and objectives. This would allow management to develop engagement while developing their employees, the organizational most important assets

2- Career:

Management should create a working environment in which careers are challenging and meaningful yet achievable by employees. The balance in creating a stimulating yet executable career opportunities would engage employees and push the organizational manpower toward achieving higher performance.

3- Clarity:

Management should communicate a clear vision, objectives, action plans, and performance expectations. This would provide employees a clear understanding of their responsibilities and expectations in light of the organizational work frame

4- Convey:

Management should create a two way communications platform. Employees should be enabled to communicate their feedback and input to their managers while managers should be able to convey their directions to employees, receive their input, and develop them accordingly.

5- Congratulate:

Good work should be recognized by management and celebrated. As poor performance is recognized and poor performers are punished, excellent performance should be recognized and achievers should be rewarded.

6- Contribute:

To engage employees, management must award their employees with a sense of contribution from their work toward their organization, society, and team.

7- Control:

Involving employees in decision making especially for their work related matters would let them feel empowered and in control, reduce their stress, and create a culture of trust and engagement.

8- Collaborate:

By creating cooperative environment fostering team work, employees would outperform as they get energized and inspired by the team spirit.

9- Credibility:

By enforcing ethics and credibility in the working environment, employees would be more inclined to outperform due to the sense of pride in their organization and work.

10- Confidence:

Employees are more likely to be engaged at working environments and cultures of ethics and high standards. Thus, managers must create such a culture by role modeling ethics and high performance standards themselves.

2.6 - Types of Engaged Employees

From the employee engagement point of view, Lockwood (2007, p 3) claims there are three types of employees:

1- **Engaged** Employees:

This type of employees works with passion and feels a profound connection to their organization. They drive innovation and the development of engagement.

2- **Disengaged** Employees:

This type of employees is called the "checked out". They main aim is to finish the working hours during the day with no concern for organizational advancement.

3- **Actively Disengaged** Employees:

This type of employees is not only disengaged but also negatively affect other employees' engagement. They are easily recognized from their daily expression and acts of unhappiness. Such employees undermine what their engaged co-workers' accomplishments and hinder the engagement process.

Understanding the different types of employees in relation to employee engagement would help with the classification of employees throughout the entire engagement cycle starting from the selection and orientation of employees through to the training and development of those employees and the engagement processes.

2.7 Engagement Sub-Concepts

In their research on, Antecedents to Employee Engagement: A Structure Review of the Literature' Shuck and Wollard (2013) identify employee engagement with four main sub-concepts:

1. The Satisfying approach, in which engagement is the expression of the staff member with self-preference in task behaviors.
2. Antithesis approach, in which energy, involvement, efficacy are presented as the total opposites of established "burnout" constructs: exhaustion, cynicism and lack of accomplishment.
3. Satisfaction-Engagement approach, in which engagement is a total technical definition of job satisfaction.
4. The Multidimensional approach, in which the primary focus is on the role performance rather than organizational identification.

2.8 Dimensions of Employee Engagement

In research about the conceptualization of employee engagement, Swarnalatha (2013) described engagement dimensions based on the concepts of 'engagement' and 'burnout' as stated by Maslach (cited in Saks, 2006). The dimensions of both of the concepts were viewed as a complete set of opposing dimensions that

collectively compose the wider scale of measurement or dimensions of employee engagement as shown below:

Engagement dimensions:

      1. Energy

      2. Involvement

      3. Efficacy

Burnout (disengagement) dimensions:

      1. Exhaustion

      2. Cynicism

      3. Inefficacy

                  (Swarnalatha & Prasanna, 2013, p. 2)

2.9 Employee Engagement Statistics

Gallup published a study about employee engagement in 2012 that showed the worldwide employee engagement. North America had the highest figures with around 29% of engaged employees, 54% Not engaged and 18% actively Disengaged. The Middle East and North Africa had one of the lowest figures with 10% engaged employees, 55% not engaged and shockingly 35% actively not engaged (the highest in the world).

The GCC countries had close figures of engaged employees between them with 26% of UAE employees were engaged according to Gallup, 60% disengaged and 14% actively disengaged.

Table 1: Gallup Engagement Study (2012)

Country	Engaged	Disengaged	Actively disengaged
United Arab Emirates	26%	60%	14%
Qatar	28%	62%	10%
Bahrain	19%	64%	29%
Kuwait	19%	64%	17%
Saudi Arabia	9%	80%	11%

(Source: Gallup worldwide research Data collection, 2012)

The Gallup data collection in UAE was obtained by interviewing more than a thousand employees on average in 14 different times dated from 2005 till 2016. The employee criteria included only Emirati citizens and Arabs expatriate living there. The criteria did not reflect the representative employee engagement in the country because more than half of the population is made of non-Arabs which were excluded from the survey. The same thing was applied to the surveys conducted in Qatar, Kuwait, Bahrain and Saudi Arabia. The data accuracy of UAE, Qatar, Bahrain and Kuwait is relatively close to each other due to the close percentage of non-Arabs excluded from the survey living in those countries which all lies above 50% of the population. The only exception here is Saudi Arabia which has nearly 30 % of non-Arabs which makes the statistics more representative.

The number of interviewed employee in the survey worldwide was around a 1000 each time, this gives the UAE an advantage since the population of UAE is around 8 million which makes the 1000 employees interviewed by Gallup reflect a more accurate result especially when compared to other countries like the united states which has a population of around 330 million where 1000 employees were interviewed as well.

Employee turnover is one of the biggest challenges that faces corporate worldwide. This is due to the amount of resources and time allocated to hire and train the newly hired staff and the times it takes them to adjust to their new positions, assuming they are the best candidates for the advertised job. These turnovers are costly and it is beneficial for corporate to increase retention rates in a globally turbulent economy. In a 2012 survey conducted by Deloitte, this matter was investigated from the employee's perspective. The survey resulted in surprising key findings which contradicts some common perceptions about the job market. As per the Talent 2020 report, surveying the talent paradox from the

employee perspective, "companies cannot neglect their talent and retention strategies out of a false sense of security that employees have few options in a tight job market"

Most corporate in the world relates higher employee's retention solely with higher unemployment rates. This study approached this issue from the employee's perspective and analyzed all the factors. The study found that 42 % of employees are looking for another job because their companies do not utilize their skills and talents appropriately. This refutes corporate perception about retention and pushes towards better understanding of employees need and job engagement.

2.10 Leadership

2.10.1 Leadership Definition

Day by day, the number and size of organizations has been growing exponentially carrying along new challenges for optimal organizational performance. This has led various organizations to enhance their productivity and lower their running cost to deliver the best possible organizational performance. In the process, this approach resulted in neglecting the vital role and effect of human capital, organizational culture, and employee engagement on organizational performance. Among the drivers behind this approach, Leadership takes major responsibility for steering the organizational direction and its strategies.

With Stephen Covey's comparison between management and leadership, the leadership definition gets clearer. "Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall", "Effective leadership is putting first things first. Effective management is discipline, carrying it out" (Stephen Covey). As perceived by numerous business professionals, leadership evolves to carry out more than just management practices. As the key to success, Leadership can be mainly driven by few who thrive to walk others throughout change to achieve a better organizational standing. Thus, leadership can be considered the art of managing people in a way that transform their actions into constructive and measurable

results. Leadership is a process of social Influence which one person can enlist the support and the aid of certain group that is targeting to accomplish a specific task (Chemers, 1997). Leadership can be easily seen as a "process whereby one individual influences a group of individuals to achieve a common goal" (Northouse, 2004). This definition explains the crucial rule the leader play in the fate of the organization into two different outcomes, either to rubble or triumph. The distinction between these two scenarios was explained by understanding the engagement with the employees by the head of the organization, either as a manager or as a leader.

Traditionally, leaders of majority of today's organizations have been tackling this issue simply by motivating employees to work harder and produce better. This approach created a generation of disgruntled workers whose only concern is to make it through the days which ultimately end by shifting jobs and decrease corporate efficiency. Recently organizations have invested more money to engage with employees to understand how to optimize their abilities and skills for the benefit of their working place. This engagement comes directly from the leader-employee relationship and it could be developed to its maximum limit.

The term engagement is a very broad concept and can be interpreted in many ways, and the case in hand is very specific. The best way to explain "engagement" in a company is the employee's willingness and contentment to optimize his/her skills for the service of the workplace. Eventually the employee will be happier, safer and more productive. Reaching this level of productivity has been the core objective of many researchers in the last decade, and leaders are expected to take the lead to develop this relation.

2.10.2 Leadership Styles

Managers tend to create an authoritarian chain of order where commands are given to workers who produce a stereotype performance. While leaders involve with workers personally and inspire them to be creative (Bass,1985). Nevertheless, leaders are not equally the same and follow different ways to

achieve their goals. Bass argues that there are several factors that explain the various characteristics, methods and styles of leadership. According to Bass, there are three types of leaders, transactional, leader-member exchange and transformational (Bass, 1985).

The following chart explains "the role of leadership style in Employee engagement" as perceived by Bass:

Table 2: Leadership: Transactional, Leader-Member Exchange and Transformational

Style	Definition	Key aspects		
Transactional leadership	follow a method of reward and punishment to incite employees to deliver their best outcome. This method of leadership is summarized in three points	Financial award is given to worker only if the work is done properly	Extra resources are allocated to workers in case of extreme situation	Leaders get directly engaged in case of a problem
Leader-member exchange	focuses on the quality of relationship between the leader and employees as a part of one big group.	The employee develops a rapport with everyone in the group	Every member is able to propose an opinion which leads to employee's satisfaction	once the member feels banished, he/she get less attention from the leader(drawback)
Transformational leadership	is defined as the process when an individual or more including the leader are involved in a way that they push each other to higher levels of motivation and ethics	Idealized influence: creating a sense of loyalty among employees	Inspirational motivation: encourage the whole organization to be motivated	Intellectual stimulation: explore the worker's ability to overcome problems

(Batista et al 2013, pp. 15-20)

Similar to Bass, Harper Collins in "Leadership" introduces two kinds of leadership:

- ❖ Transactional Leadership:

    The Transactional leadership is a style that is based on setting clear goals and objectives for the leader's followers as well as the use of punishments and rewards.

- ❖ Transformational Leadership:

    The transformational leadership is a style that is used to enhance motivation, moral and the level of job performance through several techniques. The transformational leader make his or her followers establish a sense of Identity towards their project , act as a role model for his or her followers in terms of being creative and productive, studying the followers' weaknesses and strengths and challenge his followers to take greater risks in owning their work. (Harper Collins, 1978)

2.10.3 Leadership Dimensions

Bernard M. Bass, a professor in the school of Management and director of the Center for leadership, made an extended study back in the year 1985 in which he concluded that in order to be a transformational leader the person should implement all of these tasks**:**

1. Task Number One (Individual Consideration):

    This task requires the leader to observe his staff needs and give them his or her full attention to their requirements that help developing their work processes.

2. Task Number Two (Inspirational Motivation):

    This task is based on pushing the teams towards on a certain goal through direct inspirational like talks with the leader as well as engaging team towards the goal.

3. Task Number Three (Intellectual stimulation):

This task is based on challenging the followers to brainstorm their minds in order to design a variety of different solutions and view the current affairs of the work place from different angles.

4- Task Number Four (Idealized Influence):

This task is the most important task. In order for the person to turn into a transformational leader, the person must be a role model for his followers by being the first one to participate in any occurring task by being productive, punctual and creative. (Bass. 1985)

2.10.4 Leadership within Learning Organization:

Only within a nurturing environment, leadership can strive to achieve organizational goals and objectives. Such environment must hold enough space for learning and development. As the organization embrace an ongoing learning culture for success and development, the organization is to be called a learning organization. The learning Organization is the one that facilitates the learning of its members and continuously transforms itself. (O'Keeffe. 2002, pp. 130-141). A "Learning Organization" inside the workplace as Peter Senge in his book "The Fifth Discipline", should pass through five phases:

1. Personal Mastery:

   This phase is based on the staff involvement in the learning process. In this phase, the organization can partially support the personal mastery. However, the organization cannot force the individual to learn and transfer what he or she learns. It is up to the organization to spread a culture of learning and development.

2. Mental models:

   This phase is based on challenging the staff in order to highlight the problems and flows that acquired in the organization activities due to the mental models that operate the work system of the organization.

3. Shared vision:

   In this phase, the learning process of the "Shared Vision" is to create a unified understanding and shared perspective among employees and

staff. In order to make such kind of process, group collaboration should be made to spread the power of motivation and enthusiastic.

4. Team Learning:

This phase is about the collaboration between the staff of the organization in order to exchange knowledge and work experience with no boundaries and total openness. The benefits of team learning are that the staff will grow more quickly and the problem solving capacity will be improved with the help of exchanging knowledge and experience.

5. System thinking:

This phase is the key element of system thinking and the connector with the previous elements. Through this phase the focus is on covering the theory and the practice that unifies the statements of the organization after shifting the mentality of the staff from "I" to "We". (Senge. 1990).

2.10.5 Leadership Path to Engagement

Leaders are required to implement various ways to allow employees to assimilate into the organization from the minute they are hired which leads to full engagement. Initial assimilation is approached by several methods and several authors have proposed many aspects for such assimilation. Soane et al (argues that Intellectual, social and effective engagement is the key for assimilation that leads to full integration and engagement.

❖ Intellectual engagement comes from appreciating every effort made by the employees regardless of its size. This will build the employee's self-confidence and assurance particularly for newly hired. Also, it will prevent workers from keeping ideas to themselves fearing someone will ridicule them in any way.

❖ Social engagement is built by spreading the family environment at the work place, allowing everyone to share values and common interest. Such

environment increases the employees loyalty and prevent them from wasting time and resources of the organization.

❖ Effective engagement is attained when every member of the organization feels the importance of their current position at the organization. Worker will start to deliver everything on time and per the standards because they know that their job is crucial and any delay from their side will slow the whole organization. (Soane, et al. 2012).

2.10.6 Leadership and Micromanagement

Leaders around the world are on a constant pressure from stakeholders to optimize their performance along with their organizational performance. This burden pushed those leaders to develop a new concept in business called micromanagement. The best way to describe a micromanager is the one who is always controlling, non-trusting and insecure. A blog post in Harvard business identified two main motivation on why leaders are becoming micromanagers. The first type are the leader who impose their own vision and require staff to follow their words verbatim. Those leaders pursue copious details and demand that their instructions to be followed without discussion. The second type of micromanagers are those who try to enforce themselves on employees and show everyone that they are in control. It is close to an authoritarian type of management where the leaders of the organization are involved in all the details and would rarely change their decisions. This type of management would prevent any autonomy-supportive culture to be built in the company where employees have more freedom to make choices. In the following conclusion and recommendations section of this research, approaches for FG leaders to overcome such an issue would be provided to optimize the abilities of their own employee.

2.10.7 Craig Dowden Study

Exploring leadership development programs in federal organizations brings in vital key initiatives and insights on leadership role in building and developing employee engagement. On this regard, Craig Dowden provides various key evidenced-based leadership programs and services and addresses major issues

facing leadership in federal organizations that aim for "[Maximizing Employee Engagement within the federal Public Service" (Dowden, 2015. pp. 1-24). Dowden argues that leadership should aim for cultivating and maximizing engagement at workplace in order to drive organizational performance and achieve departmental and organizational objectives. For Dowden, organizational performance in federal organizations, as the key indicator of success, is strongly tied to the ability of leadership in developing an engaging and positively attaching culture in the workplace. In other words, the role of leaders (managers) is key and instrumental in creating and shaping on the ground initiatives that would cultivate and boost employee engagement.

Through the extensive empirical research on key field drivers of employee engagement in federal organizations, Dowden seeks to "provide an empirically-based framework and toolkit which can be used to enhance engagement at an individual, team, and organizational level" at federal organizations (Dowden, 2015, p.3-5). The importance of Dowden's extensive researches comes from revealing the organizational and leadership engagement sciences along with, more importantly, the strategies and key initiatives for leadership. By relating Dowden's key findings and recommendations, a good number of Dowden's key initiatives could be applied at the FG organization in hand

Chapter 3: RESEARCH METHODOLOGY

As drawn from the literature review, employee engagement is a broad concept with a wide range of definitions, interpretations and controlling factors. Moreover, employee engagement arguably has no form of direct measure.

> A different way to consider the difficulty of measuring employee engagement is to imagine the concept of employee engagement as a large geographical country such as the United States. Survey questions may represent a very specific piece of information about a given city or town in the United States. When you consider all of the subtle and profound differences between cities such as Las Vegas, Nevada and Boston, Massachusetts you begin to understand the complexity of measuring employee engagement.
>
> (Swarnalatha et al. 2013, p. 4)

It is also important to note that, the right research methodology to be chosen is the one to serve the research objectives (Flick, 2014, p. 12). As this research aims to provide a comprehensive study of employee engagement at FG organization and for FG leadership to develop an engaging workplace, the selected research approach is to pursue a qualitative methodology. A qualitative methodology enables the researcher to obtain critical and detailed information that might not be more difficult to attain through a quantitative research approach. In addition, a qualitative methodology enables the researcher to attend to the following factors and criteria:

- FG various organizational levels: the study should cover all FG organizational levels. This is critical for drawing out the full engagement image without taking a one sided viewpoint on FG's engagement story.
- Both genders (males and females); the study should be built on gaining an equal contribution from female and male participants. This would assist in adequately addressing the various views and needs associated with gender.

- Experience levels; the research is to take into consideration the various years of experience into the analysis of the findings. Variation in years of tenure would assist in differentiating new employees' perceptions of engagement from older employees' perceptions while developing future initiatives and devising engagement action plans.
- Engagement status: a qualitative research approach assists in reaching disengaged employees and retrieving their feedback who are more likely not to participate in a quantitative research study.

While covering the above cited criteria, through qualitative research methods, the researcher also intends to bring in the employees' feedback as an integral part of the engagement development plan at FG organization. By involving FG employees in developing the engagement plan, through their feedback to this dissertation study, the researcher strives to maximize the reliability and return from this work. In addition, while engaging employees with detailed feedback is conveyed as an engagement initiative in itself, this study builds up the credibility of future initiatives and recommendations

All in all, qualitative methods offer a more detailed and rich content about employee engagement, the relationship of its factors and elements, and an insight about the impact of leadership on employee engagement.

3.1 Qualitative Tools

This research aims to gather data providing an in-depth input about employee engagement practices, and so it deploys qualitative tools to gather data. The qualitative tools deployed include individual interviews and focus groups. In both techniques, face-to-face contact is conducted to establish trust and rapport between the researcher and the involved participants. In both, interviews and focus groups, the researcher assured participants of the confidentiality of the provided data and the sole use of it for the purpose of completing a dissertation. Consent and approval from executive management was received prior to the

initiation of the study and again at the data collection stage. The following is the distribution of the sample across the various organizational levels:

Table 3: Study Sample and Methods

Organizational level	Qualitative Method	Number of Employees
Executive Management	Individual Interviews	2
Middle Management	Focus Group	6
Administrative Front Line	Focus Group	12

First, individual interviews were carried out with the executive management. This provided a holistic view of employee engagement at FG organization and a better understanding of various organizational factors involved. In addition, top management's feedback provided a better understanding of key issues important for ensuring relevant data collection from the participants through the focus groups.

Next, focus groups were organized. Two focus groups were conducted with eighteen employees in total covering middle management (six employees) and administrative level (twelve employees). Focus group participants were selected deliberately in a way to provide balanced groups in relation to gender and tenure (years of work experience in FG). This sampling approach resulted in three female and three male participants in the first focus group and six female and six male participants in the second focus group. In both focus groups, all selected participants covering various experience and levels of responsibility across various departments within the organisation.

3.2 Data Collection

For convenience and structured data gathering and analysis, the data was collected from one federal government entity, FG organization. With around one hundred and eighty employees covering all levels of FG hierarchy, the sample size covered about ten percent (10%) of the population (twenty participants in total). The

classification of the sample of participants included across various organizational levels is as below:

1- Higher Management:

Two interviews were conducted with two members of the executive committee.

2- Middle Management:

Three Logistic Support Managers, One Engineering Manager, One Branch Manager, and One Director were included in the first focus group.

3- Front line Employees and Administrative staff:

Six administrators, three engineers and three secretaries were members of the second focus group.

3.3 Delimitation

The main limitation of the research is that it is based on the inferences generated from sampling one group of employees within one government entity, FG organization. With a sample based on one source, it is still hoped that some of the inferences and outcomes of the study would be relevant and applicable to leaders and managers in other government entities and additionally to other employees working in the government sector.

3.4 Research Significance

This dissertation study seeks to assess key factors, concepts, and case studies on employee engagement. The variety of academic and applied literature consulted assists in gaining a better understanding of employee engagement in the workplace and consequently improved understanding of the controlling factors along with their working mechanisms and applications. Thus, it is intended this research will contribute to informing the development and enrichment of knowledge about the leadership and management of employee engagement in the government sector. In addition, the practical intended contribution of the study is to provide practical inferences, initiatives, and drivers that executive management and working professionals can capitalize on to further develop more effective and engaging practices, working environments and cultures.

3.5 FG interpretation

Executive management at FG provided various hypothetical models to test and explain various sought after factors of employee engagement. Among the established hypothetical models, leadership takes the primary role for the importance and significance of employee engagement, and in this research the author aims to evaluate this hypothetical assumption during the investigation. This research examines and explores the role and impact of leadership on employee engagement in government entities. As it is assumed that leadership represented by higher management has a direct impact on employee engagement levels, this qualitative research collects and analyzes the data required to address this assumption.

Chapter 4: RESULTS

4.1 Interviewees' Insights

Overall, directly and indirectly, leadership was referred to as the most influential and top factor behind engagement in FG organization. The majority of interviewees and focus group participants listed leadership, presented by the role of executive management, as the first and last driver of employee engagement at FG organization. By majority, leadership represent the starting point with initiation of laws, regulations, and practices affecting employee engagement and the ending point by evaluation and development plans concerning employee engagement. Besides leadership, other employee engagement factors were highlighted and given relative importance and attention.

4.2 Employee Engagement in Organization FG

The key finding yielded by the research was the role of internal communications in the engagement process. Senior management and majority of middle management (two executives and four managers) addressed FG's platform of internal communications as a key factor in the development of the institution's employee engagement. Senior management viewed internal communications as the prime factor affecting loyalty and commitment which affect employee engagement. As described by higher management, through various communication channels, employees share several work issues and matters along with their various personal matters including personal perceptions and opinions. Thus, bad influences from actively disengaged employees participated greatly in the final negative overall employee engagement status at FG. Despite the ongoing resolutions and initiatives brought by higher management to rectify this phenomenon, no practical substantive advancement has been achieved yet on the ground.

Both the middle and executive higher management participants stated that the key development factors for employees' engagement are within the scope of

responsibility and authority of middle and higher management. Nevertheless, it is yet equally important to note that majority of front line employees and operational staff did not give leadership as the first or top driver for disengagement. Front line and operational staff perceived laws and regulations, compensations and packages, and lack of career development as the main drivers creating disengagement. Indirectly, operational staff and front line employees placed the responsibility for all quoted drivers on higher management. Thus, overall, leadership is to be placed among the top drivers for engagement at FG.

4.3 Drivers of Employee Engagement in Organization FG

The data gathered was examined and compared against the various engagement strategies and models. Using key engagement models and strategies helped in classifying and categorizing the findings. In reference to the strategic evolving engagement formula with the eight prime engagement factors written by Dr. Tamer Elewa (2011), the key findings showed that employees perceived leadership represented by higher management as the main factor contributing to the current disengaging status of FG organization. After leadership, federal laws and regulations, lack of career development, and compensations and rewards were listed next respectively by the majority of the study participants.

4.4 Leadership in Organization FG

Many employees stated concern about the federal laws regarding compensation and complaints. "In all cases an employee may not object to the working hours or job degree, salary or rewards." Law Decree No. 11, 2008, Article 99, was a key element in many disputes and communication issues with higher management. Therefore, leadership was not perceived as the principal, direct driver behind the current condition of disengagement. Nonetheless, through the discussion with higher and middle management on the same topics, all participants acknowledged these problems expressed by operational staff and also acknowledged management's responsibility for the development of appropriate organizational policies and regulations. Even with the existence of some rigid federal rules and

regulations that were put into service in the federal units, it is now time to examine how changes can be made that maintain the major objectives of the federal authority while increasing the capacity to sustain and develop various federal units to their optimal capability.

4.5 Leadership's Impact on Employee Engagement in Organization FG

Among the three stated factors, the laws and regulations were perceived as federal external rules that management had no power over, however, higher management was perceived as the sole authority to file the request for making an update to some of the older rules and regulations. Likewise, lack of career development along with compensation and benefit packages were not perceived as outcomes of negative or weak leadership but rather as flaws of a rigid federal system.

4.6 Researcher's Reflective Observation

On the positive side, front line employees perceived internal communications in the form of clarity of work responsibilities and expectations, involvement in decision making, and motivation and recognition to be the most critical factors influencing employee engagement, after laws and regulations. Higher and deeper understanding of the engagement culture was provided by the middle and higher management, however, no previous actions or practical solutions were instigated by the management to rectify the issues presented by the operational and administrative staff.

4.7 Policies and Practices

Policies and practices regarding employee engagement at the studied organization are given high priority and attention. In addition, high employee engagement has been listed one of the main strategic objectives at studied organization. Leadership represented by higher management at studied organization is gradually developing the employee engagement framework along with engagement policies, procedures, and regulations. Nevertheless, from employees' perspective, this gradual positive enforcement through current policies and practices of employee engagement does fall short from the rapidly changing employee requirements and

needs of a more stimulating and engaging framework. Among new policies and practices that would level up employee engagement are the following:

- "Falak Tayeb"

    Program promoting employee engagement through feedback on individual feedback and recommendations to develop employee engagement and achieve the desired Happiness. The program is an annual meeting between Human Resources and the staff with no tendencies of departments managers or head of sections in order for the staff to feel more relaxed to talk about their problems like the lack of knowledge towards their duties, the lack of equipment, not being promoted for such a long time or not being accredited by their managers.

    The staff feedback will be taken down and written as a report by the Human Resources and presented by the monthly meeting of His Excellency or the General Manager Monthly meetings with the directors. After reviewing the report recommendations will be made by the HH or GM in order to depending on the report and transferring the recommendations to the department of performance to design a development plans and delegate it to the suitable departments. One of the feedback of this program was establishing the awards that will be mentioned in details at the "Compensation and Remuneration" paragraph.

Compensation and Remuneration: The Higher Administration is focusing on satisfying the staff especially the customer services of the program since they are the pillar of the organization, that is why in June 2016 the head of studied organization board had launched the award under the title "The Satisfying Customers Award", the award comes in the framework of the program's commitment to working hard on the development of customer service and provide high quality services and raise the level of satisfaction and happiness that comes at the forefront of the priorities of the program and achieve the strategic objectives of the program aimed at ensuring the provision of all services in accordance with the quality, efficiency and transparency standards in all branches of the program special service centers in the UAE Dubai, Fujairah and Ras Al Khaimah noting

that it will be within this framework to grant three award per month for most cooperative customer services staff member.

Another Award which was launched back in 2015 is the "Exceptional Employee Award" which is a prize of five thousand dirhams for one or a number of employees in each department. The award is given for those employees who achieves extra tasks along with their original tasks.

Positive and Constructive Culture

- The "Open Day" forum, a monthly forum that showcase the staff talents and interests like: Photography, painting, etc..

- The "Soldiers of Knowledge" program: a field trips organized by the General Services and the Knowledge Committee since January 2016, the program consist a monthly field trip to one of the cultural activities that add to the knowledge of the staff, the program consist of one field trip every month to places and events like Abu Dhabi Book Fair Exhibit, Abu Dhabi Media City, etc...

- Celebrating National and Religious occasions by making meals and bringing the staff family members.

Work incentives

- in a requirement for a leader to honor a number of his staff every quarter of a year (or a half of a year if the staff are little).

Work expectations and evaluation

Open door policy: At the "Open Day" forum which I wrote about it previously, the General Manager attends the forum and at the end of the forum the GM takes down notes of the staff audience comments and feedback about their work

Engagement Feedback

-The visits of His Excellency and the General Manager to the offices of the staff (whether at the main office or the branches) to take their comments and feedback (also taking the feedback of the customers during the HH and GM the customer services).

Employee Retention: In April 2016 studied organization had established a committee entitled, "Employees Halves", the committee receives complaints from

staff that who are still in their duty or left the duty "Resigned or Retired" and try to take actions in order to establish a transparence faired environment for the employees so they can stay and be committed and loyal to studied organization.

Training: The employees' performances always improve by learning and training. The SZHP works must organize training coerces, seminars and workshops depending on job specifications and job duties.

In addition to that coordinating with colleges for enrolling the executives in post graduate studies and career diplomat in engineering and to make sure that the education is continuants in the entire department and should coordinate with the IT department to download educational programs and videos on the studied organization website.

Involvement: the involvement comes from the electronic platform " My Government" which is offered by the Ministers Cabinet, the platform allows the staff to give suggestions whether to their work place or any other federal government authority. studied organization have it is own suggestions team to supervise the staff (and external clients) suggestions.

Empowerment: In the summer of 2016 the Human Resources Department is communicating with all the departments directors to nominate a vice director in order to give more empowerment and delegation to their staff

Chapter 5: DISCUSSION

5.1 Analysis of Employee Engagement in Organization FG

Through the research, it is also important to note the challenges and issues faced by employees in FG organization. Due to the complexity and interrelations between various factors and outcomes of employee engagement, it is crucial to separately study one measurement at a time (Swarnalatha et al. 2013, p 4). From an HR perspective, separating the findings about the measurements of various engagement factors and their outcomes is critical to the development of various KPIs of diverse positions.

As stated by higher management change is not the result of the elimination of former rules and regulations, but rather the development of the total rules and regulations that serve various federal units in their pursuit for optimal results. Thus, creating more room for new rules and regulation and/or amendments might bring big change to the engagement status.

From the provided findings of the research, the leadership at FG has a direct impact on employee engagement. Although the majority of focus groups participants and interviewed employees indicated that higher management (FG leadership) is considered successful in providing a positive engagement framework, the participants also listed several initiatives to enhance or develop employee engagement at FG. Several new initiatives along with various enhancements may not only raise employee engagement at FG, but also create a highly positive and constructive culture that would give FG a great push towards the new HAPPINESS strategy that FG has endorsed.

A new positive and constructive engagement culture would boost FG organizational behavior and performance toward reaching a leading position among the UAE's HAPPY governmental workplaces. From this perspective, several key indicators of employee engagement practices are required to be

revised from time-to- time and key factors of success involving employee engagement periodically have to be redefined, restructured, and reinforced. Further studies on key engagement factors should be conducted separately to assess and develop those factors along with corresponding key engagement indicators and more ideas on how the future engagement appraisal is to be integrated with the established performance appraisal system. Individuals and units are to be evaluated by both key performance and engagement indicators.

Examining the work frame of employee engagement, by Reissner and Pagan (2013, p. 1) at FG organization brought out three main insights:

1- Employee engagement definition and work frame:

The collected feedback showed a gap between operational and managerial staff about engagement definition and work frame activities and processes. In majority of departments, leaders are highly interactive with their operational staff. They conduct regular formal and informal individual and group meetings with their staff to reach out for engagement input and feedback in attempt to close the engagement gap. However, in the carried processes FG management missed the first step in building the engagement work frame by not having a mutual understanding and definition of employee engagement at the first place. Leaders at FG, represented by middle and higher management, put in place various initiatives to reach out for their employees. However, still the predefined engagement definition and work frame is not explicitly defined. Most of departments' management doesn't take the first step into the development of the engagement work frame. With the assumption of a correct predefined engagement work frame, leaders at FG continue to conduct positive but not yet clear relationship with the staff. This leads to leaders failing to give comprehensive and adequate information about the department's tasks, duties and various job specifications that would enable their employees to engage and build an engaging workplace. Thus, bringing in open door policy, breakfast and lunch team gatherings, and

other engaging activities won't assist much in absence of a correct team based engagement work frame with correct two ways communication.

2- The outcomes of employee engagement and how to measure it:
After establishing the mutual understanding and foundation of employee engagement work frame, the anticipated outcomes and the appropriate measures should be put in place. As brought by majority of interviewees, the outcomes of the interactive engagement work frame are mainly represented by the increase of productivity and individual and organizational performance. This requires putting in place a strong career appraisal and Training need analysis. FG management should reassess the strengths and weaknesses of the appraisal and training programs and redevelop them in accordance with the engagement findings and the targeted desired outcomes.

3- Establish the antecedents and consequences of engagement activities:
The last step in the engagement work frame development process lies at FG management. Leaders should clear the consequences of various engagement work activities. This step is to be executed with full transparency and strong participation in work together between FG management and their employees and among the employees in every department. Simultaneously, high interactive communication platform must accompany the design, revision and development of the engagement work frame to eliminate future possible disengagement and work burn outs. The final step should create an engaging work place where both management and employees share a sense of family belonging and commitment.

5.2 Leadership and Drivers of Employee Engagement in Organization FG

Policies and practices regarding employee engagement at FG are given high priority and attention. In addition, high employee engagement has been prioritized

as one of the main strategic objectives of FG. Leadership represented by higher management at FG is gradually developing the employee engagement framework along with engagement policies, procedures, and regulations. Nevertheless, from the employees' perspective, this gradual positive enforcement through current policies and practices of employee engagement falls short of meeting rapidly changing employee requirements and needs for a more stimulating environment and engaging work dynamics.

Among the new policies and practices that would increase employee engagement is a new policy regarding employees' continuous training and learning. A master plan along with position and departmental manuals are to be placed against departmental and individual needs to develop staff. This would include supplying staff with educational materials (audio or video materials). Such employee development tools would help the staff to understand more about their work and empower them to make decisions.

Some of the engagement factors, in addition to the broad-based definition of engagement, encapsulate a wide range of definitions and broad spectrum of measurements. Employee Satisfaction is one of the most debatable and proximal factors (Simpson, 2008). It is not only hard to define and measure employee satisfaction factors and expectations, but also almost impossible to determine whether a specific disengaging behavior is a result of organizational and work-based factors or based on the employee's personal feelings and subjective opinion based on his/her relationships with direct supervisor and other employees.

There are many concepts with interrelated definitions and factors with employee engagement like Organizational Citizenship Behavior (OCB) (Swarnalatha & Prasanna, 2013. p 4). Therefore, separate additional studies should be made to assess such concepts and their related factors and outcomes on FG employees. This will require activities of analysis that both separate and associate them with employee engagement. In addition, further more detailed and focused studies must

be carried out separately and regularly to examine various engagement factors and to establish specific reliable related measurement methods and techniques.

5.3 Organizational rotation

In March 2017 His Excellency of the Studied Organization had declared an Organization Rotation in a meeting with the staff of the Organization. He stated there are two reasons for having this rotation

1. The results of Sheikh Mohammad Bin Rashid for Excellence in Job Performance were not that satisfying. His Excellency believes that the results had come poor due to the lack of engagement to the work and lack of interactive with the customers. Depending on what the Minister had quoted we can link the first reason for rotation to the Craig Dowden reason for rotation which is "Connecting to FG Big Picture".

Most of the organization staff goes to work on a daily basis and most of them forget the essential contribution of their services to the local's prosperity and flourishing their social life's, which effects poorly on the daily operational process. Thus, why His Excellency believes that the form of change which rotation should be essential on this period of time, because the staff had been on their for a long period of time they started to lose performing productivity and creativity due to the daily routine. For that reason, they staff need to be rotated and experience new professions and new challenges so they can show their full capacity of abilities and creativities. These actions must be related to the job they are doing to keep a permanent reminder for all the staff that their job is important and crucial. Through experiencing various roles and jobs, employees would understand the purpose of various jobs and roles at FG organization and how it their contribution and skills relate to the strategic FG objectives. By understanding their value and contribution within FG big picture, FG employees would be more engaged to get their jobs done in the right way. As "WE" start to replace "I", FG employees, both managers and employees, would be more engaged to serve as a one unit.

2. His Excellency stated that is the natural circle of life to people change their positions in order to know that person full abilities and capacities. The statement of The Minister is will linked with Craig Dowden "Capitalizing on employees' strengths." The responses from the staff would allow FG leaders to understand the current structure of the FG organization and the proper redistribution of the staff to maximize the abilities of their staff for the benefit of the organization.

Focusing on strengths, it is important to shed the light on Gallup's insights on the importance of this key engagement element. Gallup organization has published some studies to understand the importance of the strength-based leadership approach. The results revealed that most employees, who use their strength points during work, will less likely to leave jobs with 15% less turnover. This approach also increases the performance of the employees at work as the result showed a better performance for those who reported that they use their strength at work. The advantage of this technique is that it does not require additional resources or incentives to be spent on employees to boost their outcome. Companies can utilize this point by training their leaders to focus on their strength leadership points by enrolling them in coach sessions on how to understand and apply their strengths.

Gallup found out that these sessions increased the engagement score for those leaders compared with those who didn't. On top of all, the more important result of those sessions came from its effect on the employees working with the trained managers that reflected a better engagement score (Dowden, 2015). Given this incredible result and evidence of the importance of the strength-based approach, FG leaders and bodies can greatly benefit from it to enhance their own employee's abilities and engagement.

His Excellency gave a number of recommendations
1- Establishing Comities for developing career performance to obtain the requirements of Sheikh Mohammad Bin Rashed Excellence Award.

2- Activating the Chancellors of the organization to supervise these upcoming commits and conducting regular reports to the Higher Administration (The Minister and the General Manager).

3- His Excellency urged to organize a retreat with the young leaders that have experience between ten years to fifteen years in order to review the organization performance reports and the criteria of Sheikh Mohammad Bin Rashed Excellence Award.

4- The Minister had urged to focus on the aspects of the core business like Engineering projects and customer services rather than some minor activates like community services and other activates that doesn't serve the Strategic Goals and the actions plans of the organization.

5- The Minister had stated that the Organization reputation is excellent in terms of the organization relationships with the Royal Places, Federal and local authorities and that shows from the successful cooperation between the studied organization and these places. However, the Minister had urged on even more structuring on the Organizational work process.

6- Conducting plans on successions for the young leaders in order to develop the organization and advocate the Youth Policy of His Excellency the Vice President of the country, and to cooperate more cooperation with the Ministry of Youth.

7- The Minister had made sure that the rotation does not assert that the previous executives are not qualified but give them another responsibilities and delegations in new positions and giving their current positions to new leaders to show their abilities and capacities.

The Employees Rotation Project

The Strategic Planning Chancellor of the Organization had showed the project details which were as follows:-

First: The Project Contents

A- The Project Goals

1. Achieving a qualitative shifting in the organizational performance.

2. Maximize the return of competencies and intellectual potentials and enable the young generation to demonstrate their abilities and competence in leadership.

3. Find balance within the organization by distributing the working forces and getting out of the circle Recession and resistance change.

B The Inputs of the Project

1. The Results of Employees Engagement: The Ministers Cabinet had conducted a survey on employees engaged for all federal authorities; on 2016 approximately 67% of the departments of the studied organization had not participated in this survey. Low participation rates in the questionnaire is a negative indicator in the organizational institutional work, the lack of leadership commitments, the lack of internal communication and the lack of Human Resources and Information Technology sources.

Second: The Outcomes of the Study on the Happiest Work Environment

The Minister of Cabinets had conducted a study back in November, 2015 entitled "the Happiest Work Environment and it was focusing on four aspects

a. The Results of Functional Harmony:

The functional Harmony definition is the passion and passion of the employee for his work and thus keen on innovation and creativity and achieve outstanding results.

It was noted from the functional harmony section that some departments had reached below 40% (a core business department, a logistic support department and a branch). The average functional Harmony stated by the Cabinet is 35% in the studied organization had scored 32%. The reason for this is that there is a defect in the work environment and human resources systems, including a defect in the leadership level.

b. Results of job satisfaction

The study had measured for type of job classes which are:

- The Higher Administration: (The Minister, The General Manager, Executive Manager and Department Manger)
- The Middle Level of Leadership: (The Head of Department)
- The Executives category: The Administrators and Administrators assistants.
- The Specialized category: Engineers, Information Technology Programmers and Customer Services staff.

The studied organization had scored 55% while the Public average stated by the Cabinet is 62%. The study had concluded the reason for this low average is Job satisfaction is low in middle and executive leadership and is expected to decrease in administrative and specialized levels.

c. Results of job loyalty:

This section was measured by two indicators:

1. Being proud of working inside the organization: The average is 77% and the achieved is 81%, the organization had passed the average indicator due it is the pioneer in the service that they provide and it is named after a royalty.

2. The Work Continues: By work continues the Cabinet means if they employee see him or herself in the same organization after two years. The average indicator is 67%. However, the organization had achieved 61%, due to the clarity in job tasks, description and regulations.

d. Results of job happiness:

The average indicator was 45% and the studied organization had scored 42% due to the defect of the governance system, human resource system and the leadership efforts.

Third: Results of Strategic and Operational Performance

The Initial results show receding in job performance at the core business department, Human Resources, Finance Resources, Innovation Policy and Auditing. The reasons for that are as follows:

- No compatibility between the job descriptions of the executive's positions at the studied organization and what is stated by the Federal Authority of Human Resources.
- No configuring second and third rows of leaders.
- Non-activation of the role of employees.
- Lack of optimal distribution of competencies

Fourth: Customer Satisfaction:

Although the main focus of the dissertation is on the staff. However the studied organization had scored poor averages on the following indicators:-

- Speed of service delivery
- Providing Information

The failure in achieving this indication is due to the poor performance of Human Resources (Providing clear Job tasks and specifications) and the poor performance of Legal Affairs and Governance (providing clear regulations to deliver the system).

The Recommendations of the Proposed Rotation Project:

1. Optimal investment in competency management and Human Capitals
2. Professional development of leadership cadres lead by external elements

Program in the coming period

1. Create a harmonious team with a vision for the future
2. To blend elements of experiences and enthusiasm
3. Focus on developing young talents.

Chapter 6: CONCLUSION AND RECOMMENDATIONS

The findings are in several respects consistent with common findings on employee engagement available in the literature. In conclusion, leadership is directly associated with employee engagement, however, it is not the prime driver of employee disengagement at the time being at FG. Nevertheless, it is important still to note the critical role of FG's leadership in setting the engagement structure, drivers, measures, and key evaluation and development indicators and processes

Based on the findings and analysis of this research study, the following recommendations would serve FG in achieving the desired strategy of a Happy working environment and positive and constructive employee engagement. FG's management intend to maintain and develop weekly and monthly meetings and orientation assessments. It has been decided that operational staff, whether new or old, should be oriented on their organization on both a weekly and monthly basis. These orientation programs are planned to include cross-functional rotation programs led and facilitated by senior staff and middle management to assure the results of the orientation programs. Weekly meetings for executives with the staff will be run in order to identify problems and obstacles to the work flow and to determine how to overcome these problems and also help executives find out how they can develop their staff in ways that increases their productivity and engagement.

Strategic monthly meetings have been recommended to involve operational staff in strategic planning. This would serve to make them feel that they are more valued as they are being part of the strategic planning and design of the organization's vision, goals, and action plans.

In addition, it is recommended that an open forum is established for all departments to present their activities and the latest events in the department. The reason for this activity is that some staff has difficulties understanding their own work or the relevance of other department's work due to lack of familiarity and understanding of various tasks and operations.

In light of the literature review, research analysis and the researcher's organizational insight about the FG organization; the following initiatives could bring in major advancement to employee engagement at FG organization:

a. Organizational Rotation:

FG Management can enrich employees' careers by giving them the opportunity to try out various roles and sets of responsibilities in the organization. This initiative focuses on strength by eliminating the borders between the leaders and the employees. The approach would encourage the leaders to establish an avenue of communication between them and the staff by discussing what strength points the employees believe they excel at and allowing them to focus on any area of their own interest. This will widen the leader's vision about the potential capabilities unexploited in the organizations. It would also help the FG leaders to better restructure the organization to place everyone in the optimum position according to their own strength and preference rather than what they were assigned to. The other advantage of this initiative is that it allows employees to weigh in their own recommendations and visions to enhance the performance of the organization and increase the level of satisfactory of their staff along with the customers and end users. It is critical to note that this would challenge employees' traditional scope of career opportunities within the FG organization. However, such initiative would capitalize on employees' strengths, assist in building a culture of trust, and reinforce the employees' sense of belonging, loyalty, and teamwork. The key impact and strength of this initiative comes from enabling the following techniques of employees' engagement:

b. Capitalizing on Employees' Strengths:

FG leaders should be able to assess their staff key strengths and skills in order to address them appropriately across the various FG departments and fields. In addition, leaders should directly request their staff to assess their own skills and strengths and select the position in which they feel they would excel the most at.

Those requests will include asking employees to explore and share with their leaders the avenues in which their skills would be of great value addition to increase their outcome and the performance of the whole organization. The responses from the staff would allow FG leaders to understand the current structure of the FG organization and the proper redistribution of the staff to maximize the abilities of their staff for the benefit of the organization.

Focusing on strengths, it is important to shed the light on Gallup's insights on the importance of this key engagement element. Gallup organization has published some studies to understand the importance of the strength-based leadership approach. The results revealed that most employees, who use their strength points during work, will less likely to leave jobs with 15% less turnover. This approach also increases the performance of the employees at work as the result showed a better performance for those who reported that they use their strength at work. The advantage of this technique is that it does not require additional resources or incentives to be spent on employees to boost their outcome. Companies can utilize this point by training their leaders to focus on their strength leadership points by enrolling them in coach sessions on how to understand and apply their strengths. Gallup found out that these sessions increased the engagement score for those leaders compared with those who didn't. On top of all, the more important result of those sessions came from its effect on the employees working with the trained managers that reflected a better engagement score (Dowden, 2015). Given this incredible result and evidence of the importance of the strength-based approach, FG leaders and bodies can greatly benefit from it to enhance their own employee's abilities and engagement.

c. Creating a "Trust" Culture:

One of the primary pillars of the leader-employee relationship is the mutual trust. FG leaders are responsible for developing this trust because they are on higher level of authorization and power to create organizational influences. On the other hand, other FG employees might lack the power to speak up or make a direct influence to the overall organizational climate. In their daily work, employees do

face some obstacles to obtain the manager's trust and be more engaged at work. The weak if not the lack of trust between FG leaders and FG employees prevent constructive engagement among them and leads to the continuous decline of the overall performance at both sides. This trust can be rebuilt correctly once FG leaders start to normalize their relationship with FG employees. Allowing employees to ask questions and make inquiries about some corporate issues across various departments and fields will engage the employees in a better way and let them assimilate into their own job. FG organizations can benefit a lot from establishing this trust, employees who feel more connected to their jobs and trust their leaders will reflect this into the public. (Dowden, 2015) Empowering employees to swap and rotate their positions across various departments and roles would entrust the employees to their ability in addressing and utilizing their key strengths and skills toward optimizing simultaneously their individual performance along with the organizational performance.

d. Connecting to "FG Big Picture":

Most of FG employees go to work every day and only few of them truly understand the importance of their contributions and performances to the FG organization they work for. This fact is even more noticeable at the operational levels. Thus, leaders must establish a course of action in cooperation with their employees to increase the level of awareness about the meaning of work and the purpose everyone is serving.

These actions must be related to the job they are doing to keep a permanent reminder for all the staff that their job is important and crucial. Through experiencing various roles and jobs, employees would understand the purpose of various jobs and roles at FG organization and how it their contribution and skills relate to the strategic FG objectives. By understanding their value and contribution within FG big picture, FG employees would be more engaged to get their jobs done in the right way. As "WE" start to replace "I", FG employees, both managers and employees, would be more engaged to serve as a one unit.

e. FG Knowledge and Communication Hub:

FG leadership can't build up engagement and develop its processes without ensuring an open, clear, and engaging communication platform is being set in place. As sharing information is a key element for the success of any engagement plan, FG leaders are required to keep their staff updated with the latest data and knowledge about any project related to their work duties.

At the time being, as per the findings of this research, some FG employees referred their micromanagers as a key disengagement factor. Despite the fact that FG employees also indicated that their managers are not keen or deliberately acting as micromanagers, this still was taking place and resulting in the overall underperformance and disengagement at FG organization. FG employees, facing micromanagement, connected disengagement to lack of key knowledge and work autonomy and the resulting unpleasant relationship with FG managers (leaders). Empowering employees with the work-related information and knowledge required to do their job without controlling their way of doing it is critical for the development of FG engagement. FG employees expressed their desperate need for such empowerment. Thus, by creating knowledge-based hub would assist in spreading the information and knowledge that FG employees would need without affecting FG employees and leadership relationship. This initiative will help ease not only the jobs of FG employees, but also serve various FG stakeholders through providing the following key engagement elements:

f. Central FG Knowledge Hub:

The desired portal is to enable FG employees and other involved mangers and stakeholders to share key insights and feedback regarding daily operations and FG projects. On one hand, by having access to work related experiences, information, and knowledge; this initiative would assist in enhancing the overall organizational efficiency and effectiveness trough better learning process. On the other hand, by sharing individual experiences and feedback from various employees across various departments and fields, the aimed for portal would reinforce employees'

sense of engagement. Thus, push and pull knowledge components are to be centered in FG organization based on the following two key components:

i. Collective Feedback Archive (Pull Panel):

This component aims for enabling FG employees to retrieve data and information about various roles, work projects across FG departments and units. Thus, FG employees would gain a wider and better perspective of their organizational roles.

ii. Confidential and Anonymous Feedback Forum (Push Panel):

In order to boost engagement at FG organization, FG employee must feel free to share their feedback without fearing work related consequences. Thus, the targeted communication portal is to provide complete confidential and anonymous feedback forum. FG employees are to feel secured about their jobs while sharing their feedbacks. This would highlight any possible unrevealed issues between FG employees and leadership and assist in waving it out.

g. Strategic Human Resource Engagement Action-Based Programs:

Playing the strategic role in building and developing engagement at FG organization, the human resource unit is to provide the engagement action-based work frame and key future engagement plans. Among the various proposed initiatives, the human resources department is to carry out or ensure the implementation of the following key HR-driven initiatives:

1. Engagement Audits:

Assessment of engagement initiatives is equally important to the creation and implementation of engagement proposed initiatives. Therefore, a series of engagement audits are to take place to insure the validity and effectiveness of those earlier proposed engagement initiatives. In line with the researcher's organizational insight and previously discussed initiatives, the researcher proposes the following engagement-centered audits:

i. Autonomy Audit:

As reviewed earlier, providing FG employees with the proper autonomy to perform their duties is crucial for the development of engagement at FG organization. On this regard, FG human resource unit is to carry out periodic autonomy audits. A set of autonomy related questionnaires are to be developed and distributed among FG employees. FG employees are to be asked to scale their independence over their own time, tasks, teamwork and work techniques. Keeping confidentiality critical role in engagement development, FG employees would be requested to participate without providing their names to obtain honest and constructive replies. The outcome of the collected data will create an opportunity for leaders to have a discussion with employees to enhance relationships and work environment. FG organization would benefit a lot from such audits as employees who might suffer from autonomy, will be able to deliver their concerns to their managers anonymously. This will alter the work environment into more positive one and open the door for employees to cast their own voice for suggestions and proposals.

ii. Purpose Audit:

As per Apex report, Dowden suggests a purpose audit that would align the engagement direction toward the strategic organizational direction. Dowden proposes handing out a small card to staff that get them to write down the answer to one question "what is our organization's purpose?" By carrying out this initiative at FG organization, it would be easier to realize the difference between the actual purpose of the organization verses what employees have in mind. The collected answers would reveal the level of engagement and the resemblance between the answers of the employees will show whether the employees share a common work purpose or not.

iii. Leadership-Engagement Audit:

The last and most important engagement audit component addresses the most important driver of engagement, leadership. Thus, an engagement audit for FG leaders' engagement is inevitable for the development of engagement at FG organization. This audit is directed for FG leaders and managers in order to keep them up with employees through every step of the way during their work and the engagement development processes. On one hand, FG leader are to ensure that the work is performed by the employee accurately and in an engaging manner. In the process, key questions are to be designed to ensure the elimination of any micromanagement practices. On the other hand, the audit would ensure that FG leaders are not being lenient with the employee who could take advantage of that by delaying or perform the project wrongfully. The best measurement to determine the fine line between being too soft and too hard is amount of time spent between FG leaders and their employees weekly and between FG leaders from equal or higher levels. (Dowden, 2015).

As per the Apex report, the optimal hours of meeting should be target more than six hours weekly. In addition, the higher the seniority of those meeting is directly related to the weekly time needed for their meeting. (Dowden, 2015). This point can be directly implemented into FG organizational meetings across all hierarchal levels. This will help establish a communication channel among all the leaders in a respective way without anyone being over or under demanding.

2. Engagement-Based Programs:

Engagement Awareness

This engagement component is an important key stone for every engagement initiative and action-based program that is mentioned in this research or any further ones needed for the development of engagement at FG organization. FG management must conduct strong and clear engagement work frame awareness among various departments. Departments' tasks, duties and job specifications must be first conveyed correctly and vividly along with a mutual understanding of employee engagement definition and work frame requirements.

Creating a sense of belonging towards the department and creating friendship between FG leaders and staff should evolve based on a strong mutual engagement understating. Simultaneously, FG human resources in cooperation with FG leadership must raise awareness among FG employees about their strength points and how they can discover what skills they do excel at to optimize it in the best possible way. Certain assessment tests can be given to the employees to determine their best area of excellence:

i. Own-Strengths Awareness Test:

Dowden suggests Gallup Strengths-Finder 2.0 as a common tool used for this purpose which Gallup has after 40 years of research administrated on twelve million employees and leaders who were given a set of questions meant to highlight their best strength characteristics and recommend an improvement plan for each individual based on their own answers (Dowden, 2015). In addition to that, the strength test would encourage FG employees to determine their area of improvement in the future which can be used to boost their strength at work.

The strengths test could be applied to all FG employees across all organizational levels as the test serves the same objectives and assess the leaders and employee's strength points based on their response to questions that measures their feelings and way of thinking. The result of this test would propose to the test takers how to benefit from their situations in the best way for their organizations.

ii. Colleagues' Strengths Test:

Another approach to develop awareness is a very simple one, the researcher suggests FG employees to test their knowledge of their colleagues strengths. Such test would verify and support the results of the strengths test FG employees would take. FG employees would share their perceptions of their colleagues' strengths. What makes this approach unique is that it focuses on the positive sides and ignores the drawbacks of the employees and supports them to find out their best abilities and skills.

3. Engagement Activities:

Most of the jobs in the world consist of everyday tasks that are repeated in a daily basis by staff who will suffer from boredom and lack of enthusiasm. Even the most creative jobs in the world suffer from this issue, as repetitive activities are inevitable. FG employees are envied for having an exciting profession where they don't have a daily routine that is repeated every day, but the findings of the research reveal the exact opposite. In the study in hand, around 12 FG employees indicated that the level of stress and boredom at work was tied to work routine. The collected feedbacks showed that newly hired FG employees were more engaged at work than old employees. In addition, main constructive feedbacks on work routine relation to employee engagement were driven by old FG employees especially among the operational and mid-level levels. This explains the impact of the type and norm of activities on employee engagement. This main finding sheds the light on a new engagement component that is to be studied further for future engagement development at FG organization.

The findings and inferences of this research study are consistent with organizational predictors and other supporting reports, analyses and the academic literature on employee engagement. This gives some confidence to the strength of both the previous internal analyses in FG and the analysis of this dissertation.

In conclusion, leadership is directly associated with employee engagement, however, is not the prime driver of employee disengagement at the time being in FG. Nevertheless, it is important still to note the critical role of FG's leadership in setting the engagement structure, drivers, measures, and key evaluation and development indicators and processes. In addition, based on the findings and analysis of this research study, the proposed recommendations would greatly serve FG in achieving the desired strategic Happy working environment as well as the positive and constructive employee engagement that FG looks forward to maintain and develop. It is proposed that FG's senior management consider

further futures researches and statistical analyses on employee engagement in line with the proposed recommendations and engagement initiatives.

In order to encourage communication and implement the electronic government the studied organization should established an electronic communication channel which link the staff with the higher administration (The Minister or the General Manger)n at the weekly or monthly basis and talk about the regular work process the problem that they face and the recommendation on how to solve these problem, which will help implementing the "Connect" component and the "Convey" which was established by Dan Crim and Gerard Seijts

Creating a career consoling section at the human resources department in order to review The Great challenges that faces the stuff, which will help implementing the "Career" component which was established by Dan Crim and Gerard Seijts arranging regular meetings between the federal Authority of Human Resources and the human resources department at his studied organization in order to conduct clear job tasks and specifications for the staff, which will help implementing the "Clarity" component which was established by Dan Crim and Gerard Seijts (2006).

The manager should delegate most of the task to the staff in order to empower them, which will help implementing the "Control" component which was established by Dan Crim and Gerard Seijts. In addition to that it helps to the diminish the micro manager. Organizing regular ceremonial events for the staff of the month in each department, which will help implementing the "Congratulation" component which was established by Dan Crim and Gerard Seijts

Establishing a Learning Organization as it was mentioned in the "Fifth Discipline" book by Peter Senge by providing the staff with a number of learning recourses like books, magazines, articles and CDs of the nature of their professions, which support the two components "Personal Mastery" and "Team Learning."

Establishing regular meetings to solve the daily work problem by thinking out side of the box in order to fight "the mental models" that was mentioned by Peter Senge. Conducting brainstorming sessions in order to encourage the staff to collaborate with their executives in order to create a new and unified vision for work and create unified work ethics, that will help implementing the components of Crim and Seijts "Credibility", "Confidence" and "Collaborate". In addition to that it will implement the "Shared Vision" and "System Thinking" Components which was mentioned by Peter Senge.

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