



A Study on Drivers of Employee Engagement in the United Arab Emirates

**دراسة حول العوامل التي تدفع و تحفز الموظف للارتباط بالعمل في
الإمارات العربية المتحدة**

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ABSTRACT

This paper discusses employee engagement with a focus on the United Arab Emirates. It begins by defining the concept, 'employee engagement' and putting it into context of the United Arab Emirates. Further, it discusses the key drivers of employee engagement as the factors that affect employee engagement. The paper also discusses the methods that organisations in the UAE can use in measuring the level of their employees engagement. Lastly, the paper proposes important recommendations that the organisations in the UAE can apply in ensuring that their employees are engaged fully in their activities and that they are satisfied to remain competitive in their areas of operation or industry. The paper states employee engagement the only strategy that the UAE should address in an attempt to feature in the top-most performing countries. Such an outcome is bound to attract employees not only from within the country but also from the global front.

ملخص:

تتناول هذه الورقة مشاركة الموظفين مع التركيز على دولة الإمارات العربية المتحدة . وهي تبدأ من خلال تحديد هذا المفهوم، " مشاركة الموظفين " ووضعه في سياق دولة الإمارات العربية المتحدة . وعلاوة على ذلك ، فإنه يناقش العوامل الرئيسية للاشتباك موظف، فيما العوامل التي تؤثر على مشاركة الموظفين. وتناقش الورقة أيضا الأساليب التي المنظمات في دولة الإمارات العربية المتحدة يمكن استخدامها في قياس مستوى الموظفين مشاركتها. وأخيرا ، تقترح الورقة التوصيات الهامة التي المنظمات في دولة الإمارات العربية المتحدة يمكن أن تطبق في ضمان أن موظفيهم تشارك بشكل كامل في أنشطتها و أنهم راضون تظل قادرة على المنافسة في مناطق عملياتها أو الصناعة. الموظف الدول رقة المشاركة الاستراتيجية الوحيدة التي ينبغي أن تعالج دولة الإمارات العربية المتحدة في محاولة ل تظهر في أفضل الدول الأكثر الأداء . لا بد مثل هذه النتيجة لجذب الموظفين ليس فقط من داخل البلد ولكن أيضا من جبهة عالمية .

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1. INTRODUCTION

1. A what is Employee Engagement

Employee engagement is a recent organisational management concept that has gained popularity in the last two decades. First conceptualised by Khan (1990), employee engagement has been supported by many organisational management experts for its focus on the human aspect of the organisation. Due to its increasing popularity, many scholars have defined it differently. For instance, Khan (1990) defines employee engagement as the process through which an organisation harnesses its employees to their roles. In other words, the organisation creates an environment where people are free and willing to invest emotionally, physically, and cognitively to perform their tasks. Employee engagement is also referred as the level at which employees appreciate, believe, and take pleasure in their work activities in an organisational setting. Further, it also indicates a deep-rooted connection between an organisation and employees. Thus, it shows the commitment and willingness of the latter category to go beyond its defined tasks to ensure organisational success (Rothbard 2001). Regardless of the definition, employee engagement can be simplified to indicate the willingness and commitment that employees have to their organisations along with their willingness to put their best efforts to see their organisation succeed.

1. B Why is it Important?

The business has become very competitive and highly dynamic. Only organisations that can adapt to these changes will remain relevant in their ranges of influence. As globalisation and technology allow organisations to compete on almost level ground, the shift has increasingly gone towards the human resource segment of the organisations. For this reason, billions of dollars are spent each year on employee benefits, training, and other activities that are geared towards building a highly competent and motivated labour force, which can drive an organisation's effectiveness and responsiveness to customer needs. These activities are geared towards better employee engagement, which effectively shows its importance. Organisations must strive to ensure employee engagement as the oil that drives organisational performance and competitiveness. Unlike in the past where other resources such as technology and finance were the most important parameters for measuring an organisation's wellbeing, currently, employee engagement has taken over (Suliman & Kathairi 2012). Any organisation that ignores employee wellbeing risks running into irrelevance in its industry. Currently, disengagement is a serious problem in the corporate world and a major factor in low employee motivation and willingness to put that extra effort in the organisation. With each organisation seeking to get a share of its market segment, it is detrimental to push employee engagement out of the areas of priority in the organisations' strategies. High levels of employee engagement are directly correlated with profits,

customer loyalty, brand identity, and employee loyalty among other success factors that drive an organisation's competitiveness.

For employees, engagement promotes their wellbeing, hence allowing them to be more productive. Employees who have high levels of engagement are more secure and energetic. They have a positive influence on the organisation's name and brand. In addition, with a higher employee engagement, an organisation is more likely to achieve its goals and becoming more successful and competitive. This outcome promotes loyalty from the employees. Employee engagement does not occur naturally. It requires the thoughtful efforts of the organisation to be achieved in an organisation. Therefore, organisations must know that it is their responsibility to ensure employee engagement.

1. C what is this research trying to find out?

Shocking statistical observations show that more and more employees do not put their level best towards ensuring the success of their organisations. In other words, going to work has increasingly become just a routine affair where people wake up, go to work to finish their assigned responsibilities, then go back home, without necessarily feeling the motivation to offer the best to the organisation. More and more employees are unwilling to use their discretionary efforts to benefit the organisation. Such lack of motivation means an increasing issue of employee disengagement on their work. The situation is creating major issues such as underperformance, poor work delivery, and high employee turnover (Sarabdeen, El-Rakhawy & Niaz Khan 2011). Due to this challenge, organisations are seeking new ways of improving employee engagement as a major factor in organisational competitiveness and relevance of activities in the rapidly changing world.

According to Rudnick and Kouba (2013), more than 40% of all employees are disengaged while other findings paint a picture by putting the figure at more than 60% on the number of employees who are disengaged worldwide. The United Arab Emirates has not been left out based on its rapid growth in the past few years and the growing job market for the corporate sector. Just like other regions, the issue of employee engagement has become a great concern in the corporate world of this oil-rich nation. Studies have shown that the Gulf Cooperation Council (GCC) member countries, including the UAE, have one of the highest rates of employee disengagement. This paper seeks to discuss the dimensions of employee engagement in the United Arab Emirates (UAE). It will discuss the main factors that drive employee engagement with a reference to organisations in the UAE. It will offer important recommendations for the best practices towards employee engagement. It will also discuss various concepts that have been put forward towards employee engagement measurement, which allow organisations to put in place appropriate strategies to improve their employee engagement levels.

1. D Limitations

This study encountered various limitations. Firstly, being a recent organisational management concept, the available data and research were not adequate. In addition, the problem named above means that the available research has some ambiguities, as various researchers approach the concept in diverse ways that capture conceptualisation of the concept from a very broad viewpoint and not organisation-specific (Pillai et al. 2012). For instance, there is no solitary satisfactory designation of the term worker commitment. This case is just one of the many problems with the whole concept. Lastly, the existing researches and data on employee engagement have focused on developed nations such as the USA and the UK. Hence, there exists a limited data on the state of employee engagement in countries such as the United Arab Emirates, which is the focus of this study. However, to overcome this problem, the few studies that exist will provide adequate information on the UAE employee engagement status and hence ensuring comprehensive addressing of the topic of the study.

2. LITERATURE REVIEW

This section reviews the existing research on the concept of employee engagement and its relevance and concepts of applications in an organisational setting. Further, the section will relate these concepts in relation to the corporate environment in the United Arab Emirates and various dimensions of relevance to this environment. Employee engagement is a diverse field that incorporates the best practices of its application and its measurement in an organisational setting. The field has not developed overnight, but has received a wide array of inputs from different scholars of organisational management as will be noted below.

2. A Definition of Employee Engagement

Employee engagement is a new concept that has not been adopted critically as a scholarly idea. It first appeared in the organisational management literature in the 1990s. Its current notion has been motivated and influenced by two models, namely, Experiential Study Commitment (ESC) and Organisational Civilian Behaviour (OCB) from which it shares similarities. According to Pettigrew, Woodman, and Cameron (2001), the two concepts of commitment and OCB are not adequate aspects that can explain employee engagement. Best (2009), further points out that the two concepts differ from employee engagement. In fact, the latter aspect expressly indicates a two-way process that requires the input of both the employees and the organisation while the former concept does not show this interrelationship.

To date, the concept of employee engagement remains very ambiguous. No single definition can be regarded as adequately capturing how different people conceptualise it. Extensive variations have been witnessed on the definition of employee engagement as indicated by various practitioners, corporate entities, and academic researchers. To show how extensive and how varied employee engagement definitions are, the society for Human Resource Management (SRHM) has provided an entire page for the definition of the concept. However, it does not give its definition.

William H. Kahn (1990) provided one of the earliest definitions of employee engagement in his work, which was one of the earliest elaborate writings on the concept. He defined employee engagement as the tying together of an organisation's staff teams to their occupations (Kahn 1990). He went ahead to elaborate the concept by showing how engaged employees express and/or employ their emotional, cognitive, and physical efforts in performing their roles.

A 2003 Perrin's Global Workforce Study defines employee engagement as the willingness of employees and their ability to help their organisations in achieving success in their activities by providing consistent discretionary efforts (Cadle, Paul, & Yeates 2010). Further, the study reveals issues such as emotional, rational, and overall job experience as factors that have a great bearing on employee engagement.

Gallup organisation, which is highly recognised for its contribution to the concept of employee engagement, defines the concept as the employee involvement and enthusiasm in their work (Mukherjee 2007). In other words, employee engagement indicates both emotional attachment and commitment of employees to their work. In this definition, the study views engaged employees as those who have a passion for their work, feel a profound connection, and responsibility for the success of the organisation. They are the main drivers of innovation, which helps the company move forward and remain competitive.

Another study by Robinson, Perryman, and Hayday (2004) define employee engagement as a positive attitude that employees hold towards their organisation and its values. In this case, workers are aware of the company's agenda. Hence, they labour collaboratively with each other to ensure that their presentation upgrades the company. However, it is important for the organisation to put the necessary measures that will foster an environment where they (employees) are willing and happy to be engaged in their roles.

According to Locke and Latham (1990), international survey research has defined employee engagement as the process of increasing commitment and continuation of employees towards the attainment of organisational goals and superior results. This definition recognises three important parts of employee engagement, which include cognitive, behavioural, and effective commitment.

On another hand, in its report on employee engagement, Melcrum Publishing defines employee engagement as the process through which organisations translate employee potential into employee performance and success (Robinson, Perryman, & Hayday 2004). The achievement of employee engagement allows workers to change the way they perform by utilising internal communication professionals.

Ologbo and Sofian (2012) take a rather different approach to the concept by arguing that it is inherently related to the concept of employee burnout. They assert that since burnout indicates a loss of engagement, employee engagement is hence the opposite of burnout. In other words, eliminating the factors that lead to employee burnout directly fosters employee engagement.

Various corporations have also focused on creating an employee-friendly environment as evidenced in their definitions of the employee engagement. They have tailored such definitions to suit their organisational needs. For instance, Dell Inc. points out that worker dedication involves appealing to the body (expressive dedication) and the brain (realistic dedication) of the workers in a manner that fosters their astonishing labours. Further, another major organisation, BBC, goes beyond defining engagement as a concept in its organisation to making it part of the organisation's culture (Ologbo & Sofian 2012). The organisation points out that it is committed to creating a shared meaning and understanding of its values in a way that allows its people to want to participate actively. In terms of 'wanting,' BBC indicates that such organisational behaviours should be voluntary on the part of the employees.

Regardless of the definition, employee engagement is an important aspect that both the organisation and employees have to contribute for it to be achieved. It is a two-way process. Without proper input of the two, employee engagement can remain just a good concept on paper but not in practice. According to Philbin and Sandra (1999), employee engagement should not be confused with other organisational management concepts. For example, while job satisfaction is an important part of job performance, it should not be mistaken for the engagement. Instead, it should be seen as a part of employee engagement. According to Lambin (2007), job satisfaction is mostly a transactional relationship, which is as good as the last round of organisational bonuses and rewards and hence not a reliable concept. However, employee engagement indicates a deep-rooted passion, devotion, and willingness at an employee's personal level to invest more and use discretionary effort to help the employer to succeed.

Consequently, worker appointment indicates utmost alignment of work contentment and involvement in the achievements of an organisation. Other researchers clearly point out that while job satisfaction is also important in an organisation, only employee engagement is an indicator of its performance. Therefore, from the above definitions, employee engagement seems a very broad concept that is applauded for being central to an organisation's performance. Therefore, it is worth noting that organisations that operate in the 21st century cannot ignore employee engagement in the quest for better performance of the workforce and therefore success in respective activities and competitiveness in their industry. The concept is not just relevant for organisations in developed nations. With the high rate of employee disengagement in the United Arab Emirates, it serves as a wakeup call for these organisations to put more efforts in establishing organisational environments that can foster more employee engagement and therefore performance and competitiveness in any globalised nation.

2. B Drivers of Employee Engagement

The analysis provided above has clearly shown that employee engagement is very crucial and the way to go for organisations that wish to remain competitive in a highly dynamic and competitive world. However, how can organisations achieve employee engagement? What drives employee engagement? Although considerable research has been done on the drivers of employee engagement, it is still a growing field that has attracted many researches. However, various key drivers have been put forward to guide organisations in ensuring employee engagement in their workforce. Some of these drivers, which will be tailored for organisations in the UAE, will be discussed below:

2. B.i Organisational Leadership

Organisational leadership plays a critical role in driving employee engagement in an organisation. As previously noted in the definition of the concept, employee engagement does not happen in a vacuum. Each party, that is, the organisation and employees, has a role to play in ensuring that employee engagement is

achieved. According to Bass and Avolio (1999), leadership plays an important role in the decisions, which it makes towards the creation of an organisational environment where employees can be engaged.

Firstly, organisation's that seek to ensure employee engagement must create a very effective leadership that will be the guide in this process. Robinson, Perryman, and Hayday (2004) confirm that effective leadership helps an organisation to set specific goals that ensure that employees are sure of where they are going, how they will get there, and the expectations in the process of getting there. To achieve this level of leadership effectiveness, there is a need for organisations in the United Arab Emirates to investigate their leadership styles and determine whether they fit the criteria. Many organisations in the UAE have leadership structures that do not promote effectiveness. Hence, they affect the organisations' determination of its goals and aspirations (Suliman & Kathairi 2012). Such a situation allows the organisations to have very broad goals that the employees, and tragically the leaders, are not even sure of what is required of them at the end. Creating an effectiveness leadership is an achievable thing that the UAE organisations can make (Jones 2010). For instance, the process should start with the training of the senior leadership on key concepts of effective leadership such as decision-making, authority, resource management, and prioritisation among others. Once such leadership goals are achieved, the organisation will be on its path towards organisational effectiveness through employee engagement.

2. B.ii the Relationship between Senior Management and Employees

The interaction between the senior management of an organisation and the employees is a critical factor in the process of ensuring employee engagement. While there is a clear and distinctive differentiation between the roles of each individual in the organisation, how people interact with each other across these distinctions is a very important determinant of employee engagement (Forstenlechner 2009). The times when leaders ruled and guided employees with an iron fist are long gone. Any organisation that is still in those days is slowly digging its own grave. In the current world, organisations seek to ensure a friendly relationship between employees and the senior management.

The senior management of many organisations in the UAE is very distant from the employees. Beyond the leader-follower engagement, there is no more interaction. Such approach is highly destructive. It creates an almost authoritarian environment where leaders give orders for employees to follow. Hence, the situation is a prime ground for employee disengagement (Suliman & Kathairi 2012). A good senior management-employee relationship is complementary. It shows concern for each party. Of great importance is the role of senior management in showing concern for the welfare of all employees (Ali 2010). Employees want an organisation that cares for their wellbeing, personal interest, and security. As it stands, most organisations in the UAE have failed in this process because of the very big distance between employees and the management. This issue must be resolved. A caring environment promotes employee trust in the

management. Consequently, it leads to employee engagement. Employees can believe in what the organisation stands for and hence seek to be part of the efforts of achieving those goals.

2. B.iii Employee Empowerment

As organisations in the UAE seek to achieve competitiveness in an increasingly globalised and technologically advanced world, the role of employees in the delivery of the best results will continue to play an important role. Employees are the key factors of innovation, brand identity, and customer loyalty. However, to achieve this goal, an organisation must strive to have a highly motivated and empowered labour force that can drive the organisation's activities, innovativeness, and competitiveness.

The first step towards employee empowerment is the power of decision-making. In many organisations in the UAE, employees are just enforcers of decisions and processes that the top management has decided (Lambin 2007). They do not have the power to make decisions that directly touch on their areas of activities. This situation limits their scope of operation (Saxena & AlHashmi 2010). What is the essence of having a highly qualified workforce, which cannot exercise even the simplest forms of independence in decision-making? This issue is the dilemma in many organisations in the UAE where the management is involved in almost all decision-making processes, leaving employees to be simple followers of what the management says (Suliman & Kathairi 2012). To address this issue, it is important for employees to be encouraged to have independent decisions as per their expertise as long as those decisions help in ensuring effective delivery of their roles.

Empowerment also involves the process of giving employees authority in the areas of their expertise. It is worth noting that each employee is recruited for his or her expertise and skills that he or she brings to the organisation (Shuck, Rocco, & Albornoz 2011). Therefore, it is important to give workers the authority to make decisions in their roles, as well as contributing their expertise to the overall organisational decision-making processes. In other words, the management must consult and respect the contribution of all employees, especially in decisions that directly touch on their areas of expertise (McLean 2005). If adopted by organisations in the UAE, such an approach will lead to better employee engagement and outcomes for the organisation.

2. B.iv Accountability

One of the key issues affecting employee engagement in the UAE is the lack of accountability among workers and the management of their actions. In other organisations, accountability mechanisms that are in place are not adequate due to other issues such as lack of strong organisational leadership, poor role descriptions,

and bad working conditions. Such inadequacies are not good. They are key catalysts of employee disengagement.

According to Elewa (2014), many businesses have not attained efficacy in their processes due to the broad nature of activities, which they require their employees to engage in. To avoid this problem, it is very important to review all job descriptions to ensure that they have specific definitions and deliverables that the employees can be measured against (Best 2009). Secondly, it is important to check the leadership and authority structure to eliminate ambiguities. For instance, in some organisations in the UAE, employees can be answerable to more than one supervisor or manager and can receive orders from a wide array of managers (Shuck, Rocco, & Albornoz 2011). Such a situation is a recipe for lack of accountability on the part of the employee, as well as leaders, who can easily lay blame the leadership structures for these ambiguities.

Consequently, the first step is ensuring that each position has its specific roles and is answerable to a specific manager. Such a situation will allow employees to focus on their well-laid roles with their eyes on sight of the well-defined deliverables in their tasks. Further, it will also ensure that the respective supervisor or managers is very interested in the progress of each employee since all workers and leaders are aware that they are the only individuals who must account for the failure or success of their teams.

2. B.v Teamwork and Cooperation

The modern organisation of the 21st century is fuelled by technology and high skilled labour force. Each organisation has diverse areas of operations that require a wide array of skills and technologies to ensure seamless operations and delivery of products and services to the customer (Jeaw-Mei et al. 2006). For this reason, for the achievement of these outcomes, organisations cannot ignore the importance of teamwork. There is a need for people to work together by bringing their expertise and skills to ensure that the completed product can meet the highest standards possible.

According to Best (2009), many organisations in the UAE have not realised the importance of teamwork. This situation has been a disadvantage, in terms of competing with other organisations from other regions of the world, especially in the Middle East. The few businesses, which have recognised the significance of teamwork, are not doing enough to achieve a high level of cooperation between members of the group (Tripon & Dodu 2005). Consequently, there is a need to put in place measures that will promote teamwork and/or lead to employee engagement in these organisations.

Achieving teamwork in the workplace is not a difficult process. It requires the full support and input of both the leadership and employees. Employee input is important since workers are the people who participate in the teams. The first step towards teamwork is the establishment of various segments or activities that require the involvement of teams. In other words, organisations have a wide scope of activities that they run simultaneously and require different personnel for their achievement (George 1997). As such, the first step

is to identify these areas, their set of activities, and the personnel required for their completion. Secondly, there is the need to establish rules, policies, and guidelines for the team. By establishing such rules, the teams will have a clear vision of their goals. They will have a plan on how this achievement will be measured (Haines 1995). In addition, it is very important to have such rules since they also guide the team performance, hence leading to more dedication of each member towards the success of the team.

The third step is ensuring that a clear set of roles for each team member. The team, as previously noted, is made of different people who have specific and unique skills that they bring on board (Alserhan, Forstenlechner & Al-Nakeeb 2009). Therefore, it is fair to ensure that all members understand their specific roles and contribution to the team for accountability and success to be possible. Lastly, it is important to evaluate the presentation and give feedback to ensure that adjustments can be made where possible to keep the group on the right path towards the attainment of its agenda. Elewa 2014) confirms the importance of feedback in making employees focus on their lines of duty.

Conclusively, efforts towards teamwork are very crucial for employee engagement since they give members a feeling of purpose and belonging and hence more dedication to work for the betterment of the organisation. Therefore, it is important for organisations in the United Arab Emirates to consider the key drivers of employee engagement as discussed above in an attempt to implement the proposals where possible to achieve more engaged labour force, which will lead to more competitiveness for these organisations.

2. C Factors Affecting Employee Engagement

Various factors affect employee engagement. Without them, an organisation is likely to have a highly disengaged labour force that will only lead to the detriment of the organisation. Looking at organisations in the UAE, the fact that they have one of the highest rates of employee disengagement in the world is a key indicator that these factors have not been implemented properly, or are lacking altogether. As such, this section discusses both the intrinsic and extrinsic factors that affect employee engagement. It shows how they can be implemented by organisations in the United Arab Emirates.

2. C.i Intrinsic Factors

The inherent aspects of worker commitment refer to elements that capture employees' individual performances. These factors are important since they touch on the individual, rather than the overall organisation. It is worth noting that for an organisation to achieve a high level of employee engagement, it must ensure the engagement of people at the individual level. For this reason, the organisations must seek to implement these factors to ensure that each individual can be engaged.

Employee Communication

Although it may seem obvious, it is saddening that almost 60% of the organisations in the United Arab Emirates do not have the right processes in place to promote employee communication. Employee communication can be defined as the capacity of an organisation to ensure that all employees have access to the appropriate organisational information at all times and as fast as any new issue arises to help them in taking the necessary action or adjustments that may be required (Hamann 2007). Employee communication also allows employees to be aware of all events and activities of the organisation to ensure that they are part of the organisation. Unfortunately, in many organisations, this plan is not the case. Information is left in the hands of few individuals who are unwilling to share it with others (Al-Jenaibi 2011). In others, employees are rarely informed about an organisation's progress. They only get to know major issues through rumours or through directives that inform of them of their new activities or roles, which they are not even aware of how they came about.

To achieve employee communication in the United Arab Emirates, the first step is to guarantee effective communication strategies for ascending and descending communication. Such communication strategies should consider information dissemination from the top management and departments to the employees and vice versa (Bushe & Marshak 2009). The second step is to involve employees in the process of decision-making. For instance, by communicating the status of the organisation and its performance and justifying the need for a change in business approaches, an organisation can achieve support from the employees in its quest for better results (Elewa 2014). It can also receive important and innovative suggestions that can guide it in decision-making (Shuck, Rocco, & Albornoz 2011). When employees have the right information and/or have access to open communication channels with the management and with each other, they are likely to feel more wanted, hence leading to more dedication and engagement in their roles.

Employee Development

All employees have expectations that they wish to be met at the end of their stay in an organisation. Indeed, in many cases, the probability of achieving these expectations determines the attractiveness or otherwise the ugliness of an organisation to potential employees (Philbin & Sandra 1999). Employees prefer working in organisations that offer development in terms of salary and benefits, positions of leadership, and training and education. However, to various organisations in the UAE, supporting the development of employees through resource-intensive activities such as training and promotions indicates a loss to the company in terms of revenue and hence the reluctance in many of these organisations to provide employee development opportunities (George 1997). However, it is important to note that investing in employees is like empowering the organisation since it is likely to lead to better job satisfaction and employee engagement. The approach leads to improved job results for the organisations.

The first step towards employee development is through career development. In this case, an organisation should dedicate a part of its resources to supporting training activities for the employees. Such training can be achieved by providing a challenging environment where employees are allowed to try new skills within the organisations or even by acquiring such skills through training activities outside the organisation (Madsen & Cook 2010). The second step is through the identification of talent and supporting such talent to grow better and larger. With a highly dynamic and competitive environment, organisations in the UAE cannot risk maintaining a workforce that is not coordinated with the trends in the business environment (Suliman & Kathairi 2012). Lastly, employees must be promoted and awarded as they grow. If an organisation does not increase employee benefits and salaries, it sets itself for a disaster. Employees become restless and disengaged while looking for other opportunities outside.

Co-Employee Support

Imagine an organisational setting where employees despise and discriminate each other. Such an environment is a ripe ground for employee disengagement and poor performance. Unfortunately, with the high number of expatriate workers in the UAE, this situation is the sad reality. It is easy to have employees complain about discrimination or lack of a sense of belonging to an organisation (McLean 2005). Employees are seeking environments where they can rely on their colleagues for support and guidance. Therefore, it is crucial for organisations in this nation to invest more in activities that will promote teamwork, fairness, and recognition based on membership to the organisation and the skills that are brought on board (Cadle, Paul & Yeates 2010). Co-employee support is important since it allows members to consult and learn from each, hence leading to better sense of belonging, which promotes employee engagement. Therefore, it is important for organisations in the UAE to put in place measures that will ensure that regardless of the skills, position, race, and gender, each employee feels supported and has a sense of belonging to the organisations (Ibrahim 2014).

2. C.ii Extrinsic Factors of Employee Engagement

Extrinsic factors of employee engagement touch on the overall organisation. They have an important bearing on the levels of employee engagement in an organisation. These factors are very important since they help in creating an environment where employees feel valued, have a sense of belonging, and hence willing to go a step further to see their organisation succeed. The following are the extrinsic factors of employee engagement:

Organisation Image

Do employees believe in the values of the organisation? Do employees trust and believe in the products and services of their organisation? In other words, what is the perception of the employees concerning their organisation? It is unfortunate that many employees in the UAE's corporate world are not working for organisations, not because they believe in their activities and values, but simply because it is a means

of earning a living to pay their bills. Given another option, over 75% of the employees would quit their organisations to seek better or even similar positions in other organisations (Shuck et al. 2011). It is also unfortunate that billions of Dirham are spent on promoting an organisation's image and brand name to customers. However, very little goes to the promotion of an organisation's image on the employees (Kemp, Madsen, & El-Saidi 2013).

This submission is a wakeup call for organisations in the UAE to dedicate more resources towards creating a favourable image that the employees can believe. To achieve this goal, it is important to ensure that employees are involved in all processes that the organisation undertakes in the production of its services and products, as well as transparent and participative decision-making processes. When employees understand the decisions and processes of their organisation through their active participation, they are likely to be more contented with whatever happens in the organisation, hence leading to more loyalty and better image (Rothbard 2001). When employees believe in their organisation, they become its ultimate and best promoters. The situation also leads to high customer engagement, better outcomes, competitiveness, and profitability.

Rewards and Recognition

Human beings love to be appreciated and recognised for their efforts. This case is very applicable to organisations in the United Arab Emirates. An organisation that lacks good reward and recognition mechanisms risks becoming very unfriendly and hostile to its employees (Jones 2010). Such a situation can be very detrimental to the organisation's image and hence competitiveness in its industry. Consequently, the first step towards employee engagement is to put in place rewards and recognition procedures that employees believe are fair and just. According to Rudnick and Kouba (2013), employees in many organisations believe that promotion to a higher position, which is attached to a higher salary, is the ultimate gesture of employee recognition and accomplishment. Therefore, it is important for organisations to put in place various performance appraisal structures that will ensure that employees are recognised and awarded for their efforts. However, not all people can be promoted. Hence, other rewards such as bonuses, holidays, and certificates of accomplishment become very central in promoting recognition (Robinson, Perryman, and Hayday 2004). Organisations in the UAE must strive to ensure that employees are recognised and awarded when their efforts and contribution to the organisation warrant such recognition. With rewards and recognition, employees are likely to put their discretionary efforts towards the achievement of all organisational goals as a good indication of their engagement in their roles.

Leadership

The last most important factor of employee engagement is the leadership of an organisation. Sometimes, an organisation is as effective as its leaders. Hence, the importance of leadership cannot be

overlooked. Employees reflect their leaders. If the leadership is lacking and incompetent, this situation will be reflected in its activities. Firstly, the leadership of the organisation must show high levels of ethical behaviour in its undertakings (Tikkanen et al. 2005). It is definitely counterproductive to require employees to have a high degree of ethical behaviour while the top leadership does not believe in ethical actions. Consequently, the leadership must be in the forefront guiding organisations in adopting ethical behaviours such as transparency, honesty, and fairness in dealing with others, both within and outside the organisation.

Secondly, the leadership must take the first line in guiding organisations to implement clear values that they subscribe to. In other words, the leadership should put in place measures that will ensure that all leadership decisions have a bearing on achieving these values (Tripon & Dodu 2005). Further, it should be the role of the leadership to ensure that activities of each employee are linked to the overall goals of the organisation. They should reflect the values of the organisation at all times.

Lastly, the management must show reverence for all its workers, despite of their positions. For instance, an outcry from many expatriate workers has been witnessed, following poor working conditions, mistreatment, and other conditions that clearly show a lack of respect for employees by the leadership (Cadle, Paul & Yeates 2010). However, whether such allegation is true or not is debatable. However, it acts to show that such behaviours are unacceptable and that they will only be counterproductive to the success of an organisation.

Concisely, extrinsic values as factors of employee engagement are very important. They form part of the organisation's responsibility to ensure that they are achieved. By achieving these factors, organisations in the UAE will create an environment where employees can feel that they are appreciated and respected. The environment will lead to respect and belief for the organisation's values and leadership (Al-Jenaibi 2011). Therefore, once these factors are achieved, organisations are likely to achieve a higher employee engagement, which will make them more productive. It will also ensure that employees are willing to use their discretionary efforts to see their organisations succeed and/or have a better competitive advantage in the respective industries.

2. D How to Measure Employee Engagement

Attracting top performers is not as hard as maintaining such performance. For various intrinsic and extrinsic reasons, employees are likely to start underperforming or become less engaged in their work. This situation can spell doom for an organisation, regardless of the qualifications of such individuals (Rudnick & Kouba 2013). Consequently, while recruiting the highest-qualified individuals is a sure way of ensuring success in an organisation, it not enough to maintain such success. Therefore, it is important for organisations to be on the lookout to detect any signs of employee burnout or disengagement and address any issues as they arise.

Various methods have been proposed to help organisations in understanding and measuring employee engagement.

2. D.i Listening to Employees

Employees are always giving feedback through their interaction with others, as well as the management. A good organisational management must be very proactive in terms of various issues such as appreciation and complaints. The HR department must act accordingly to affirm or change the situation (Best 2009). Appreciating worker appointment is not an instant occasion. Rather, it is a continuous process. Information from employees provides important indicators of the direction that an organisation can take in ensuring that employees are engaged (Saxena & AlHashmi 2010). A management that listens and responds to employees' issues passes a vote of confidence in itself. It ensures that the employees respond through increased engagement. The situation leads to increased productivity and employee retention (George 1997).

2. d.ii Measuring Employee Engagement

According to Best (2009), it is important for organisations to measure their employee performance at various intervals. For instance, since many organisations in the UAE are facing serious employee engagement problems, there is a need to measure their engagement quarterly or biannually. However, in most organisations around the world, measuring employee engagement is done annually. It is important to note that measuring employee engagement is not enough. Instead, it requires actions to follow that will guide the organisation in adjusting its process for better employee engagement.

Various tools have been advanced to guide organisations in measuring the level of employee engagement. One of the most widely used tools for employee engagement measurement is the Gallup questionnaire that is made of 12 questions. These questions seek to answer the following statements:

- The employees know what is expected of their work
- The employee opinion counts
- The employee has materials and equipment necessary for his or her work
- The employee feels that the purpose and mission of the company make his or her work important
- The employee feels that he or she has an opportunity to do what his or her does the best
- The employees feel that other colleagues are committed to offering quality work
- The employees received recognition or praise for the last seven days for work well done
- The employee has a best friend at work
- The employees feel cared for by someone or supervisor at work
- Someone has talked to the employees concerning their progress in the last six months

- Someone at the workplace encourages the employee's development
- The employee has had growth and learning opportunities at the workplace in the last one year

The Gallup questionnaire indicates that an organisation must undertake various activities for engagement to be achieved. Firstly, employees must be aware of what is expected of them in the workplace. When employee roles are ambiguous, frustrations will follow. When such a situation arises, workers are likely to start looking for other opportunities where they feel they know exactly why they are at the organisation. For instance, many organisations in the UAE are facing high employee turnover. Lack of clear roles may be the problem.

Secondly, organisations must ensure that employees are well equipped with the necessary materials to undertake their roles. If an organisation delays in providing the required materials or even that the available equipment is obsolete or ineffective, the situation sets the platform for employees to be disengaged (Ologbo & Sofian 2012). Therefore, the only solution is to ensure all employees are equipped and supplied with the necessary materials.

Thirdly, employees can only do their best in their daily activities if they know the critical demands of their roles. This plan ensures that they can use their best talent for the achievement of such roles. In addition, as identified in the Gallup questionnaire, employee commitment to offer quality work is important (Forstenlechner 2009). If some employees are disengaged or not committed to delivering quality work, they may have a negative influence on the others, thus causing major engagement problems in the organisation.

It is also important to note that the role of the supervisors in employee engagement is a critical measurement parameter. When the supervisors care about the welfare of the employees, they can spend time with them (employees), understand their challenges, and act accordingly to offer the needed support (Best 2009). Consequently, to maintain the best talent and productivity, organisations cannot ignore the role played by a close working relationship between the supervisors and employees. In the case of a weak relationship, the organisation might lose its talented personnel.

If the questionnaire reveals that the employees feel that they do not have opportunities to learn and grow, the observation is major warning that there is disengagement. The organisation must strive to create an environment that offers opportunities for learning through training programmes, as well as encouraging innovativeness (Ali 2010). The organisation must strive to link training activities with the talents of each employee to nurture engagement.

Other important factors in measuring employee engagement include the identification of whether employees feel recognised and appreciated. Each employee in an organisation is recruited for his or her special skills. Hence, based on the importance of ensuring that each employee feels loved and appreciated, organisations must make it a habit to recognise such efforts. For instance, it is advisable for immediate

supervisors to give at least a certain degree of verbal recognition weekly to employees for one or two things that they have done well.

Lastly, organisations must strive to ensure that employees feel that their roles in the organisation help in reflecting the organisation's values and missions. If employees feel that their roles are irrelevant to what the organisation believes in, they are likely to feel out of place (George 1997). This issue can be addressed by a close description of all roles. The description should show how workers contribute to the achievement of the organisation's overall goals (Ibrahim 2014). Once organisations achieve this agenda, they are likely to lead to a more engaged workforce. Therefore, organisations in the UAE must seek to implement the above-discussed processes of measuring employee engagement. They should go further to ensure that the findings of each measurement process are implemented in the organisation to promote employee engagement, which will instead promote good performance, good customer engagement, and better outcomes for the organisation (Bass & Avolio 1999).

Methodology:

The methodology in the current research and assumptions are based on Primary and secondary data analysis.

I started a larger study using primary data to thoroughly dig deep in understanding the dimensions of employee's engagement as considered by employees working in the UAE. The primary data analysis involved a well-structured survey that covered most of the angles considering drivers of employee's engagement.

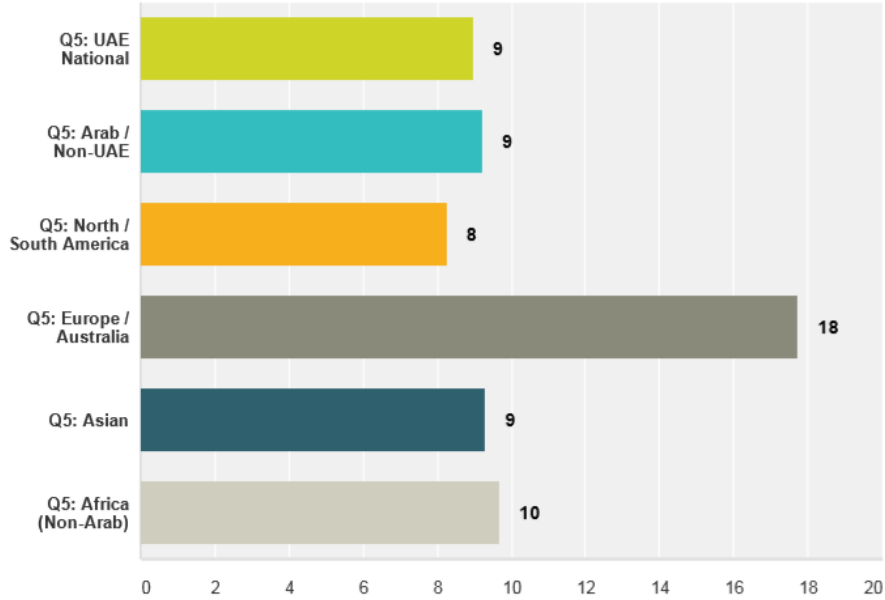
Luckily, I received around 400+ responses on my survey. All responses gathered were high in confidence level which makes the results accurate and can be relied on.

3. Primary Analysis

3. A Geographical Analysis

3. A.i Q1. Principal industry of the organization

Question: Which of the following best describes the principal industry of your organization?



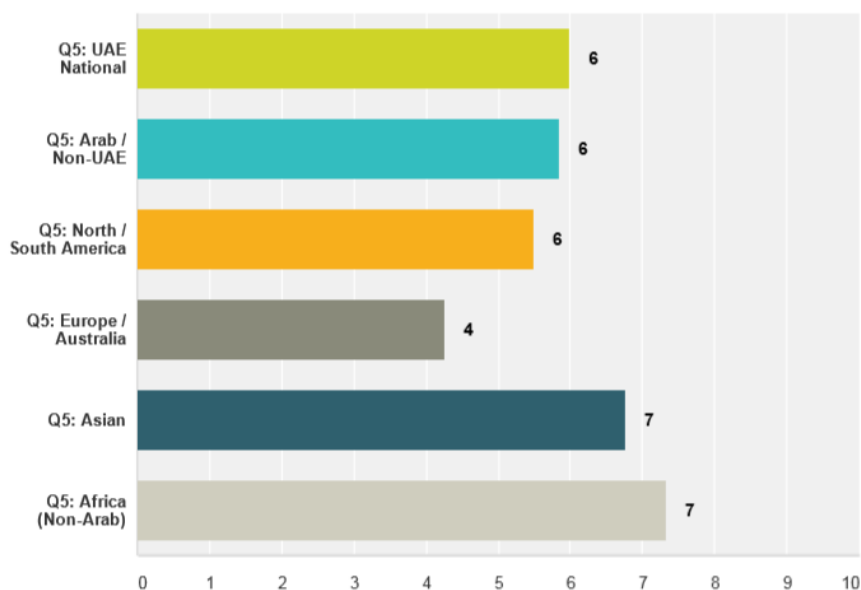
	Advertising & Marketing (1)	Agriculture (2)	Airlines & Aerospace (including Defense) (3)	Automotive (4)	Business Support & Logistics (5)	Construction, Machinery, and Homes (6)	Education (7)	Entertainment & Leisure (8)	Finance & Financial services (9)	Food & Beverages (10)	Government (11)
Q5: UAE National (A)	5.88% 8 E	1.47% 2	3.68% 5	0.74% 1 B	36.76% 50 E	1.47% 2 B	3.68% 5 B	1.47% 2	5.15% 7 E	1.47% 2	12.50% 17
Q5: Arab/ Non-UAE (B)	2.63% 1	0.00% 0	2.63% 1	7.89% 3 AE	23.68% 9 E	7.89% 3 AE	13.16% 5 AE	2.63% 1 E	0.00% 0	2.63% 1	10.53% 4
Q5: North/South America (C)	11.11% 1	11.11% 1	11.11% 1	11.11% 1	0.00% 0	0.00% 0	22.22% 2	11.11% 1	0.00% 0	0.00% 0	0.00% 0
Q5: Europe/ Australia (D)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.11% 1
Q5: Asian (E)	1.44% 3 A	0.00% 0	0.96% 2	0.96% 2 B	50.72% 106 AB	1.44% 3 B	1.44% 3 B	0.00% 0 B	0.96% 2 A	0.48% 1	18.18% 38
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	13	3	9	7	167	8	15	4	9	4	13

	Healthcare & Pharmaceuticals (12)	Insurance (13)	Manufacturing (14)	Nonprofit (15)	Retail & Consumer Durables (16)	Real Estate (17)	Telecommunications, Technology, Internet & Electronics (18)	Transportation & Delivery (19)	Utilities, Energy, and Extraction (20)	I am currently not employed (21)	Total (1-21)
Q5: UAE National (A)	2.21% 3	0.00% 0	2.21% 3 E	0.00% 0	0.00% 0	4.41% 6 E	2.21% 3	9.56% 13 E	0.74% 1	4.41% 6 E	33.66% 136
Q5: Arab/Non-UAE (B)	2.63% 1	0.00% 0	5.26% 2 E	0.00% 0	0.00% 0	2.63% 1 E	0.00% 0	15.79% 6	0.00% 0	0.00% 0	9.41% 38
Q5: North/South America (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.11% 1	11.11% 1	2.23% 9
Q5: Europe/Australia (D)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.11% 1	11.11% 1	11.11% 1	44.44% 4	0.00% 0	11.11% 1	2.23% 9
Q5: Asian (E)	0.96% 2	0.48% 1	0.00% 0 AB	0.48% 1	0.00% 0	0.00% 0 AB	0.96% 2	19.62% 41 A	0.48% 1	0.48% 1 A	51.73% 209
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.74% 3
Total Respondents	6	1	5	1	1	8	6	65	3	9	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	21.00	6.00	8.97	5.81
Q5: Arab/Non-UAE (B)	1.00	19.00	7.00	9.24	5.42
Q5: North/South America (C)	1.00	21.00	5.50	8.25	7.41
Q5: Europe/ Australia (D)	11.00	21.00	19.00	17.75	2.86
Q5: Asian (E)	1.00	21.00	5.00	9.30	5.70
Q5: Africa (Non-Arab) (F)	5.00	19.00	5.00	9.67	6.60

3. A.ii Q2. Position in organization

Question: What is your position in your organization?

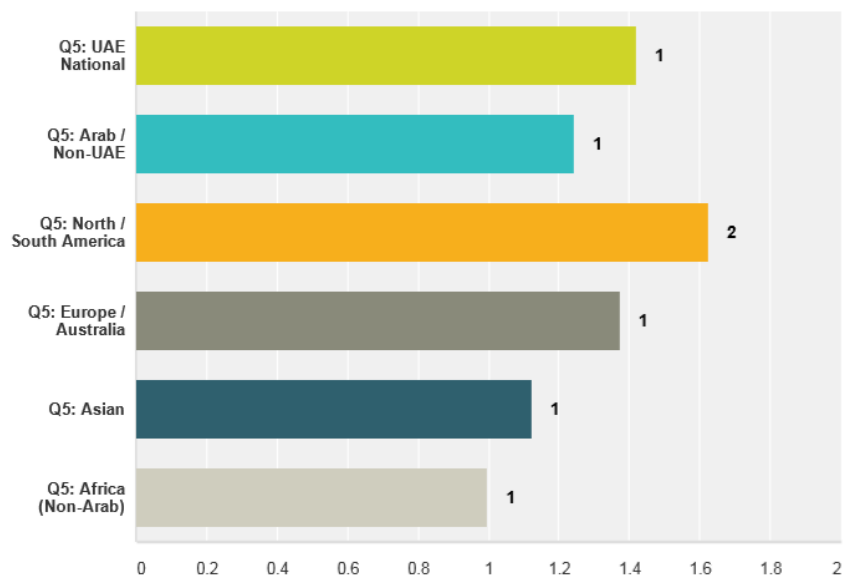


	Owner (1)	CEO (2)	Vice President (3)	Director (4)	Manager (5)	Supervisor (6)	Staff (7)	Other Please specify (8)	Total
Q5: UAE National (A)	2.99% 4 E	0.75% 1	0.75% 1	4.48% 6 E	32.09% 43 E	15.67% 21 E	26.12% 35 E	17.16% 23	33.67% 134
Q5: Arab/ Non-UAE (B)	2.70% 1 E	5.41% 2 E	2.70% 1 E	5.41% 2 E	21.62% 8 E	18.92% 7	27.03% 10	16.22% 6	37
Q5: North/South America (C)	0.00% 0	0.00% 0	25.00% 2	12.50% 1	12.50% 1	0.00% 0	37.50% 3	12.50% 1	8
Q5: Europe/ Australia (D)	12.50% 1	0.00% 0	25.00% 2	37.50% 3	37.50% 3	25.00% 2	0.00% 0	0.00% 0	8
Q5: Asian (E)	0.00% 0 AB	0.00% 0	0.00% 0	5.29% 11 AB	5.29% 11 AB	32.69% 68 A	42.79% 89 A	19.23% 40	208
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3
Total Respondents	6	3	6	9	66	98	139	71	398

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	8.00	6.00	5.99	1.54
Q5: Arab/Non-UAE (B)	1.00	8.00	6.00	5.84	1.76
Q5: North/South America (C)	3.00	8.00	6.00	5.50	1.87
Q5: Europe/ Australia (D)	1.00	6.00	5.00	4.25	1.64
Q5: Asian (E)	5.00	8.00	7.00	6.76	0.82
Q5: Africa (Non-Arab) (F)	7.00	8.00	7.00	7.33	0.47

3. A.iii Q3. Gender

Question: What is your gender?

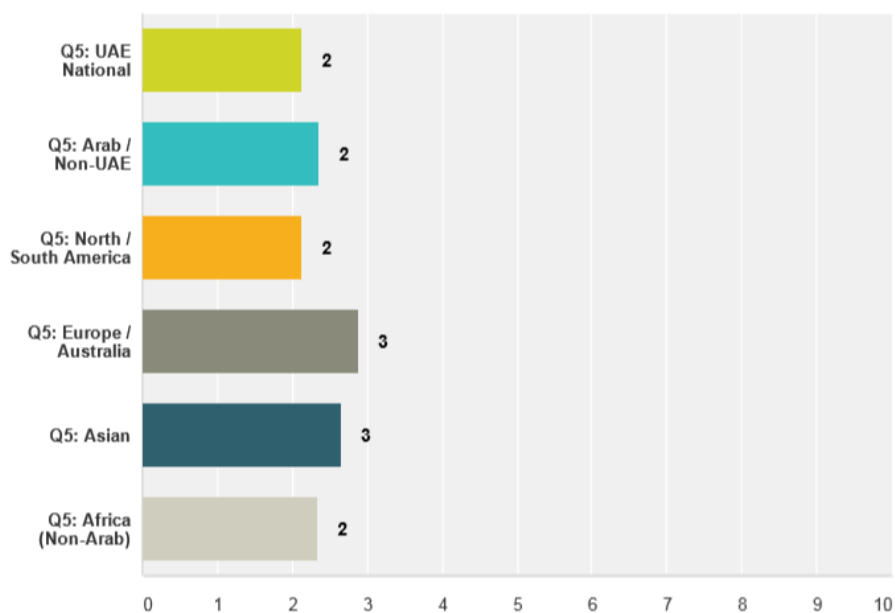


	Male (1)	Female (2)	Total
Q5: UAE National (A)	58.21% 78 E	41.79% 56 E	33.67% 134
Q5: Arab/Non-UAE (B)	75.68% 28	24.32% 9	9.30% 37
Q5: North/South America (C)	37.50% 3	62.50% 5	2.01% 8
Q5: Europe/Australia (D)	62.50% 5	37.50% 3	2.01% 8
Q5: Asian (E)	87.50% 182 A	12.50% 26 A	52.26% 208
Q5: Africa (Non-Arab) (F)	100.00% 3	0.00% 0	0.75% 3
Total Respondents	299	99	398

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	2.00	1.00	1.42	0.49
Q5: Arab/Non-UAE (B)	1.00	2.00	1.00	1.24	0.43
Q5: North/South America (C)	1.00	2.00	2.00	1.63	0.48
Q5: Europe/ Australia (D)	1.00	2.00	1.00	1.38	0.48
Q5: Asian (E)	1.00	2.00	1.00	1.13	0.33
Q5: Africa (Non-Arab) (F)	1.00	1.00	1.00	1.00	0.00

3. A.iv Q4. Age group

Question: What is your age group?

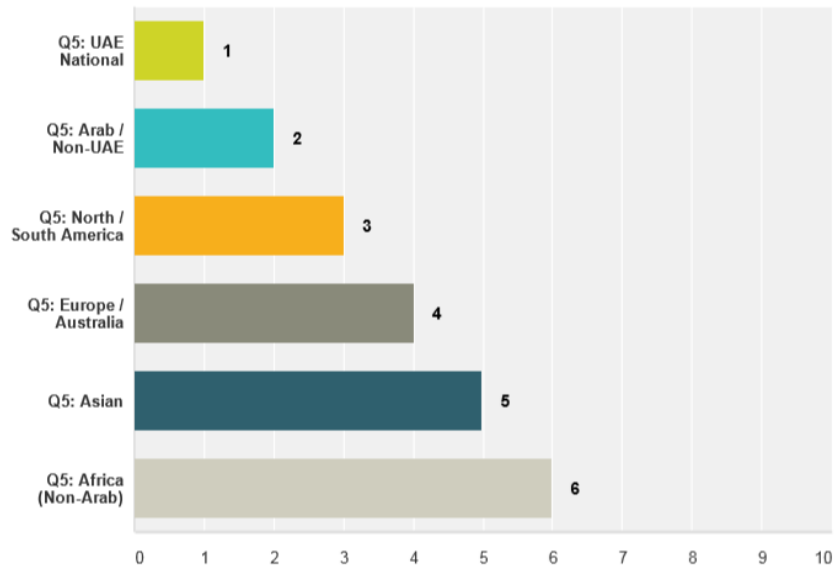


	Less than 25 (1)	25-35 (2)	36-46 (3)	47-60 (4)	Above 60 (5)	Total
Q5: UAE National (A)	17.16% 23 E	57.46% 77	21.64% 29 E	2.99% 4 BE	0.75% 1	33.67% 134
Q5: Arab/Non-UAE (B)	16.22% 6 E	45.95% 17	24.32% 9	13.51% 5 A	0.00% 0	9.30% 37
Q5: North/South America (C)	12.50% 1	62.50% 5	25.00% 2	0.00% 0	0.00% 0	2.01% 8
Q5: Europe/ Australia (D)	0.00% 0	50.00% 4	25.00% 2	12.50% 1	12.50% 1	2.01% 8
Q5: Asian (E)	1.92% 4 AB	48.08% 100	34.62% 72 A	14.42% 30 A	0.96% 2	52.26% 208
Q5: Africa (Non-Arab) (F)	0.00% 0	66.67% 2	33.33% 1	0.00% 0	0.00% 0	0.75% 3
Total Respondents	34	205	115	40	4	398

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	5.00	2.00	2.13	0.75
Q5: Arab/Non-UAE (B)	1.00	4.00	2.00	2.35	0.91
Q5: North/South America (C)	1.00	3.00	2.00	2.13	0.60
Q5: Europe/ Australia (D)	2.00	5.00	2.50	2.88	1.05
Q5: Asian (E)	1.00	5.00	2.50	2.64	0.78
Q5: Africa (Non-Arab) (F)	2.00	3.00	2.00	2.33	0.47

3. A.v Q5. Country of origin

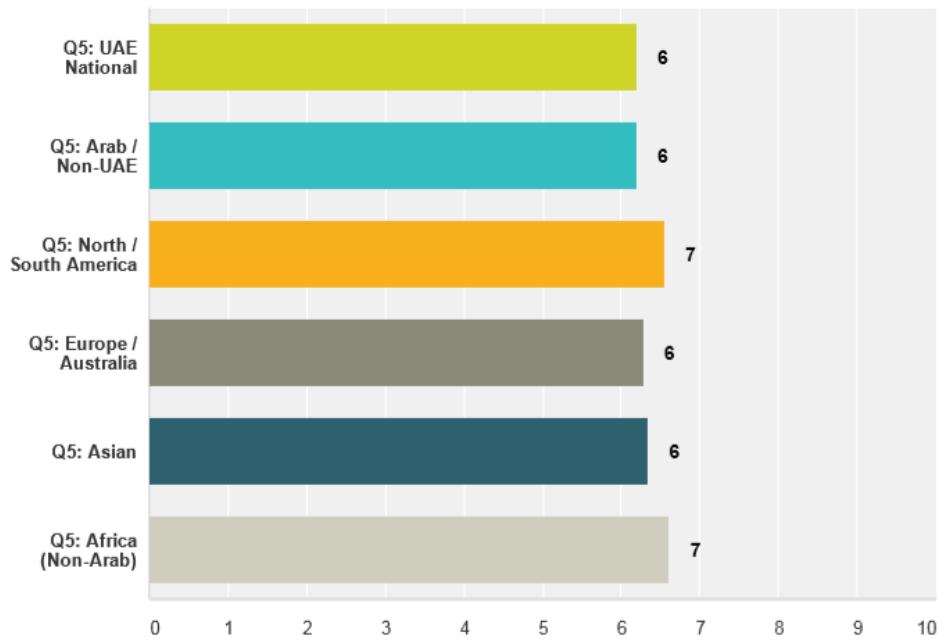
Question: Which region do you come from?



	UAE National (1)	Arab/Non-UAE (2)	North/South America (3)	Europe/Australia (4)	Asian (5)	Africa(Non-Arab) (6)	Total
Q5: UAE National (A)	100.00% 134 BE	0.00% 0 B	0.00% 0	0.00% 0	0.00% 0 E	0.00% 0	33.67% 134
Q5: Arab/Non-UAE (B)	0.00% 0	100.00% 37 AE	0.00% 0	0.00% 0	0.00% 0	0.00% 0	9.30% 37
Q5: North/South America (C)	0.00% 0	0.00% 0	100.00% 8	0.00% 0	0.00% 0	0.00% 0	2.01% 8
Q5: Europe/ Australia (D)	0.00% 0	0.00% 0	0.00% 0	100.00% 208 AB	0.00% 0	0.00% 0	2.01% 8
Q5: Asian (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 208 AB	0.00% 0	52.26% 208
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00%	0.75% 3
Total Respondents	134	37	8	8	208	3	398

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	1.00	1.00	1.00	0.00
Q5: Arab/Non-UAE (B)	2.00	2.00	2.00	2.00	0.00
Q5: North/South America (C)	3.00	3.00	3.00	3.00	0.00
Q5: Europe/ Australia (D)	4.00	4.00	4.00	4.00	0.00
Q5: Asian (E)	5.00	5.00	5.00	5.00	0.00
Q5: Africa (Non-Arab) (F)	6.00	6.00	6.00	6.00	0.00

Q6. Statements below are some of the factors previous researches suggest they drive employee engagement. Please select relevant factors to you by selecting as many as applicable.



	<i>Feeling of trust towards senior Leadership (1)</i>	<i>A workplace that is enjoyable (2)</i>	<i>Feeling that I am part of a big family at work (3)</i>	<i>Personal Belief in the organisation's Mission and vision (4)</i>	<i>Looking to stay with my organization For a long term and achieving our organizational goals together (5)</i>	<i>Feeling Proud to be at the organization (6)</i>	<i>Being able to use my brain power To help the organization grow (7)</i>
Q5: UAE National (A)	64.41% 76	57.63% 68 B	67.80% 80	43.22% 51 E	54.24% 64	68.64% 81	57.63% 68
Q5: Arab/Non-UAE (B)	51.43% 18	77.14% 27 A	68.57% 24	45.71% 16	40.00% 14 E	62.86% 22	57.14% 20
Q5: North/South America (C)	71.43% 5	85.71% 6	14.29% 1	28.57% 2	57.14% 4	71.43% 5	85.71% 6
Q5: Europe/Australia (D)	50.00% 4	75.00% 6	62.50% 5	37.50% 3	50.00% 4	62.50% 5	75.00% 6
Q5: Asian (E)	55.87% 100	62.57% 112	69.27% 124	55.31% 99 A	60.34% 108 B	75.98% 136	59.22% 106
Q5: Africa (Non-Arab) (F)	100.00% 3	100.00% 3	66.67% 2	66.67% 2	66.67% 2	66.67% 2	66.67% 2
Total respondents	206	222	236	173	196	251	208

	Being allowed to think innovatively and creatively at work (8)	Having the opportunity to challenge the status quo at the organization (9)	Achieving my objectives consistently at the organization (10)	Feeling like going the extra mile to boost our performance as a team (11)	Sense of ownership to work results and objectives (12)	Other (please specify) (13)	Total (1 to 13)
Q5: UAE National (A)	54.24% 64 E	46.61% 55	55.93% 66	49.15% 58	40.68% 48	0.85% 1	222.86% 780
Q5: Arab/Non-UAE (B)	62.86% 22	34.29% 12	54.29% 19	37.14% 13 E	51.43% 18	5.71% 2	64.86% 227
Q5: North/South America (C)	71.43% 5	42.86% 3	42.86% 3	42.86% 3	71.43% 5	0.00% 0	13.71% 48
Q5: Europe/ Australia (D)	75.00% 6	50.00% 4	50.00% 4	25.00% 2	75.00% 6	0.00% 0	15.71% 55
Q5: Asian (E)	69.83% 125 A	43.58% 78	63.13% 113	55.31% 99 B	45.25% 81	5.03% 9	368.57% 1,290
Q5: Africa (Non-Arab) (F)	100.00% 3	33.33% 1	100.00% 3	100.00% 3	66.67% 2	33.33% 1	8.29% 3
Total respondents	225	153	208	178	160	13	350

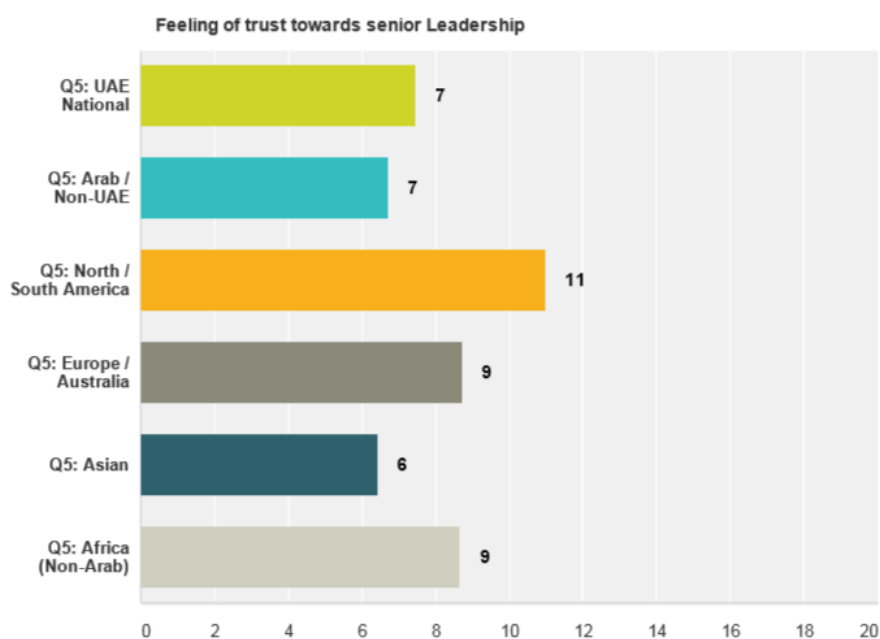
	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	13.00	6.00	6.19	3.41
Q5: Arab/Non-UAE (B)	1.00	13.00	6.00	6.21	3.49
Q5: North/South America (C)	1.00	12.00	7.00	6.46	3.50
Q5: Europe/ Australia (D)	1.00	12.00	7.00	6.42	3.42
Q5: Asian (E)	1.00	13.00	6.00	6.36	3.38
Q5: Africa (Non-Arab) (F)	1.00	13.00	7.00	6.62	3.75

- Survey results shows that a workplace that is enjoyable is more important for Arab non UAE with 95% confidence level followed by UAE Nationals with the same confidence level
- Asians find belief in company's vision and mission important to drive engagement.
- Asians results shows that it is most important for them to stay longer in the organization and being allowed to think creatively as very important driver towards engagement.

3.a.vii Q7. Ranking of various organizational factors

Question: Rank the following factors?

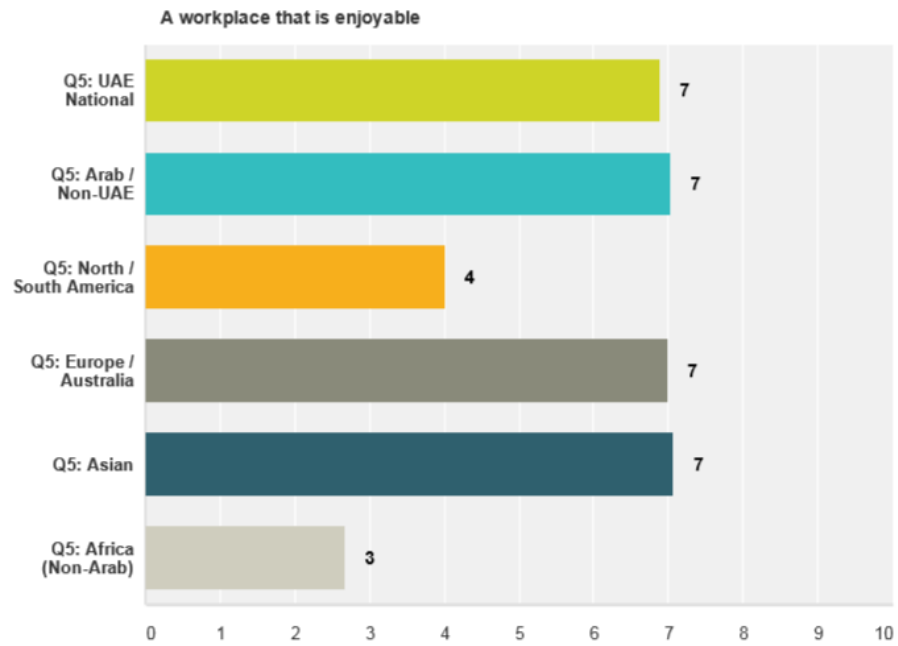
a. Feeling of trust towards leadership



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	13.27% 13	13.27% 13	7.14% 7	11.22% 11	8.16% 8	5.10% 5	11.22% 11	7.14% 7	4.08% 4	5.10% 5	8.16% 8	4.08% 4	2.04% 2	33.91% 98
Q5: Arab/Non-UAE (B)	2.94% 1	8.82% 3	11.76% 4	8.82% 3	14.71% 5	11.76% 4	2.94% 1	8.82% 3	11.76% 4	2.94% 1	11.76% 4	2.94% 1	0.00% 0	11.76% 34
Q5: North/South America (C)	40.00% 2	20.00% 1	40.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.73% 5
Q5: Europe/ Australia (D)	28.57% 2	0.00% 0	28.57% 2	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	2.42% 7
Q5: Asian (E)	7.75% 11	6.34% 9	8.45% 12	6.34% 9	6.34% 9	10.56% 15	8.45% 12	7.04% 10	14.08% 20	7.04% 10	7.75% 11	4.93% 7	4.93% 7	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	5.00	5.51	3.42
Q5: Arab/Non-UAE (B)	1.00	12.00	6.00	6.26	3.09
Q5: North/South America (C)	1.00	3.00	2.00	2.00	0.89
Q5: Europe/ Australia (D)	1.00	11.00	3.00	4.29	3.33
Q5: Asian (E)	1.00	12.00	7.00	6.56	3.28
Q5: Africa (Non-Arab) (F)	2.00	7.00	4.00	4.33	2.05

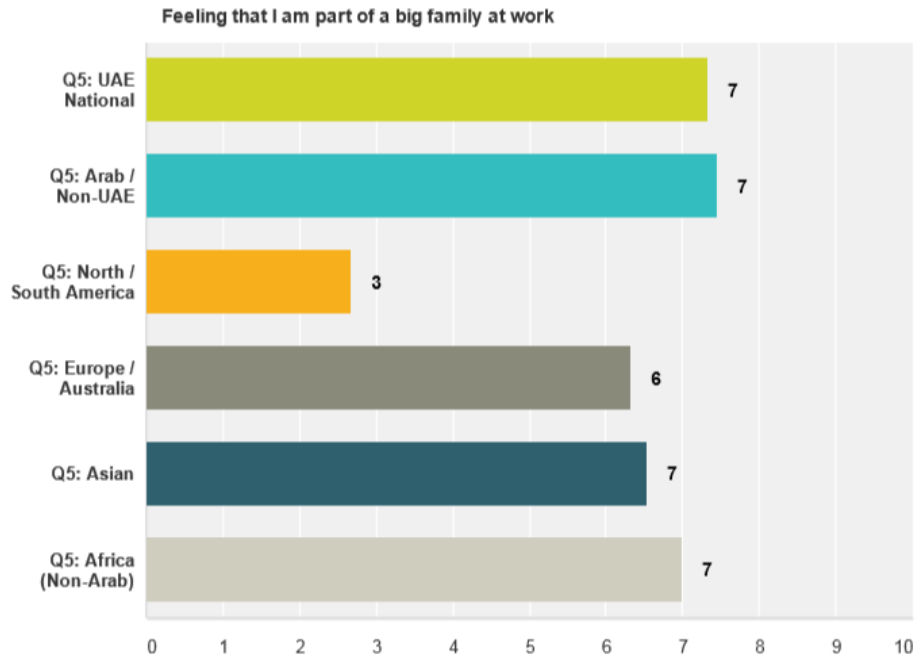
b. A workplace that is enjoyable



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	9.18% 9	9.18% 9	8.16% 8	7.14% 7	6.12% 6	10.20% 10	10.20% 10	7.14% 7	8.16% 8	8.16% 8	5.10% 5	5.10% 5	6.12% 6	33.91% 98
Q5: Arab/Non-UAE (B)	14.71% 5	5.88% 2	2.94% 1	14.71% 5	14.71% 5	2.94% 1	2.94% 1	17.65% 6	2.94% 1	11.76% 4	0.00% 0	8.82% 3	0.00% 0	11.76% 34
Q5: North/South America (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	1.73% 5
Q5: Europe/Australia (D)	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	28.57% 2	14.29% 1	14.29% 1	14.29% 1	0.0% 0	0.00% 0	0.00% 0	0.00% 0	2.42% 7
Q5: Asian (E)	14.08% 20	9.15% 13	10.56% 15	6.34% 9	7.04% 10	6.34% 9	4.23% 6	6.34% 9	4.93% 7	8.45% 12	6.34% 9	9.15% 13	7.04% 10	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	6.00	6.11	3.32
Q5: Arab/Non-UAE (B)	1.00	12.00	5.00	5.97	3.42
Q5: North/South America (C)	6.00	12.00	9.00	9.00	2.24
Q5: Europe/Australia (D)	1.00	9.00	6.00	6.00	2.39
Q5: Asian (E)	1.00	12.00	5.00	5.93	3.77
Q5: Africa (Non-Arab) (F)	8.00	12.00	11.00	10.33	1.70

c. Feeling I am part of a big family at work

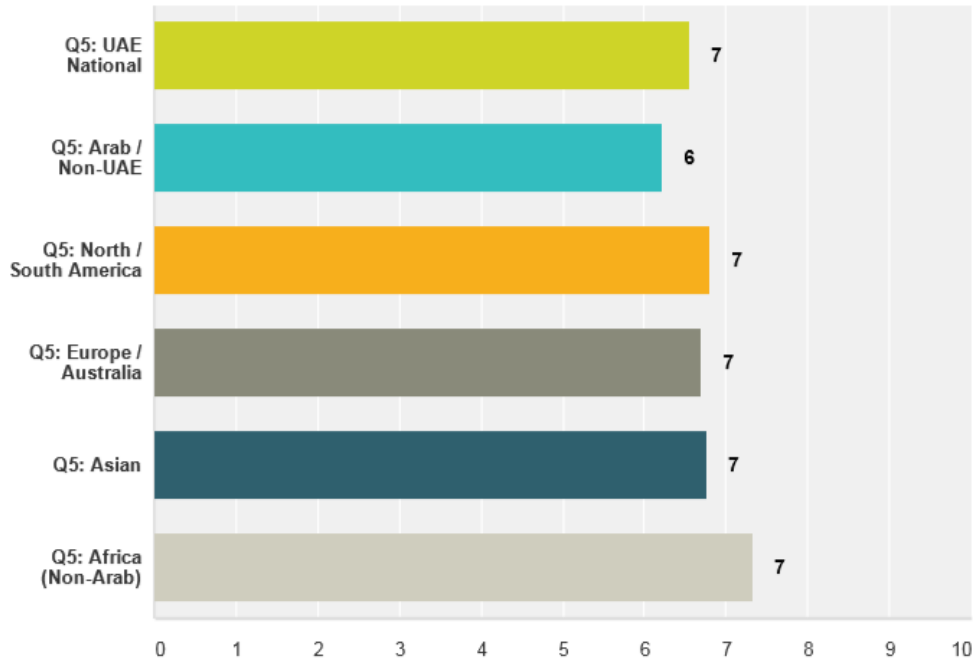


	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	14.29% 14	6.12% 6	13.27% 13	3.06% 3	12.24% 12	6.12% 6	9.18% 9	13.27% 13	3.06% 3	6.12% 6	7.14% 7	3.06% 3	3.06% 3	33.91% 98
Q5: Arab/Non-UAE (B)	11.76% 4	8.82% 3	14.71% 5	8.82% 3	8.82% 3	11.76% 4	2.94% 1	2.94% 1	11.76% 4	2.94% 1	5.88% 2	5.88% 2	2.94% 1	11.76% 34
Q5: North/South America (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	20.00% 1	20.00% 1	40.00% 2	1.73% 5
Q5: Europe/Australia (D)	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	28.57% 2	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	2.42% 7
Q5: Asian (E)	7.04% 10	12.68% 18	4.23% 6	8.45% 12	7.75% 11	7.04% 10	5.63% 8	11.97% 17	7.04% 10	9.15% 13	8.45% 12	6.34% 9	4.23% 6	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	5.00	5.68	3.32
Q5: Arab/Non-UAE (B)	1.00	12.00	5.00	5.55	3.39
Q5: North/South America (C)	8.00	12.00	11.00	10.33	1.70
Q5: Europe/Australia (D)	2.00	10.00	7.50	6.67	2.56
Q5: Asian (E)	1.00	12.00	7.00	6.46	3.45
Q5: Africa (Non-Arab) (F)	4.00	7.00	7.00	6.00	1.41

Personal belief in the origination's Mission and Vision

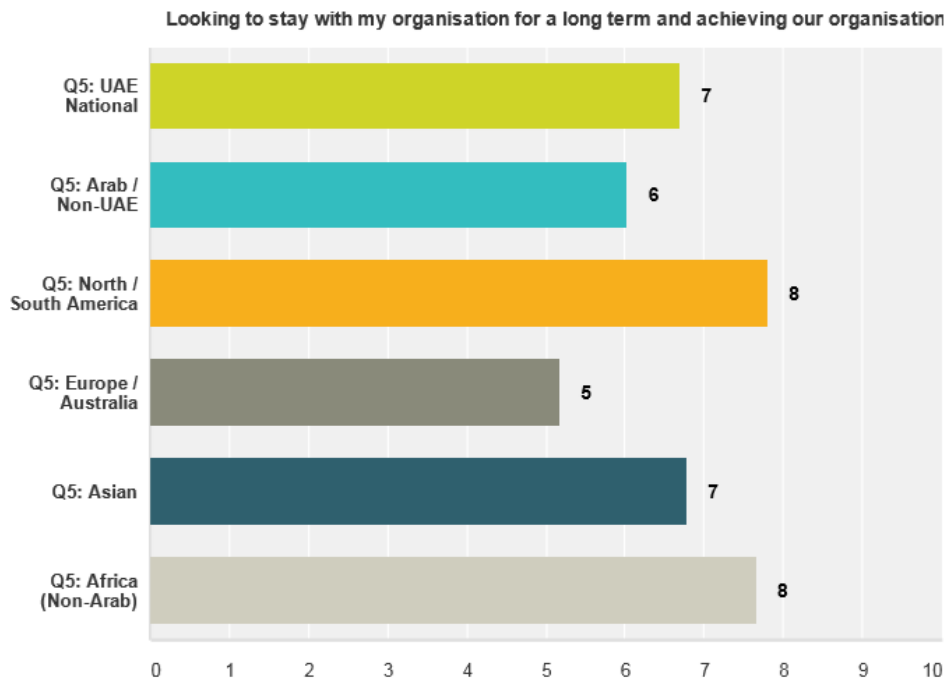
Personal belief in the organisation's Mission and Vision



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	6.12% 6	11.22% 11	9.18% 9	5.10% 5	7.14% 7	6.12% 6	12.24% 12	10.20% 10	7.14% 7	8.16% 8	8.16% 8	6.12% 6	3.06% 3	33.91% 98
Q5: Arab/Non-UAE (B)	5.88% 2	11.76% 4	5.88% 2	2.94% 1	2.94% 1	14.71% 5	8.82% 3	0.00% 0	11.76% 4	14.71% 5	14.71% 5	0.00% 0	5.88% 2	11.76% 34
Q5: North/South America (C)	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	1.73% 5
Q5: Europe/ Australia (D)	14.29% 1	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	42.86% 3	0.00% 0	0.00% 0	14.29% 1	0.00% 0	2.42% 7
Q5: Asian (E)	11.97% 17	10.56% 15	7.04% 10	7.04% 10	5.63% 8	4.93% 7	7.75% 11	8.45% 12	9.15% 13	7.75% 11	5.63% 8	9.15% 13	4.93% 7	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	7.00	6.45	3.36
Q5: Arab/Non-UAE (B)	1.00	11.00	7.00	6.78	3.36
Q5: North/South America (C)	3.00	10.00	5.00	6.20	2.79
Q5: Europe/ Australia (D)	1.00	12.00	9.00	6.29	4.13
Q5: Asian (E)	1.00	12.00	7.00	6.24	3.67
Q5: Africa (Non-Arab) (F)	3.00	8.00	6.00	5.67	2.05

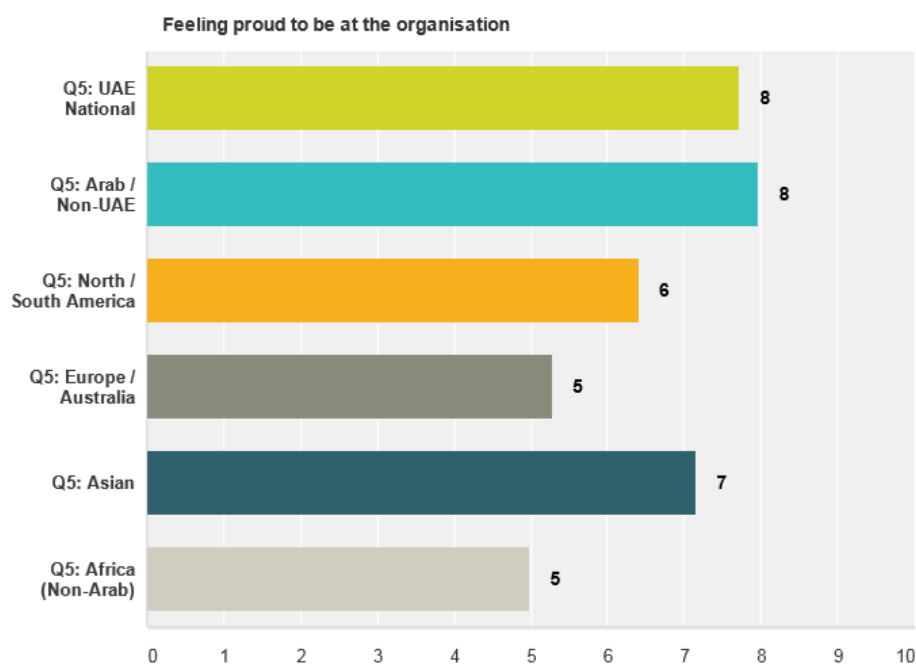
d. Looking to stay with my organization for a long term and achieving organizational goals



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	9.18% 9	8.16% 8	7.14% 7	13.27% 13	8.16% 8	9.18% 9	5.10% 5	4.08% 4	9.18% 9	7.14% 7	4.08% 4	12.24% 12	3.06% 3	33.91% 98
Q5: Arab/Non-UAE (B)	8.82% 3	11.76% 4	2.94% 1	8.82% 3	2.94% 1	8.82% 3	0.00% 0	2.94% 1	8.82% 3	8.82% 3	2.94% 1	20.59% 7	11.76% 4	11.76% 34
Q5: North/South America (C)	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.73% 5
Q5: Europe/Australia (D)	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	2.42% 7
Q5: Asian (E)	11.27% 16	5.63% 8	9.15% 13	10.56% 15	7.04% 10	9.15% 13	7.04% 10	6.34% 9	7.04% 10	6.34% 9	7.75% 11	8.45% 12	4.23% 6	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	6.00	6.29	3.57
Q5: Arab/Non-UAE (B)	1.00	12.00	7.00	6.97	4.04
Q5: North/South America (C)	1.00	9.00	6.00	5.20	3.19
Q5: Europe/ Australia (D)	2.00	12.00	8.00	7.83	3.34
Q5: Asian (E)	1.00	12.00	6.00	6.22	3.53
Q5: Africa (Non-Arab) (F)	4.00	6.00	6.00	5.33	0.94

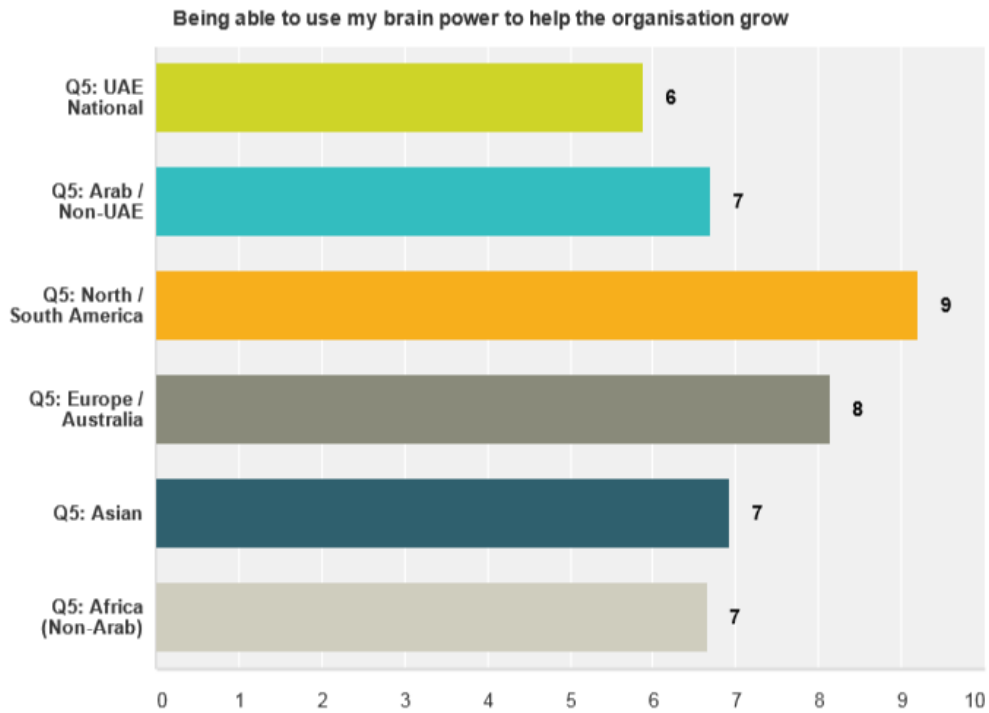
e. **Feeling proud to be at the organization**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	20.41% 20	6.12% 6	10.20% 10	9.18% 9	8.16% 8	8.16% 8	7.14% 7	8.16% 8	4.08% 4	7.14% 7	6.12% 6	3.06% 3	2.04% 2	33.91% 98
Q5: Arab/Non-UAE (B)	20.59% 7	11.76% 4	5.88% 2	8.82% 3	11.76% 4	0.00% 0	11.76% 4	2.94% 1	14.71% 5	5.88% 2	0.00% 0	2.94% 1	2.94% 1	11.76% 34
Q5: North/South America (C)	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	1.73% 5
Q5: Europe/Australia (D)	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	28.57% 2	0.00% 0	14.29% 1	0.00% 0	14.29% 1	14.29% 1	0.00% 0	2.42% 7
Q5: Asian (E)	13.38% 19	9.86% 14	7.04% 10	6.34% 9	9.15% 13	12.68% 18	7.75% 11	7.75% 11	4.93% 7	5.63% 8	8.45% 12	4.93% 7	2.11% 3	49.13% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	1.04% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	5.00	5.28	3.42
Q5: Arab/Non-UAE (B)	1.00	12.00	5.00	5.03	3.32
Q5: North/South America (C)	1.00	12.00	7.00	6.60	3.61
Q5: Europe/Australia (D)	2.00	12.00	7.00	7.71	3.10
Q5: Asian (E)	1.00	12.00	6.00	5.83	3.43
Q5: Africa (Non-Arab) (F)	5.00	11.00	8.00	8.00	3.00

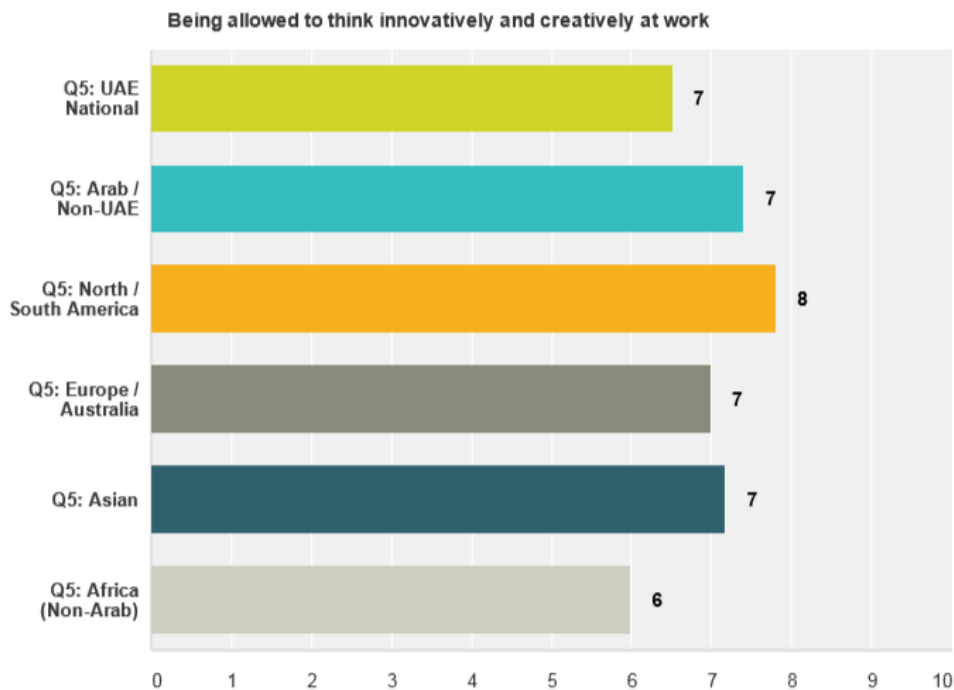
f. Being able to use my brain power to help the organization grow



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	2.04%	6.12%	8.16%	11.22%	7.14%	7.14%	10.20%	5.10%	10.20%	9.18%	8.16%	11.22%	4.08%	33.91%
Q5: Arab/Non-UAE (B)	5.88%	0.00%	14.71%	5.88%	20.59%	2.94%	11.76%	14.71%	2.94%	5.88%	8.82%	2.94%	2.94%	11.76%
Q5: North/South America (C)	20.00%	0.00%	0.00%	40.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.73%
Q5: Europe/Australia (D)	0.00%	0.00%	14.29%	14.29%	42.86%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.42%
Q5: Asian (E)	7.75%	5.63%	9.86%	11.97%	7.04%	12.68%	9.86%	5.63%	8.45%	4.93%	4.93%	6.34%	4.93%	49.13%
Q5: Africa (Non-Arab) (F)	0.00%	0.00%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	1.04%

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	7.00	7.12	3.28
Q5: Arab/Non-UAE (B)	1.00	12.00	6.00	6.30	2.93
Q5: North/South America (C)	1.00	5.00	4.00	3.80	1.47
Q5: Europe/Australia (D)	3.00	6.00	5.00	4.86	0.99
Q5: Asian (E)	1.00	12.00	6.00	6.07	3.19
Q5: Africa (Non-Arab) (F)	3.00	11.00	5.00	6.33	3.40

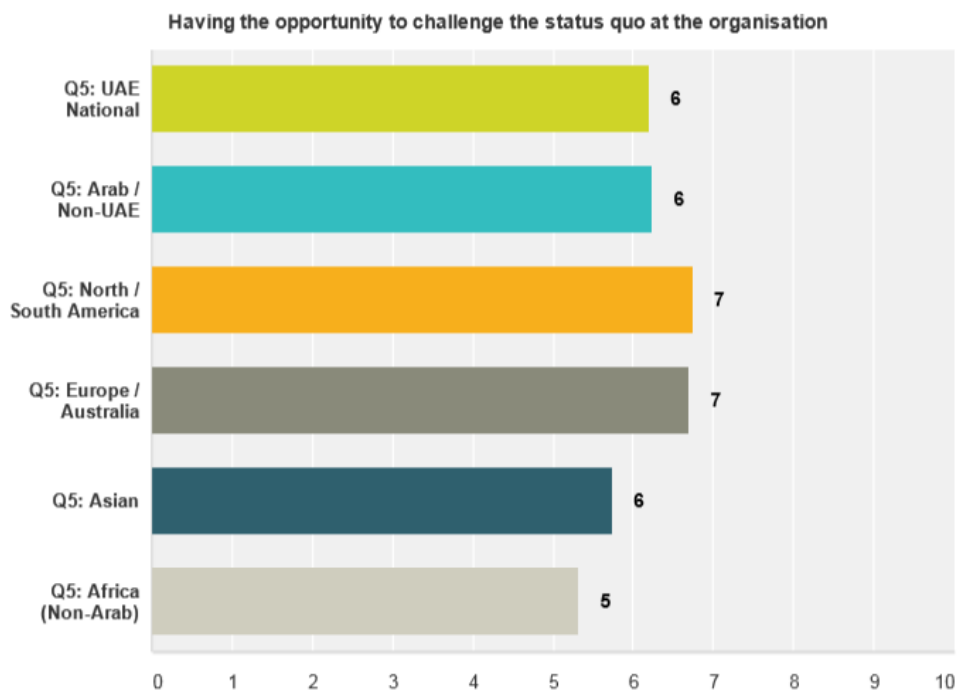
g. Being allowed to think innovatively and creatively at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	6.06% 6	7.07% 7	9.09% 9	8.08% 8	16.16% 16	5.05% 5	4.04% 4 E	7.07% 7	12.12% 12	7.07% 7	9.09% 9	6.06% 6	3.03% 3	33.90% 99
Q5: Arab/Non-UAE (B)	11.43% 4	8.57% 3	8.57% 3	17.14% 6	5.71% 2	8.57% 3	8.57% 3	11.43% 4	5.71% 2	0.00% 0	2.86% 1	8.57% 3	2.86% 1	11.99% 35
Q5: North/South America (C)	0.00% 0	33.33% 2	16.67% 1	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	2.05% 6
Q5: Europe/Australia (D)	0.00% 0	0.00% 0	14.29% 1	28.57% 2	0.00% 0	0.00% 0	14.29% 1	42.86% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.40% 7
Q5: Asian (E)	9.86% 14	9.15% 13	10.56% 15	8.45% 12	9.15% 13	4.23% 6	12.68% 18 A	7.04% 10	10.56% 15	6.34% 9	4.23% 6	3.52% 5	4.23% 6	48.63% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	1.03% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.0	6.00	6.48	3.33
Q5: Arab/Non-UAE (B)	1.00	12.0	5.00	5.56	3.27
Q5: North/South America (C)	2.00	11.0	3.50	4.67	3.14
Q5: Europe/ Australia (D)	3.00	8.0	7.00	6.00	2.07
Q5: Asian (E)	1.00	10.0	6.00	5.82	3.23
Q5: Africa (Non-Arab) (F)	2.00	12.0	9.00	7.00	3.56

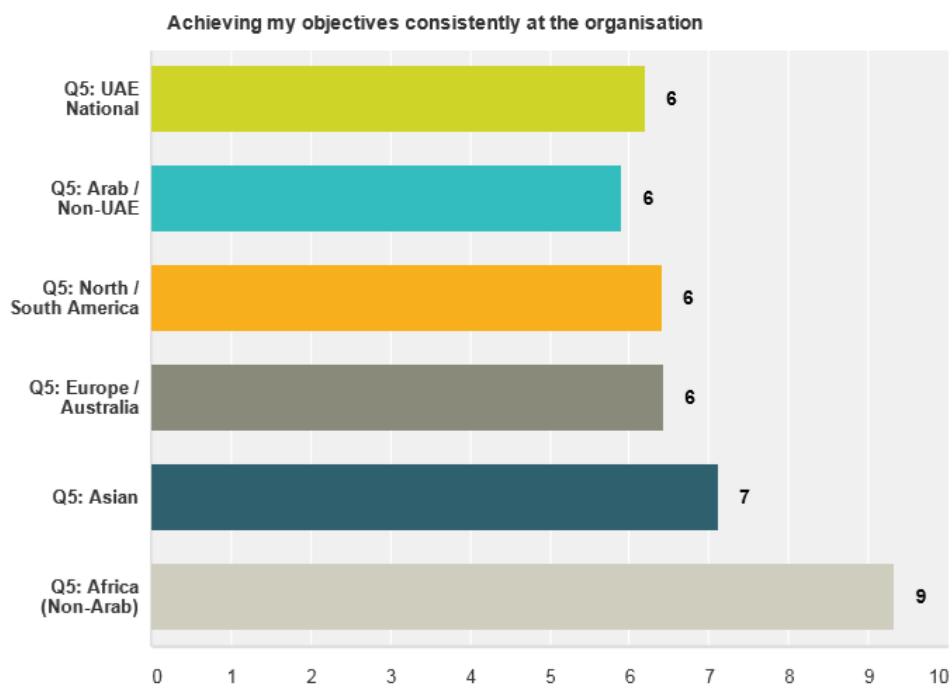
h. Having the opportunity to challenge the status quo at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	3.03% 3	9.09% 9	5.05% 5	9.09% 9	9.09% 9	12.12% 12	9.09% 9	8.08% 8	6.06% 6	8.08% 8	9.09% 9	8.08% 8	4.04% 4	33.90% 99
Q5: Arab/Non-UAE (B)	8.57% 3	8.57% 3	5.71% 2	11.43% 4	5.71% 2	8.57% 3	8.57% 3	0.00% 0	0.00% 0	14.29% 5	17.14% 6	5.71% 2	5.71% 2	11.99% 35
Q5: North/South America (C)	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	16.67% 1	2.05% 6
Q5: Europe/ Australia (D)	14.29% 1	28.57% 2	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	28.57% 2	0.00% 0	2.40% 7
Q5: Asian (E)	1.41% 2	6.34% 9	7.04% 10	7.75% 11	11.97% 17	7.04% 10	5.63% 8	9.86% 14	9.15% 13	5.63% 8	11.97% 17	10.56% 15	5.63% 8	48.63% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	33.33% 1	0.00% 0	1.03% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	7.00	6.79	3.22
Q5: Arab/Non-UAE (B)	1.00	12.00	6.00	6.67	3.69
Q5: North/South America (C)	4.00	11.00	7.00	7.20	2.56
Q5: Europe/ Australia (D)	1.00	12.00	5.00	6.29	4.56
Q5: Asian (E)	1.00	12.00	7.50	7.25	3.24
Q5: Africa (Non-Arab) (F)	2.00	12.00	9.00	7.67	4.19

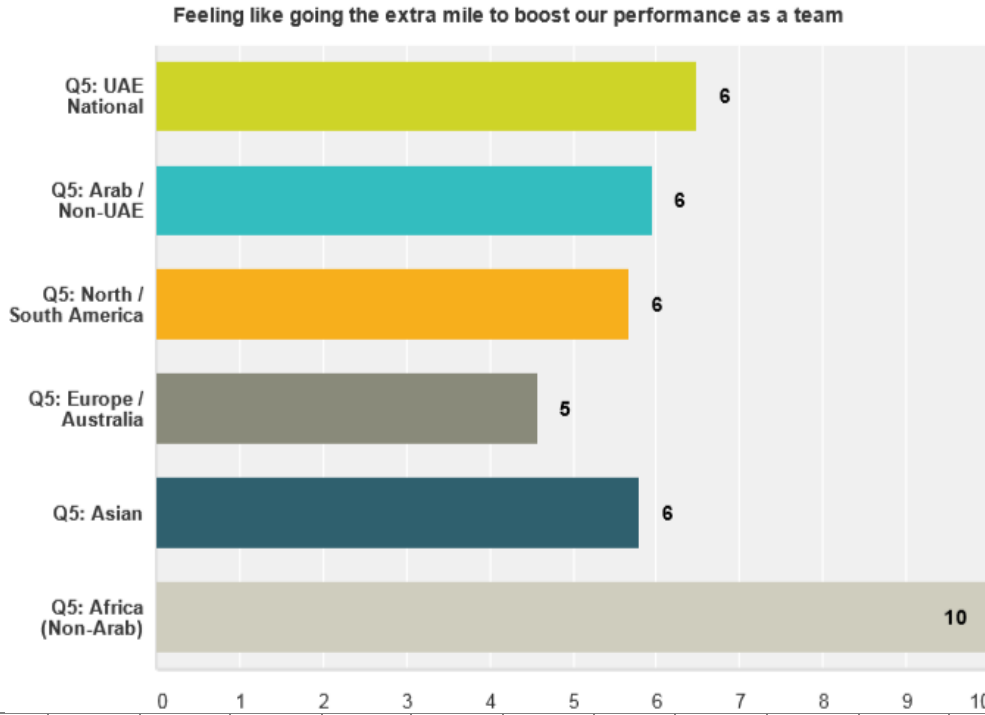
i. Achieving my objectives consistently at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	7.07% 7	7.07% 7	7.07% 7	6.06% 6	6.06% 6	12.12% 12	6.06% 6	7.07% 7	12.12% 12	13.13% 13	9.09% 9	5.05% 5	2.02% 2	33.90% 99
Q5: Arab/Non-UAE (B)	5.71% 2	2.86% 1	8.57% 3	2.86% 1	2.86% 1	11.43% 4	11.43% 4	20.00% 7	8.57% 3	5.71% 2	5.71% 2	5.71% 2	8.57% 3	11.99% 35
Q5: North/South America (C)	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	16.67% 1	33.33% 2	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	0.00% 0	2.05% 6
Q5: Europe/ Australia (D)	0.00% 0	0.00% 0	0.00% 0	28.57% 2	14.29% 1	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	2.40% 7
Q5: Asian (E)	7.75% 11	9.86% 14	7.75% 11	11.97% 17	11.97% 17	9.86% 14	5.63% 8	9.86% 14	4.93% 7	8.45% 12	6.34% 9	3.52% 5	2.11% 3	48.63% 142
Q5: Africa (Non-Arab) (F)	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.03% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	7.00	6.84	3.32
Q5: Arab/Non-UAE (B)	1.00	12.00	7.50	6.97	2.96
Q5: North/South America (C)	2.00	12.00	7.00	7.50	3.30
Q5: Europe/ Australia (D)	4.00	10.00	6.00	6.57	2.26
Q5: Asian (E)	1.00	12.00	5.00	5.89	3.18
Q5: Africa (Non-Arab) (F)	1.00	9.00	1.00	3.67	3.77

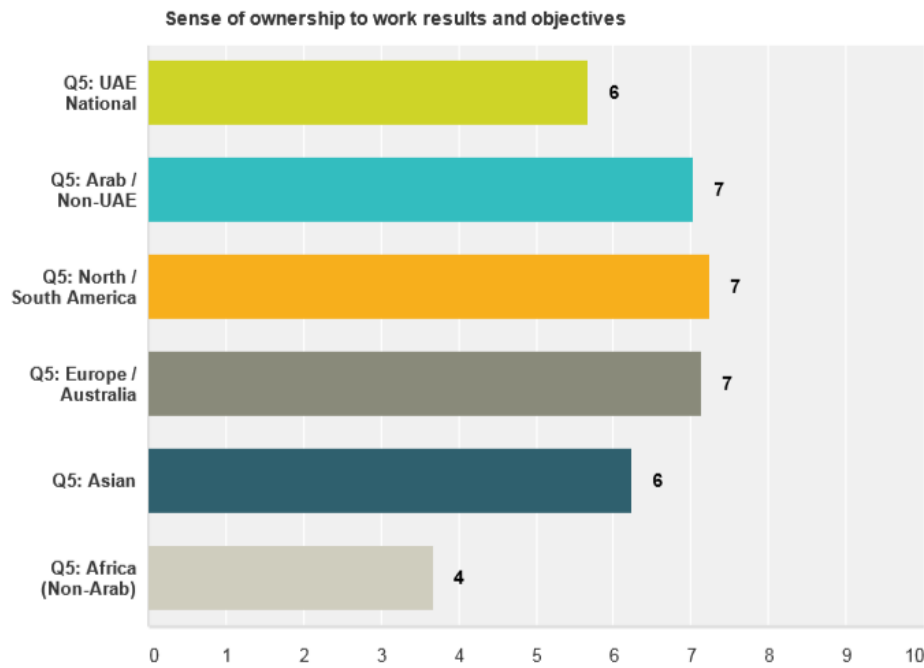
K. Feeling like going the extra mile to boost our performance as a team



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	4.04% 4	12.12% 12	9.09% 9	9.09% 9	5.05% 5	7.07% 7	7.07% 7	8.08% 8	12.12% 12	5.05% 5	9.09% 9	7.07% 7	5.05% 5	33.90% 99
Q5: Arab/Non-UAE (B)	0.00% 0	8.57% 3	8.57% 3	0.00% 0	5.71% 2	14.29% 5	17.14% 6	8.57% 3	5.71% 2	20.00% 7	5.71% 2	2.86% 1	2.86% 1	11.99% 35
Q5: North/South America (C)	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 2	2.05% 6
Q5: Europe/ Australia (D)	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	42.86% 3	28.57% 2	0.00% 0	0.00% 0	2.40% 7
Q5: Asian (E)	1.41% 2	5.63% 8	9.15% 13	4.93% 7	7.75% 11	7.75% 11	13.38% 19	8.45% 12	7.75% 11	12.68% 18	9.86% 14	5.63% 8	5.63% 8	48.63% 142
Q5: Africa (Non-Arab) (F)	33.33% 1	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.03% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	7.00	6.51	3.41
Q5: Arab/Non-UAE (B)	2.00	12.00	7.00	7.15	2.80
Q5: North/South America (C)	4.00	9.00	6.50	6.50	1.80
Q5: Europe/ Australia (D)	3.00	11.00	10.00	8.43	3.16
Q5: Asian (E)	1.00	12.00	7.00	7.19	3.04
Q5: Africa (Non-Arab) (F)	1.00	5.00	3.00	3.00	1.63

I. Sense of ownership to work results and objectives



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q5: UAE National (A)	5.05% 5	4.04% 4	6.06% 6	7.07% 7	7.07% 7	10.10% 10	6.06% 6	12.12% 12	9.09% 9	8.08% 8	9.09% 9	12.12% 12	4.04% 4	33.90% 99
Q5: Arab/Non-UAE (B)	2.86% 1	11.43% 4	11.43% 4	11.43% 4	5.71% 2	2.86% 1	14.29% 5	8.57% 3	11.43% 4	2.86% 1	5.71% 2	2.86% 1	8.57% 3	11.99% 35
Q5: North/South America (C)	0.00% 0	16.67% 1	16.67% 1	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	16.67% 1	2.05% 6
Q5: Europe/ Australia (D)	28.57% 2	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	0.00% 0	2.40% 7
Q5: Asian (E)	4.93% 7	7.75% 11	7.75% 11	8.45% 12	7.04% 10	5.63% 8	9.86% 14	9.15% 13	8.45% 12	11.27% 16	9.86% 14	4.23% 6	5.63% 8	48.63% 142
Q5: Africa (Non-Arab) (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	1.03% 3

	Minimum	Maximum	Median	Mean	Standard Deviation
Q5: UAE National (A)	1.00	12.00	8.00	7.33	3.29
Q5: Arab/Non-UAE (B)	1.00	12.00	6.50	6.00	3.05
Q5: North/South America (C)	2.00	10.00	6.00	5.80	2.99
Q5: Europe/ Australia (D)	1.00	12.00	3.00	5.86	4.55
Q5: Asian (E)	1.00	12.00	7.00	6.75	3.27
Q5: Africa (Non-Arab) (F)	8.00	10.00	10.00	9.33	0.94

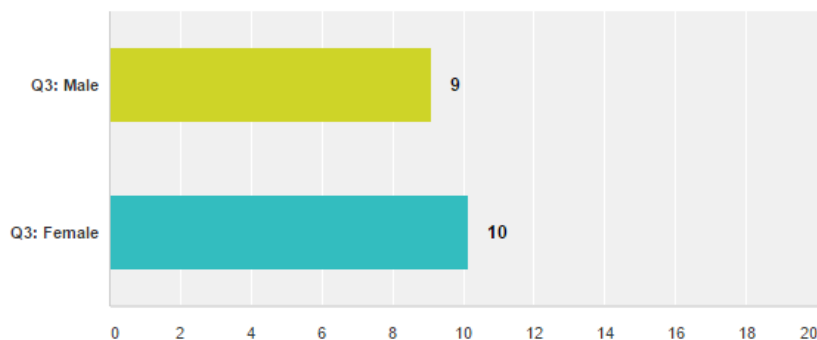
3. B Gender based Analysis

3. B.i Q1. Principal industry of the organization

Question: Which of the following best describes the principal industry of your organization?

Which of the following best describes the principal industry of your organization?

Answered: 403 Skipped: 0



	Advertising & Marketing (1)	Agriculture (2)	Airlines & Aerospace (including Defense) (3)	Automotive (4)	Business Support & Logistics (5)	Construction, Machinery, and Homes (6)	Education (7)	Entertainment & Leisure (8)	Finance & Financial services (9)	Food & Beverages (10)	Government (11)
Q3: Male(A)	3.31% 10	0.66% 2	2.32% 7	1.66% 5	46.03% 139 B	2.32% 7	1.99% 6 B	0.66% 2	1.66% 5	0.66% 2	14.24% 43
Q3: Female(B)	2.97% 3	0.99% 1	1.98% 2	1.98% 2	27.72% 28 A	0.99% 1	8.91% 9 A	1.98% 2	3.96% 4	1.98% 2	16.83% 17
Total Respondents	13	3	9	7	167	8	15	4	9	4	60

	Healthcare & Pharmaceuticals (12)	Insurance (13)	Manufacturing (14)	Nonprofit (15)	Retail & Consumer Durables (16)	Real Estate (17)	Telecommunications, Technology, Internet & Electronics (18)	Transportation & Delivery (19)	Utilities, Energy, and Extraction (20)	I am currently not employed (21)	Total
Q3: Male (A)	0.66% 2 B	0.33% 1	0.99% 3	0.33% 1	0.00% 0	1.99% 6	1.32% 4	17.22% 52	0.33% 1	1.32% 4 B	74.94% 302
Q3: Female (B)	3.96% 4 A	0.00% 0	1.98% 2	0.00% 0	0.99% 1	0.99% 1	1.98% 2	12.87% 13	1.98% 2	4.95% 5 A	25.06% 101
Total Respondents	6	1	5	1	1	7	6	65	3	9	403

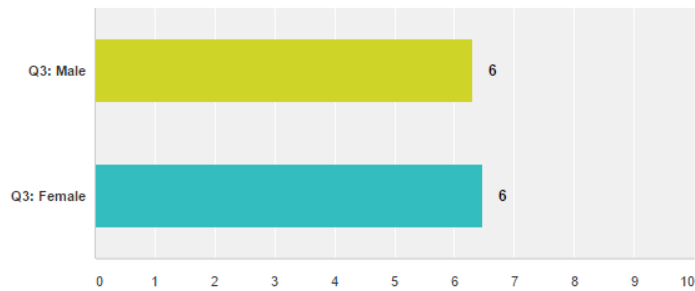
	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	21.00	5.00	9.10	5.85
Q3: Female(B)	1.00	21.00	9.00	10.14	5.82

3. B.ii Q2. Position in organization

Question: Please select your position in the organization

Please select your position in the organization

Answered: 403 Skipped: 0



	Owner (1)	CEO (2)	Vice President (3)	Director (4)	Manager (5)	Supervisor (6)	Staff (7)	Other Please specify (8)	Total
Q3: Male (A)	1.32% 4	0.33% 1	1.32% 4	2.65% 8	17.88% 54	27.15% 82 B	34.11% 103	15.23% 46 B	74.94% 302
Q3: Female(B)	1.98% 2	1.98% 2	1.98% 2	1.98% 2	12.87% 13	16.83% 17	37.62% 38	24.75% 25	25.06% 101

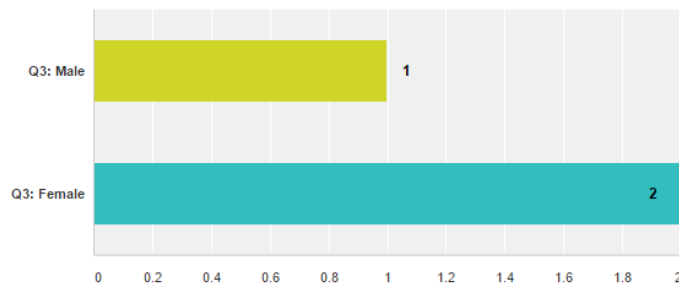
	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	8.00	6.00	6.29	1.29
Q3: Female (B)	1.00	8.00	7.00	6.47	1.53

3. B.iii Q3. Gender

Question: What is your gender?

What is your gender?

Answered: 403 Skipped: 0



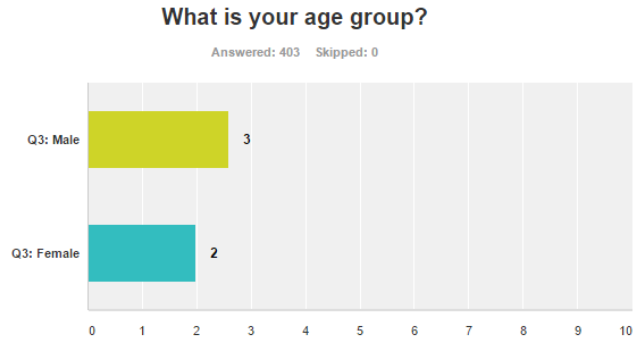
	Male (1)	Female (2)	Total
Q3: Male (A)	100.00% 302	0.00% 0	74.94% 302
Q3: Female (B)	0.00% 0	100.00% 101	25.06% 101
Total respondents	302	101	403

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	1.00	1.00	1.00	0.00

Q3: Female(B)	2.00	2.00	2.00	2.00	0.00
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3. B.iv Q4. Age group

Question: What is your age group?

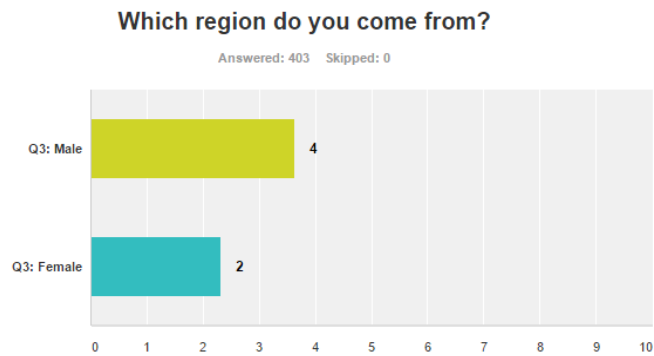


	Less than 25 (1)	25-35 (2)	36-46 (3)	47-60 (4)	Above 60 (5)	Total
Q3: Male (A)	4.97% 15	47.68% 144	33.11% 100	12.91% 39	1.32% 4	74.94% 302
Q3: Female(B)	19.80% 20	63.37% 64	14.85% 15	1.98% 2	0.00% 0	25.06% 101
Total respondents	35	208	115	41	4	403

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	5.00	2.00	2.58	0.83
Q3: Female(B)	1.00	4.00	2.00	1.99	0.65

3. B.v Q5. Country of origin

Question: Which region do you come from?



	UAE National (1)	Arab/Non-UAE (2)	North/South America (3)	Europe/Australia (4)	Asian (5)	Africa(Non-Arab) (6)	Total
Q3: Male (A)	26.16% 79	9.60% 29	0.99% 3	1.66% 5	60.60% 183	0.99% 3	74.94% 302
Q3: Female(B)	56.44% 57	8.91% 9	5.94% 6	2.97% 3	25.74% 26	0.00% 0	25.06% 101
Total respondents	136	38	9	8	209	3	403

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	6.00	1.00	2.58	0.83
Q3: Female(B)	1.00	6.00	1.00	1.99	0.65

Q3: Male (A)	1.00	6.00	5.00	3.64	1.
Q3: Female(B)	1.00	5.00	1.00	2.33	1.72

3. B.vi Q6. Factors that drive employee engagement

Question: Please select relevant factors that drive employee engagement

	<i>Feeling of trust towards senior Leadership (1)</i>	<i>A workplace that is enjoyable (2)</i>	<i>Feeling that I am part of a big family at work (3)</i>	<i>Personal Belief in the organisation's Mission and vision (4)</i>	<i>Looking to stay with my organization For a long term and achieving our organizational goals together (5)</i>	<i>Feeling Proud to be at the organization (6)</i>	<i>Being able to use my brain power To help the organization grow (7)</i>
Q3: Male (A)	57.85% 151	63.98% 167	67.82% 177	54.02% 141 B	58.24% 152	73.95% 193	60.54% 158
Q3: Female(B)	61.36% 54	62.50% 55	67.05% 59	35.23% 31 A	50.00% 44	64.77% 57	55.68% 49
Total respondents	205	222	236	172	196	250	207

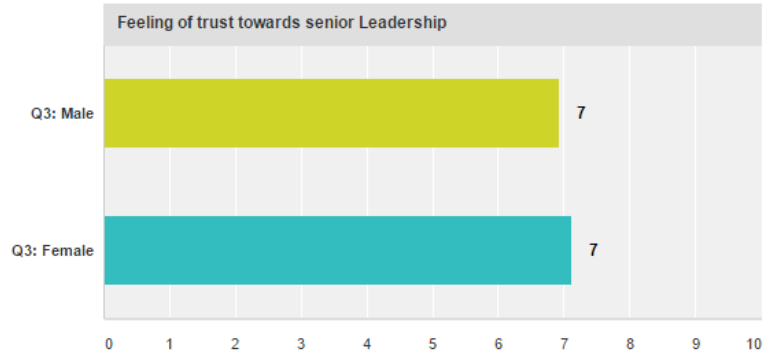
	<i>Being allowed to think innovatively and creatively at work (8)</i>	<i>Having the opportunity to challenge the status quo at the organization (9)</i>	<i>Achieving my objectives consistently at the organization (10)</i>	<i>Feeling like going the extra mile to boost our performance as a team (11)</i>	<i>Sense of ownership to work results and objectives (12)</i>	<i>Other (please specify) (13)</i>	<i>Total (1 to 13)</i>
Q3: Male (A)	65.52% 171	44.06% 115	61.30% 160	52.87% 138	46.74% 122	4.21% 11	531.81% 1,856
Q3: Female(B)	55.68% 49	60.23% 53	42.05% 37	54.55% 48	44.32% 39	42.05% 37	2.27% 2
Total respondents	207	224	152	208	177	159	13

- With 95% confidence level, survey results show that males collectively agree that personal belief in the company's vision and mission are big driver of employee's engagement unlike females.

3. B.vii Q7. Rank the factors

Question: Rank the following factors?

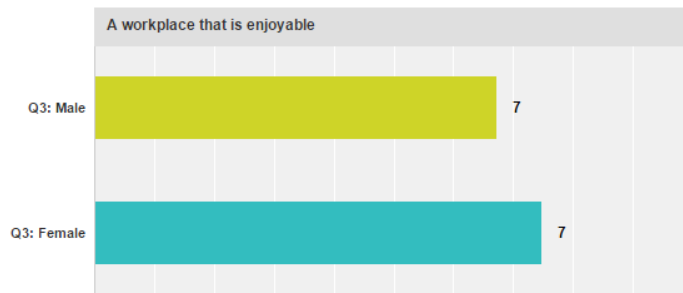
a. Feeling of trust towards leadership



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	9.68% 21	8.29% 18	10.14% 22	9.22% 20	7.37% 16	7.83% 17	8.76% 19	5.99% 13	10.60% 23	5.99% 13	7.83% 17	4.61% 10	3.69% 8	74.32% 217
Q3: Female(B)	12.00% 9	12.00% 9	6.67% 5	6.67% 5	8.00% 6	9.33% 7	9.33% 7	9.33% 7	6.67% 5	5.33% 4	10.67% 8	2.67% 2	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.06	3.37
Q3: Female(B)	1.00	12.00	6.00	5.89	3.40

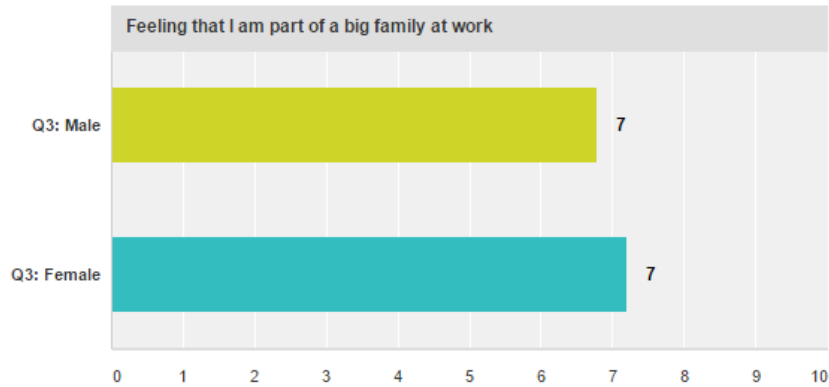
b. A workplace that is enjoyable



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	11.06% 24	7.83% 17	7.83% 17	6.91% 15	7.83% 17	7.83% 17	5.07% 11	9.22% 20	4.61% 10	10.14% 22	5.99% 13	8.29% 18	7.37% 16	74.32% 217
Q3: Female(B)	16.00% 12	10.67% 8	9.33% 7	8.00% 6	6.67% 5	8.00% 6	9.33% 7	6.67% 5	9.33% 7	4.00% 3	4.00% 3	6.67% 5	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.28	3.59
Q3: Female(B)	1.00	12.00	5.00	5.53	3.48

c. Feeling that I am part of a big family at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	10.14% 22	9.22% 20	6.91% 15	5.53% 12	10.60% 23	6.91% 15	7.83% 17	11.52% 25	6.91% 15	7.83% 17	6.91% 15	5.53% 12	4.15% 9	74.32% 217
Q3: Female(B)	8.00% 6	10.67% 8	13.33% 10	9.33% 7	6.67% 5	8.00% 6	5.33% 4	12.00% 9	2.67% 2	5.33% 4	9.33% 7	4.00% 3	5.33% 4	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.22	3.39
Q3: Female(B)	1.00	12.00	5.00	5.80	3.36

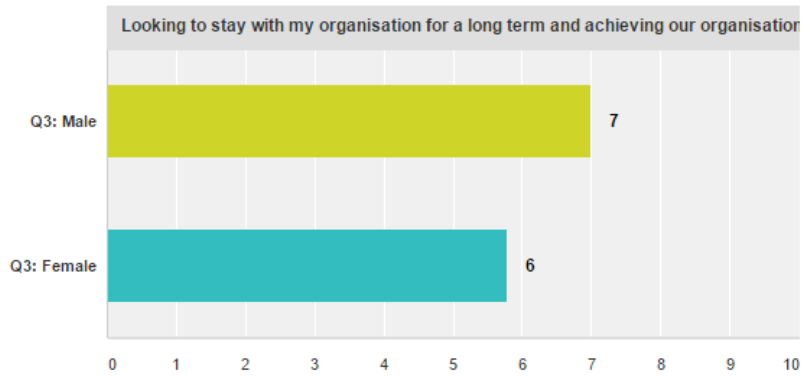
d. Personal belief in the organization's mission and vision



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	10.14% 22	11.06% 24	9.22% 20	5.53% 12	5.53% 12	6.91% 15	8.29% 18	8.76% 19	10.14% 22	8.29% 18	5.99% 13	5.53% 12	4.61% 10	74.32% 217
Q3: Female(B)	5.33% 4	10.67% 8	5.33% 4	6.67% 5	6.67% 5	5.33% 4	10.67% 8	6.67% 5	8.00% 6	10.67% 8	10.67% 8	10.67% 8	2.67% 2	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.14	3.48
Q3: Female(B)	1.00	12.00	7.00	7.05	3.52

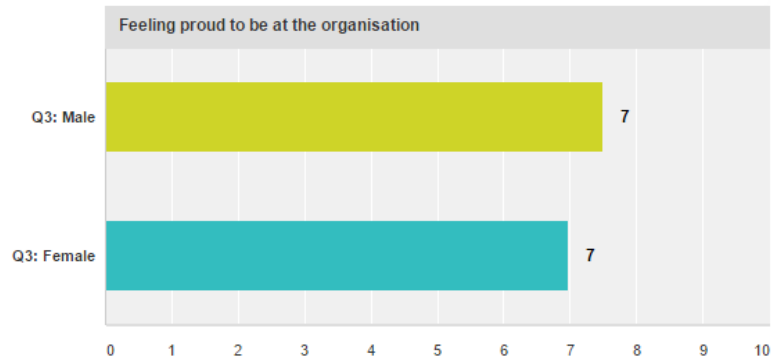
e. Looking to stay with my organization for a long term and achieving our organizational goals



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	11.06% 24	8.76% 19	8.29% 18	11.06% 24	7.83% 17	9.22% 20	5.53% 12	4.61% 10	6.91% 15	5.99% 13	5.07% 11	10.14% 22	5.53% 12	74.32% 217
Q3: Female (B)	8.00% 6	4.00% 3	4.00% 3	10.67% 8	2.67% 2	12.00% 9	5.33% 4	8.00% 6	12.00% 9	8.00% 6	8.00% 6	13.33% 10	4.00% 3	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.00	3.59
Q3: Female (B)	1.00	12.00	8.00	7.22	3.47

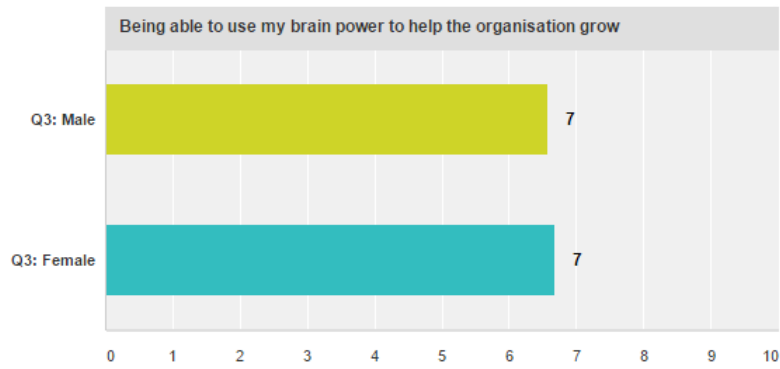
f. Feeling proud to be at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	17.05% 37	9.68% 21	6.45% 14	7.37% 16	9.68% 21	10.14% 22	9.22% 20	5.53% 12	5.99% 13	3.69% 8	7.37% 16	5.07% 11	2.76% 6	74.32% 217
Q3: Female (B)	13.33% 10	6.67% 5	10.67% 8	6.67% 5	8.00% 6	6.67% 5	6.67% 5	12.00% 9	6.67% 5	12.00% 9	5.33% 4	4.00% 3	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	5.00	5.51	3.46
Q3: Female (B)	1.00	12.00	6.00	6.03	3.42

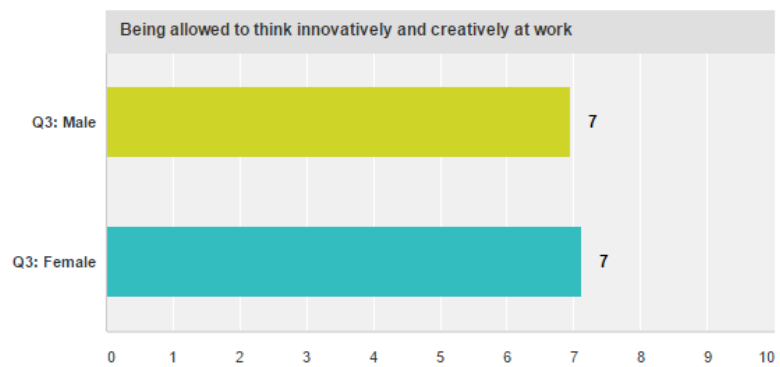
g. Being able to use my brain power to help the organization to grow



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	5.99% 13	4.61% 10	10.14% 22	10.14% 22	8.76% 19	10.60% 23	10.14% 22	6.45% 14	8.29% 18	6.45% 14	6.45% 14	6.91% 15	5.07% 11	74.32% 217
Q3: Female (B)	4.00% 3	5.33% 4	9.33% 7	16.00% 12	14.67% 11	6.67% 5	9.33% 7	5.33% 4	8.00% 6	5.33% 4	6.67% 5	8.00% 6	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.42	3.20
Q3: Female (B)	1.00	12.00	5.50	6.31	3.15

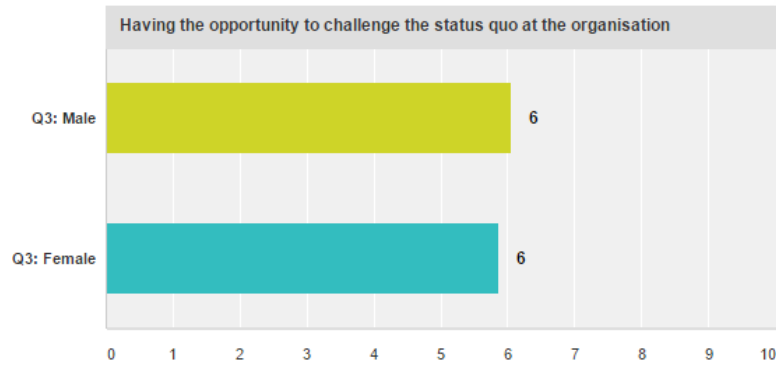
h. Being allowed to think innovatively and creatively at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	7.37% 16	8.76% 19	9.68% 21	10.60% 23	11.06% 24	4.61% 10	8.76% 19	8.29% 18	10.14% 22	5.53% 12	6.45% 14	4.61% 10	4.15% 9	74.32% 217
Q3: Female (B)	10.67% 8	9.33% 7	10.67% 8	8.00% 6	9.33% 7	6.67% 5	9.33% 7	8.00% 6	10.67% 8	6.67% 5	4.00% 3	5.33% 4	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.05	3.25
Q3: Female (B)	1.00	1.00	1.00	1.00	1.00

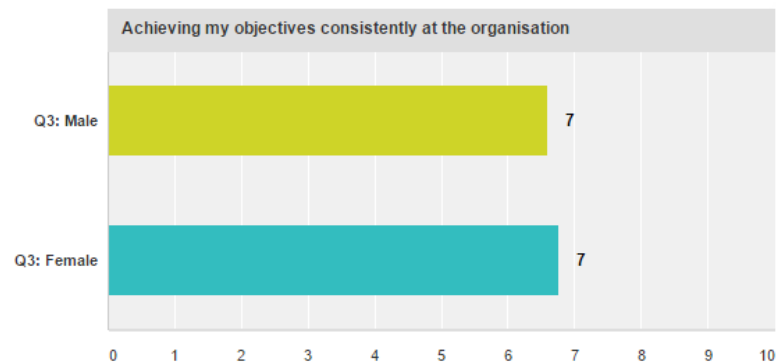
i. Having the opportunity to challenge the status quo at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	3.23% 7	8.76% 19	6.45% 14	8.29% 18	9.22% 20	7.83% 17	6.91% 15	8.76% 19	6.91% 15	6.91% 15	11.52% 25	9.22% 20	5.99% 13	74.32% 217
Q3: Female(B)	2.67% 2	6.67% 5	4.00% 3	9.33% 7	13.33% 10	10.67% 8	8.00% 6	4.00% 3	8.00% 6	9.33% 7	10.67% 8	10.67% 8	2.67% 2	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	7.00	6.95	3.37
Q3: Female(B)	1.00	12.00	7.00	7.14	3.25

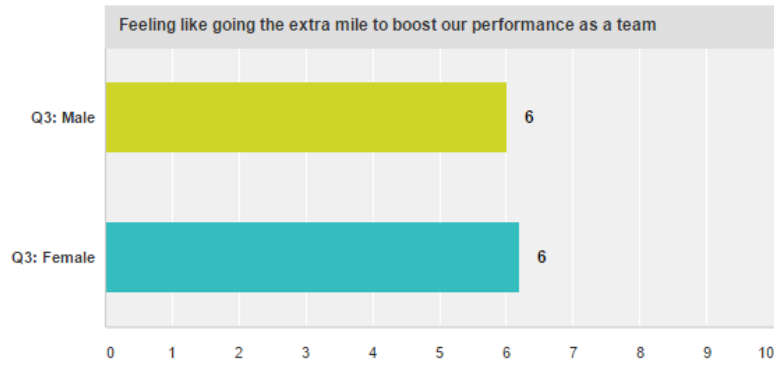
j. Achieving my objectives consistently at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	6.45% 14	7.37% 16	7.83% 17	10.14% 22	8.29% 18	11.06% 24	6.45% 14	9.68% 21	8.29% 18	8.76% 19	6.91% 15	5.53% 12	3.23% 7	74.32% 217
Q3: Female(B)	10.67% 8	9.33% 7	5.33% 4	5.33% 4	9.33% 7	10.67% 8	8.00% 6	10.67% 8	8.00% 6	12.00% 9	8.00% 6	1.33% 1	1.33% 1	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	6.00	6.41	3.24
Q3: Female(B)	1.00	12.00	6.00	6.23	3.27

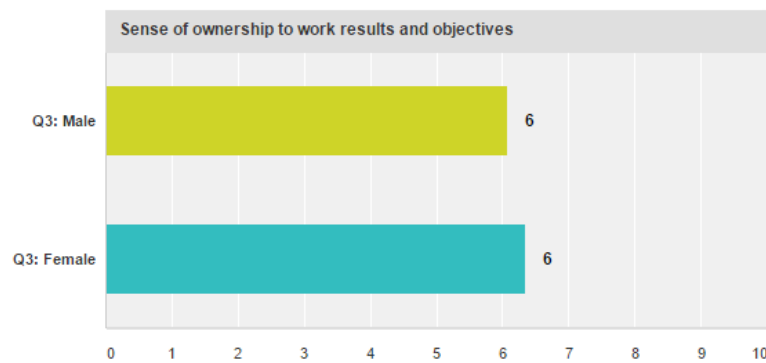
k. Feeling like going the extra mile to boost our performance as a team



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	1.84% 4	7.83% 17	9.22% 20	5.53% 12	6.91% 15	8.76% 19	11.52% 25	7.83% 17	8.29% 18	12.44% 27	8.76% 19	5.53% 12	5.53% 12	74.32% 217
Q3: Female (B)	4.00% 3	8.00% 6	9.33% 7	8.00% 6	5.33% 4	6.67% 5	10.67% 8	8.00% 6	10.67% 8	8.00% 6	10.67% 8	5.33% 4	5.33% 4	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	7.00	6.98	3.13
Q3: Female (B)	1.00	12.00	7.00	6.79	3.28

I. Sense of ownership to work results and objectives



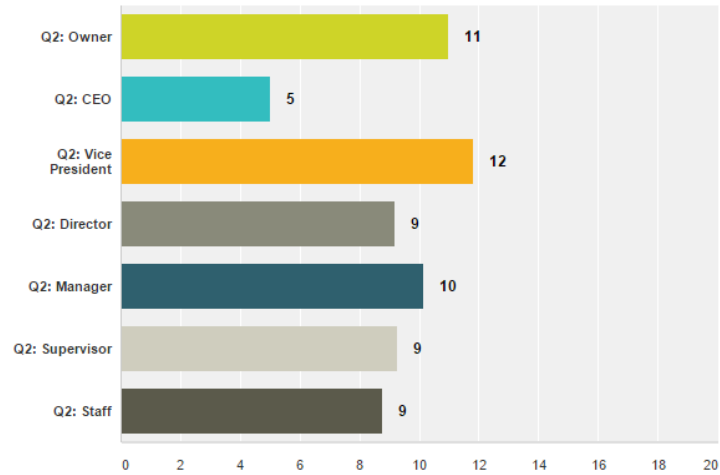
	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q3: Male (A)	5.07% 11	6.91% 15	6.91% 15	8.76% 19	5.53% 12	5.99% 13	8.76% 19	10.60% 23	9.22% 20	10.14% 22	9.68% 21	5.99% 13	6.45% 14	74.32% 217
Q3: Female (B)	5.33% 4	6.67% 5	12.00% 9	5.33% 4	9.33% 7	9.33% 7	8.00% 6	9.33% 7	6.67% 5	9.33% 7	6.67% 5	9.33% 7	2.67% 2	25.68% 75

	Minimum	Maximum	Median	Mean	Standard Deviation
Q3: Male (A)	1.00	12.00	7.00	6.92	3.29
Q3: Female (B)	1.00	12.00	7.00	6.66	3.35

3. C Position Based Analysis

3. C.i Q1. Principal industry of the organization

Question: Which of the following best describes the principal industry of your organization?



	Advertising & Marketing (1)	Agriculture (2)	Airlines & Aerospace (including Defense) (3)	Automotive (4)	Business Support & Logistics (5)	Construction, Machinery, and Homes (6)	Education (7)	Entertainment & Leisure (8)	Finance & Financial services (9)	Food & Beverages (10)	Government (11)
Q2: Owner (A)	16.67% 1	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Q2: Vice president (C)	0.00% 0	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1
Q2: Director (D)	0.00% 0	0.00% 0	0.00% 0	10.00% 1	30.00% 3	0.00% 0	10.00% 1	10.00% 1	0.00% 0	0.00% 0	20.00% 2
Q2: Manager (E)	8.82% 6	0.00% 0	1.47% 1	1.47% 1	32.35% 22	2.94% 2	1.47% 1	0.00% 0	4.41% 3	1.47% 1	10.29% 7
Q2: Supervisor (F)	1.01% 1	1.01% 1	0.00% 0	2.02% 2	53.54% 53	1.01% 1	2.02% 2	0.00% 0	0.00% 0	2.02% 2	10.10% 10
Q2: Staff (G)	2.13% 3	0.71% 1	4.26% 6	0.71% 1	42.55% 60	1.42% 2	3.55% 5	0.71% 1	4.26% 6	0.00% 0	20.57% 29
Total Respondents	11	3	7	7	140	6	9	2	9	3	50

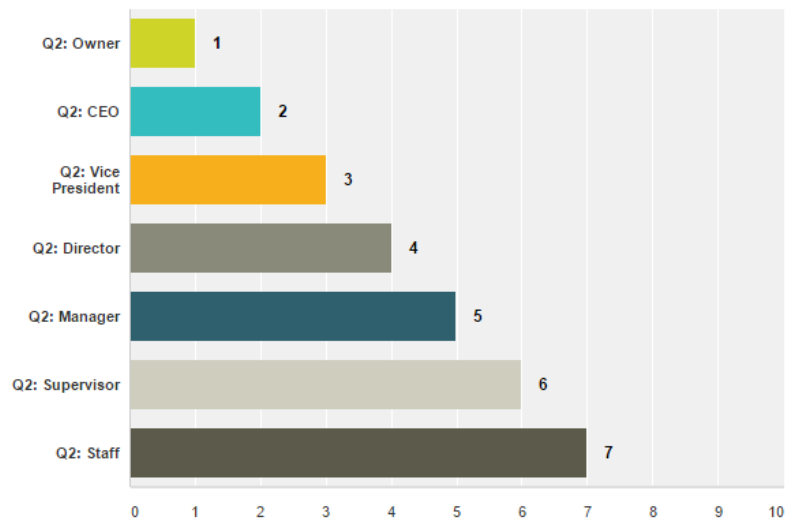
	Healthcare & Pharmaceuticals (12)	Insurance (13)	Manufacturing (14)	Nonprofit (15)	Retail & Consumer Durables (16)	Real Estate (17)	Telecommunications, Technology, Internet & Electronics (18)	Transportation & Delivery (19)	Utilities, Energy, and Extraction (20)	I am currently not employed (21)	Total 1 to 21
Q2: Owner (A)	0.00% 0	0.00% 0	33.33% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	1.80% 6
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.90% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	16.67% 1	0.00% 0	0.00% 0	1.80% 6
Q2: Director (D)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 1	0.00% 0	10.00% 1	0.00% 0	0.00% 0	3.00% 10
Q2: Manager (E)	1.47% 1	0.00% 0	1.47% 1	0.00% 0	1.47% 1	4.41% 3	1.47% 1	23.53% 16	1.47% 1	0.00% 0	20.42% 68
Q2: Supervisor (F)	1.01% 1	0.00% 0	2.02% 2	1.01% 1	0.00% 0	0.00% 0	2.02% 2	21.21% 21	0.00% 0	0.00% 0	29.73% 99
Q2: Staff (G)	2.84% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.13% 3	1.42% 2	11.35% 16	1.42% 2	0.00% 0	42.34% 141
Total respondents	6	0	5	1	1	8	6	55	3	1	333

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	21.00	12.50	11.00	6.51
Q2: CEO (B)	4.00	6.00	5.00	5.00	0.82
Q2: Vice president (C)	2.00	19.00	14.00	11.83	6.77

Q2: Director (D)	4.00	19.00	7.50	9.20	5.00
Q2: Manager (E)	1.00	20.00	9.00	10.16	6.45
Q2: Supervisor (F)	1.00	19.00	5.00	9.25	5.88
Q2: Staff (G)	1.00	20.00	5.00	8.75	5.21

3. C.ii Q2. Position in organization

Question: What is your position in your organization?

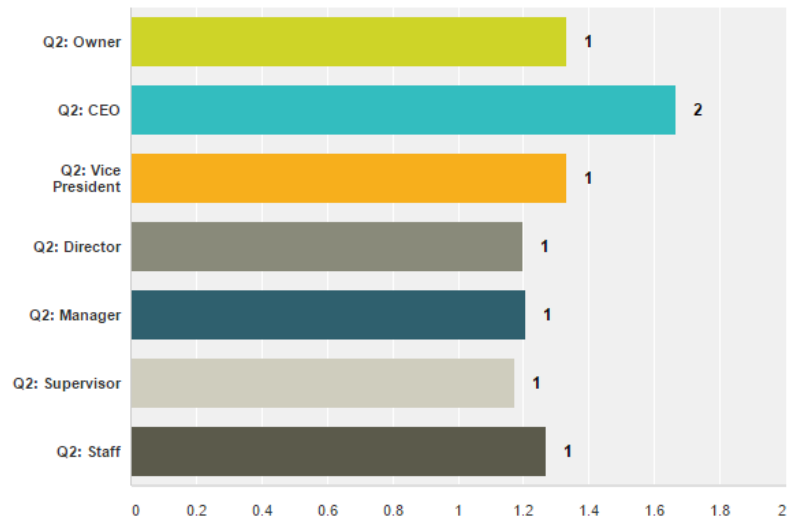


	Owner (1)	CEO (2)	Vice President (3)	Director (4)	Manager (5)	Supervisor (6)	Staff (7)	Other Please specify (8)	Total
Q2: Owner (A)	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.80% 6
Q2: CEO (B)	0.00% 0	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.90% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.80% 6
Q2: Director (D)	0.00% 0	0.00% 0	0.00% 0	100.00% 10	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.00% 10
Q2: Manager (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 68	0.00% 0	0.00% 0	0.00% 0	20.42% 68
Q2: Supervisor (F)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 99	0.00% 0	0.00% 0	29.73% 99
Q2: Staff (G)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 141	0.00% 0	42.34% 141
Total respondents	6	3	6	10	68	99	141	0	333

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	1.00	1.00	1.00	0.00
Q2: CEO (B)	2.00	2.00	2.00	2.00	0.00
Q2: Vice president (C)	3.00	3.00	3.00	3.00	0.00
Q2: Director (D)	4.00	4.00	4.00	4.00	0.00
Q2: Manager (E)	5.00	5.00	5.00	5.00	0.00
Q2: Supervisor (F)	6.00	6.00	6.00	6.00	0.00
Q2: Staff (G)	7.00	7.00	.00	7.00	0.00

3. C.iii Q3. Gender

Question: What is your gender?

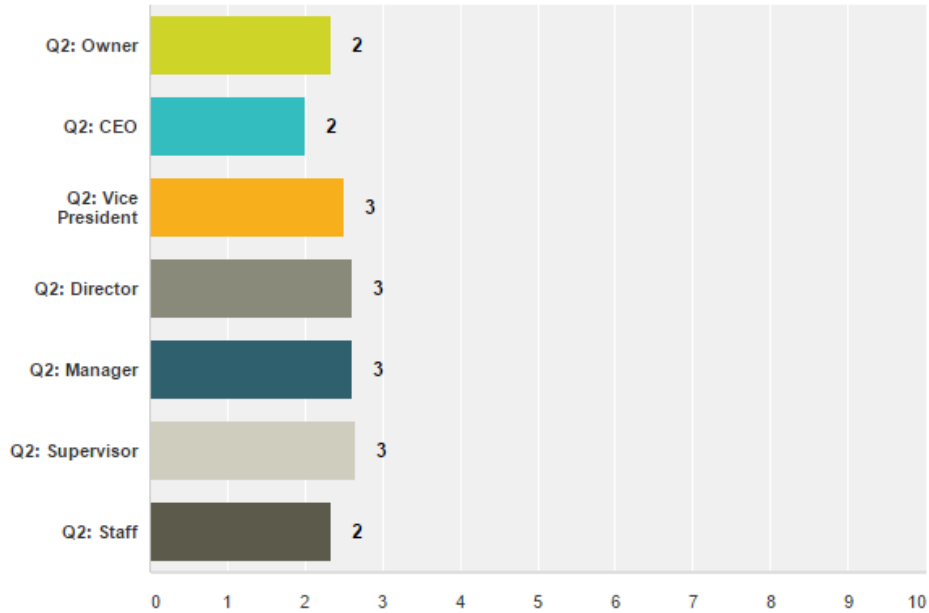


	Male (1)	Female (2)	Total
Q2: Owner (A)	66.67% 4	33.33% 2	1.80% 6
Q2: CEO (B)	33.33% 1	66.67% 2	0.90% 3
Q2: Vice president (C)	66.67% 4	33.33% 2	1.80% 6
Q2: Director (D)	80.00% 8	20.00% 2	3.00% 10
Q2: Manager (E)	79.41% 54	20.59% 14	20.42% 68
Q2: Supervisor (F)	82.83% 82	17.17% 17	29.73% 99
Q2: Staff (G)	73.05% 103	26.95% 38	42.34% 141
Total respondents	256	77	333

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	2.00	1.00	1.33	0.47
Q2: CEO (B)	1.00	2.00	2.00	1.67	0.47
Q2: Vice president (C)	1.00	2.00	1.00	1.33	0.47
Q2: Director (D)	1.00	2.00	1.00	1.20	0.40
Q2: Manager (E)	1.00	2.00	1.00	1.21	0.40
Q2: Supervisor (F)	1.00	2.00	1.00	1.17	0.38
Q2: Staff (G)	1.00	2.00	1.00	1.27	0.44

3. C.iv Q4. Age group

Question: What is your age group?

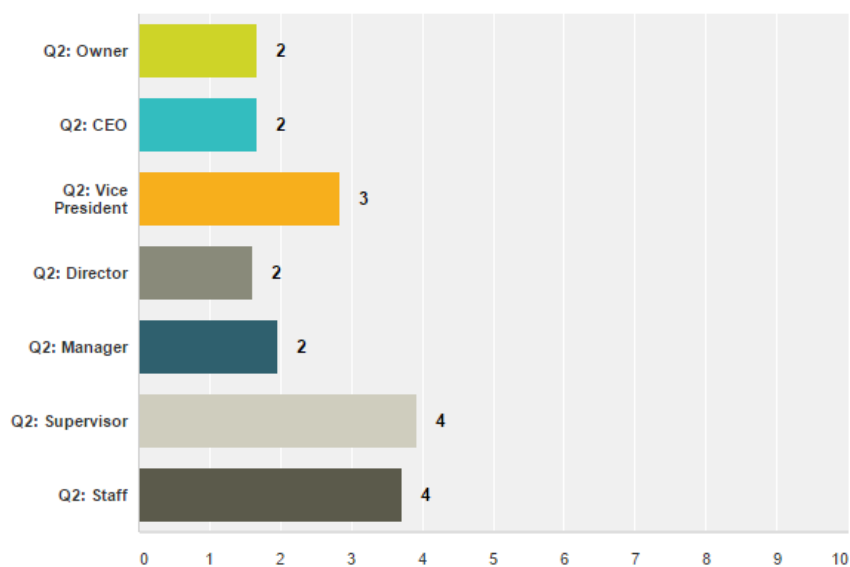


	Less than 25 (1)	25-35 (2)	36-46 (3)	47-60 (4)	Above 60 (5)	Total
Q2: Owner (A)	0.00% 0	66.67% 4	33.33% 2	0.00% 0	0.00% 0	1.80% 6
Q2: CEO (B)	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.90% 3
Q2: Vice president (C)	0.00% 0	66.67% 4	16.67% 1	16.67% 1	0.00% 0	1.80% 6
Q2: Director (D)	10.00% 1	40.00% 4	30.00% 3	20.00% 2	0.00% 0	3.00% 10
Q2: Manager (E)	4.41% 3	50.00% 34	32.35% 22	7.35% 5	5.88% 4	20.42% 68
Q2: Supervisor (F)	2.02% 2	47.47% 47	33.33% 33	17.17% 17	0.00% 0	29.73% 99
Q2: Staff (G)	11.35% 16	52.48% 74	26.95% 38	9.22% 13	0.00% 0	42.34% 141
Total respondents	23	168	100	38	4	333

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	2.00	3.00	2.00	2.33	0.47
Q2: CEO (B)	1.00	3.00	2.00	2.00	0.82
Q2: Vice president (C)	2.00	4.00	2.00	2.50	0.76
Q2: Director (D)	1.00	4.00	2.50	2.60	0.92
Q2: Manager (E)	1.00	5.00	2.00	2.60	0.91
Q2: Supervisor (F)	1.00	4.00	3.00	2.66	0.78
Q2: Staff (G)	1.00	4.00	2.00	2.34	0.80

3. A.v Q5. Country of origin

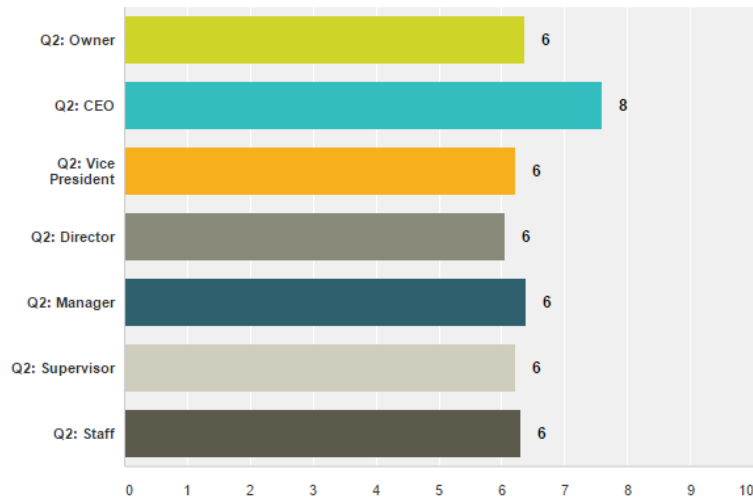
Question: Which region do you come from?



	UAE National (1)	Arab/Non-UAE (2)	North/South America (3)	Europe/Australia (4)	Asian (5)	Africa(Non-Arab) (6)	Total
Q2: Owner (A)	66.67% 4	16.67% 1	0.00% 0	16.67% 1	0.00% 0	0.00% 0	1.80% 6
Q2: CEO (B)	33.33% 1	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.90% 3
Q2: Vice president (C)	16.67% 1	16.67% 1	33.33% 2	33.33% 2	0.00% 0	0.00% 0	1.80% 6
Q2: Director (D)	60.00% 6	20.00% 2	20.00% 2	0.00% 0	0.00% 0	0.00% 0	3.00% 10
Q2: Manager (E)	64.71% 44 FG	11.76% 8	1.47% 1	5.88% 4 G	16.18% 11 FG	0.00% 0	20.42% 68
Q2: Supervisor (F)	21.21% 21 E	7.07% 7	0.00% 0	2.02% 2	69.70% 69 E	0.00% 0	29.73% 99
Q2: Staff (G)	25.53% 36 E	7.80% 11	2.13% 3	0.00% 0 E	63.12% 89 E	1.42% 2	42.34% 141
Total respondents	113	32	8	9	169	2	333

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	4.00	1.00	1.67	1.11
Q2: CEO (B)	1.00	2.00	2.00	1.67	0.47
Q2: Vice president (C)	1.00	4.00	3.00	2.83	1.07
Q2: Director (D)	1.00	3.00	1.00	1.60	0.80
Q2: Manager (E)	1.00	5.00	1.00	1.97	1.53
Q2: Supervisor (F)	1.00	5.00	5.00	3.92	1.70
Q2: Staff (G)	1.00	6.00	5.00	3.72	1.80

Q6. Statements below are some of the factors previous researches suggest they drive employee engagement. Please select relevant factors to you by selecting as many as applicable.



	<i>Feeling of trust towards senior Leadership (1)</i>	<i>A workplace that is enjoyable (2)</i>	<i>Feeling that I am part of a big family at work (3)</i>	<i>Personal Belief in the organisation's Mission and vision (4)</i>	<i>Looking to stay with my organization For a long term and achieving our organizational goals together (5)</i>	<i>Feeling Proud to be at the organization (6)</i>	<i>Being able to use my brain power To help the organization grow (7)</i>
Q2: Owner (A)	50.00% 3	66.67% 4	66.67% 4	16.67% 1	33.33% 2	50.00% 3	50.00% 3
Q2: CEO (B)	33.33% 1	33.33% 1	66.67% 2	33.33% 1	66.67% 2	66.67% 2	66.67% 2
Q2: Vice president (C)	50.00% 2	100.00% 4	25.00% 1	75.00% 3	25.00% 1	50.00% 2	75.00% 3
Q2: Director (D)	55.56% 5	66.67% 6	33.33% 3	22.22% 2	11.11% 1	55.56% 5	33.33% 3
Q2: Manager (E)	62.71% 37	66.10% 39	64.41% 38	45.76% 27	54.24% 32	69.49% 41	57.63% 34
Q2: Supervisor (F)	67.39% 62	64.13% 59	67.39% 62	57.61% 53	66.30% 61 G	77.17% 71	61.96% 57
Q2: Staff (G)	54.17% 65	62.50% 75	73.33% 88	50.00% 60	51.67% 62 F	73.33% 88	60.00% 72
Total respondents	175	188	198	147	161	212	174

	Being allowed to think innovatively and creatively at work (8)	Having the opportunity to challenge the status quo at the organization (9)	Achieving my objectives consistently at the organization (10)	Feeling like going the extra mile to boost our performance as a team (11)	Sense of ownership to work results and objectives (12)	Other (please specify) (13)	Total (1 to 13)
Q2: Owner (A)	16.67% 1	50.00% 3	50.00% 3	50.00% 3	50.00% 3	0.00% 0	11.26% 33
Q2: CEO (B)	100.00% 3	100.00% 3	66.67% 2	100.00% 3	66.67% 2	33.33% 1	8.53% 25
Q2: Vice president (C)	50.00% 2	50.00% 2	75.00% 3	25.00% 1	50.00% 2	0.00% 0	8.87% 26
Q2: Director (D)	44.44% 4	11.11% 1	22.22% 2	55.56% 5	33.33% 3	0.00% 0	13.65% 40
Q2: Manager (E)	66.10% 39	44.07% 26	54.24% 32	50.85% 30	59.32% 35 G	6.78% 4	141.30% 414
Q2: Supervisor (F)	70.65% 65	50.00% 46	57.61% 53	51.09% 47	45.65% 42	3.26% 3	232.42% 681
Q2: Staff (G)	65.00% 78	45.00% 54	63.33% 76	52.50% 63	41.67% 50 E	1.67% 2	284.30% 833
Total respondents	192	135	171	152	137	10	293

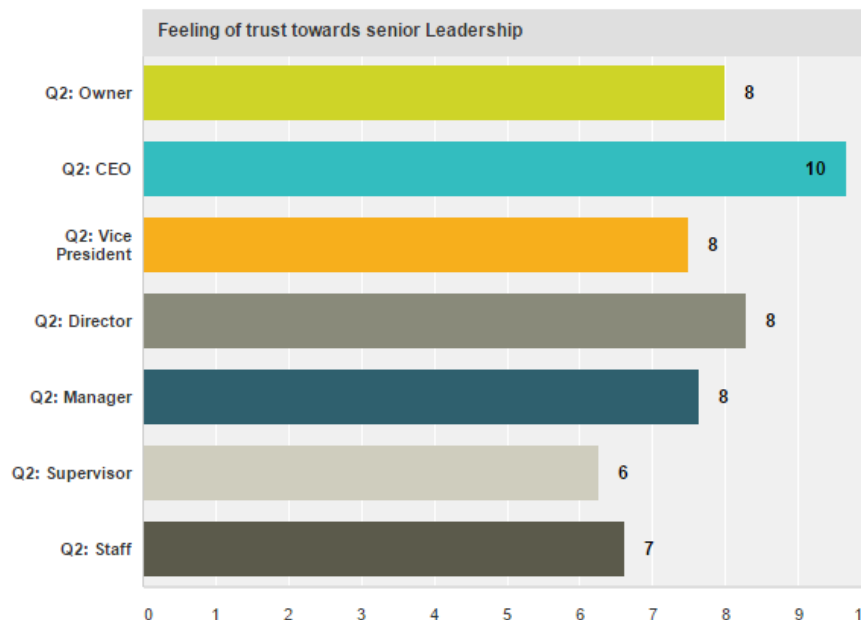
	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	12.00	6.00	6.36	3.66
Q2: CEO (B)	1.00	13.00	8.00	7.60	3.29
Q2: Vice president (C)	1.00	12.00	6.50	6.23	3.45
Q2: Director (D)	1.00	12.00	6.00	6.05	3.71
Q2: Manager (E)	1.00	13.00	6.00	6.40	3.51
Q2: Supervisor (F)	1.00	13.00	6.00	6.21	3.36
Q2: Staff (G)	1.00	13.00	6.00	6.30	3.36

- Staff and Supervisory level employees results shows that compared to other job positions are looking to stay for one organization is major driver of engagement with 95% confidence level. Managers in the other hand results shows that sense of ownership is most important unlike staff level employees with 95% confidence level.

3. C.vii Q7. Ranking of various organizational factors

Question: Rank the following factors?

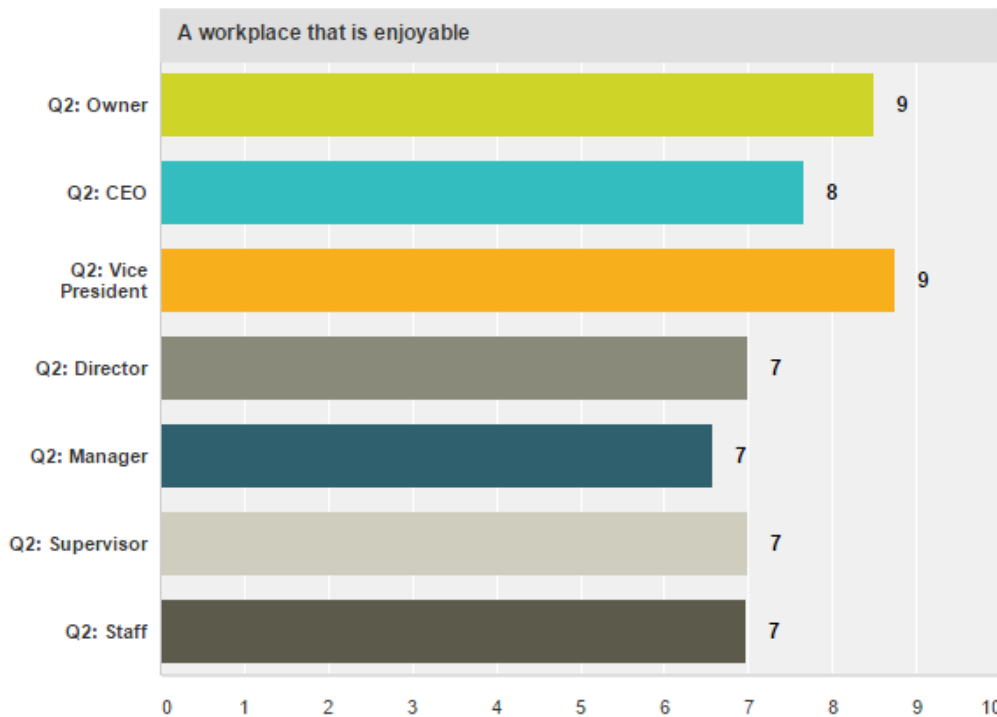
a. Feeling of trust towards leadership



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	28.57% 2	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	2.83% 7
Q2: Manager (E)	18.52% 10	9.26% 5	9.26% 5	7.41% 4	9.26% 5	9.26% 5	3.70% 2	7.41% 4	7.41% 4	7.41% 4	7.41% 4	1.85% 1	1.85% 1	21.86% 54
Q2: Supervisor (F)	5.19% 4	10.39% 8	9.09% 7	9.09% 7	6.49% 5	2.60% 2	6.49% 5	7.79% 6	14.29% 11	9.09% 7	11.69% 9	5.19% 4	2.60% 2	31.17% 77
Q2: Staff (G)	7.22% 7	7.22% 7	8.25% 8	11.34% 11	4.12% 4	11.34% 11	9.28% 9	7.22% 7	11.34% 11	4.12% 4	8.25% 8	6.19% 6	4.12% 4	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	3.00	7.00	5.00	5.00	1.41
Q2: CEO (B)	2.00	6.00	2.00	3.33	1.89
Q2: Vice president (C)	1.00	11.00	5.00	5.50	3.84
Q2: Director (D)	1.00	10.00	3.00	4.71	3.57
Q2: Manager (E)	1.00	12.00	5.00	5.36	3.44
Q2: Supervisor (F)	1.00	12.00	7.00	6.73	3.45
Q2: Staff (G)	1.00	1.00	1.00	1.00	1.00

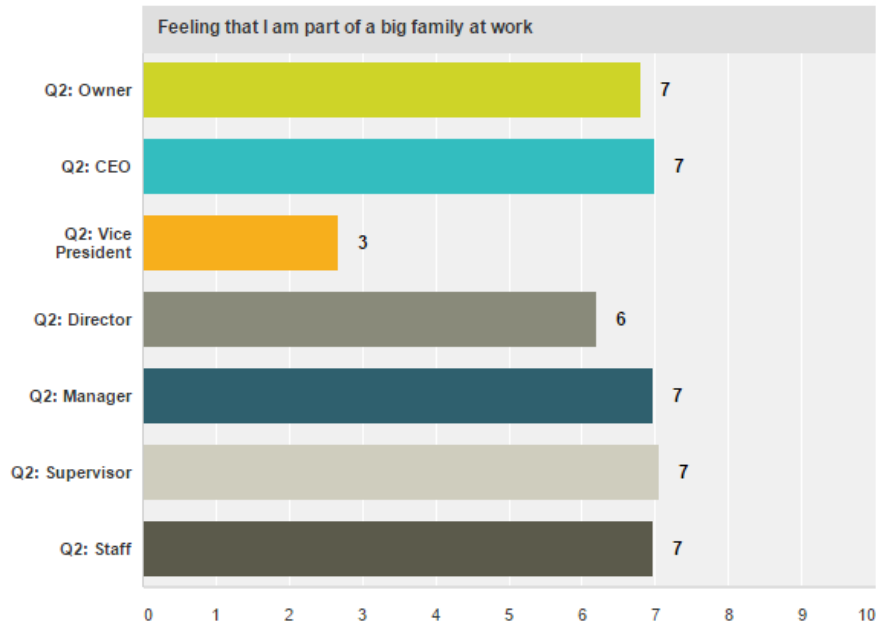
b. A workplace that is enjoyable



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	20.00% 1	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	2.02% 5
Q2: CEO (B)	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	14.29% 1	2.83% 7
Q2: Manager (E)	7.41% 4	11.11% 6	7.41% 4	3.70% 2	7.41% 4	12.96% 7	7.41% 4	11.11% 6	7.41% 4	11.11% 6	3.70% 2	7.41% 4	1.85% 1	21.86% 54
Q2: Supervisor (F)	16.88% 13	6.49% 5	7.79% 6	7.79% 6	6.49% 5	10.39% 8	3.90% 3	9.09% 7	3.90% 3	7.79% 6	9.09% 7	7.79% 6	2.60% 2	31.17% 77
Q2: Staff (G)	9.28% 9	10.31% 10	9.28% 9	7.22% 7	9.28% 9	7.22% 7	6.19% 6	7.22% 7	7.22% 7	9.28% 9	6.19% 6	5.15% 5	6.19% 6	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	7.00	5.00	4.50	2.29
Q2: CEO (B)	2.00	10.00	4.00	5.33	3.40
Q2: Vice president (C)	1.00	8.00	4.00	4.25	3.27
Q2: Director (D)	1.00	12.00	6.00	6.42	3.33
Q2: Manager (E)	1.00	12.00	6.00	6.42	3.33
Q2: Supervisor (F)	1.00	12.00	6.00	6.01	3.71
Q2: Staff (G)	1.00	12.00	6.00	6.02	3.44

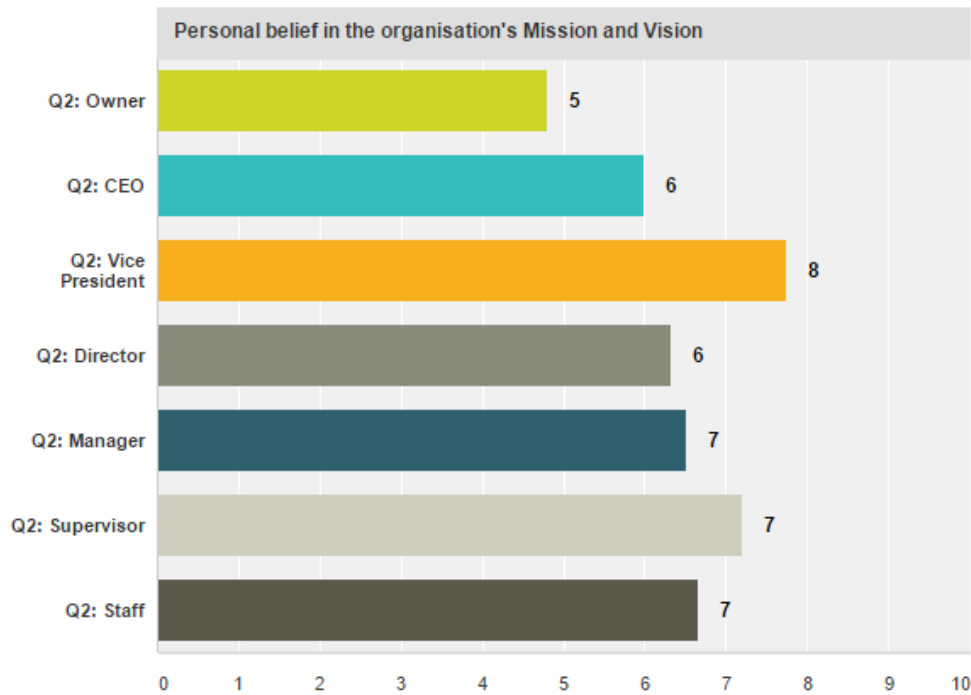
c. **Feeling I am part of a big family at work**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	20.00% 1	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	25.00% 1	25.00% 1	1.62% 4
Q2: Director (D)	0.00% 0	14.29% 1	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	28.57% 2	2.83% 7
Q2: Manager (E)	16.67% 9	5.56% 3	7.41% 4	0.00% 0	11.11% 6	3.70% 2	11.11% 6	18.52% 10	7.41% 4	5.56% 3	7.41% 4	1.85% 1	3.70% 2	21.86% 54
Q2: Supervisor (F)	9.09% 7	15.58% 12	5.19% 4	9.09% 7	7.79% 6	9.09% 7	5.19% 4	10.39% 8	9.09% 7	5.19% 4	7.79% 6	5.19% 4	1.30% 1	31.17% 77
Q2: Staff (G)	9.28% 9	8.25% 8	9.28% 9	7.22% 7	10.31% 10	8.25% 8	9.28% 9	9.28% 9	4.12% 4	8.25% 8	7.22% 7	4.12% 4	5.15% 5	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	11.00	8.00	6.20	3.66
Q2: CEO (B)	3.00	11.00	4.00	6.00	3.56
Q2: Vice president (C)	9.00	12.00	10.00	10.33	1.25
Q2: Director (D)	2.00	12.00	5.00	6.80	4.35
Q2: Manager (E)	1.00	12.00	7.00	6.02	3.34
Q2: Supervisor (F)	1.00	12.00	6.00	5.95	3.43
Q2: Staff (G)	1.00	12.00	6.00	6.02	3.30

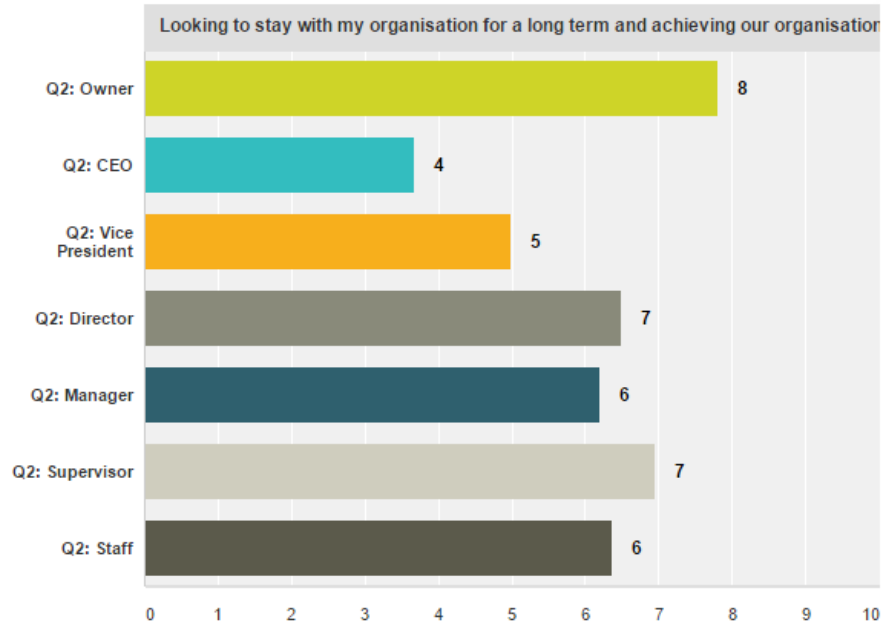
d. **Personal belief in the origination's Mission and Vision**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	40.00% 2	20.00% 1	0.00% 0	20.00% 1	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	14.29% 1	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	2.83% 7
Q2: Manager (E)	11.11% 6	7.41% 4	11.11% 6	1.85% 1	5.56% 3	7.41% 4	12.96% 7	1.85% 1	11.11% 6	9.26% 5	12.96% 7	3.70% 2	3.70% 2	21.86% 54
Q2: Supervisor (F)	14.29% 11	14.29% 11	7.79% 6	3.90% 3	9.09% 7	3.90% 3	6.49% 5	9.09% 7	10.39% 8	9.09% 7	5.19% 4	5.19% 4	1.30% 1	31.17% 77
Q2: Staff (G)	7.22% 7	13.40% 13	7.22% 7	7.22% 7	3.09% 3	8.25% 8	9.28% 9	9.28% 9	6.19% 6	8.25% 8	5.15% 5	9.28% 9	6.19% 6	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	5.00	11.00	8.00	8.20	1.94
Q2: CEO (B)	6.00	8.00	7.00	7.00	0.82
Q2: Vice president (C)	2.00	9.00	5.00	5.25	3.27
Q2: Director (D)	2.00	12.00	6.00	6.67	4.11
Q2: Manager (E)	1.00	12.00	7.00	6.48	3.55
Q2: Supervisor (F)	1.00	12.00	5.50	5.80	3.59
Q2: Staff (G)	1.00	1.00	1.00	1.00	1.00

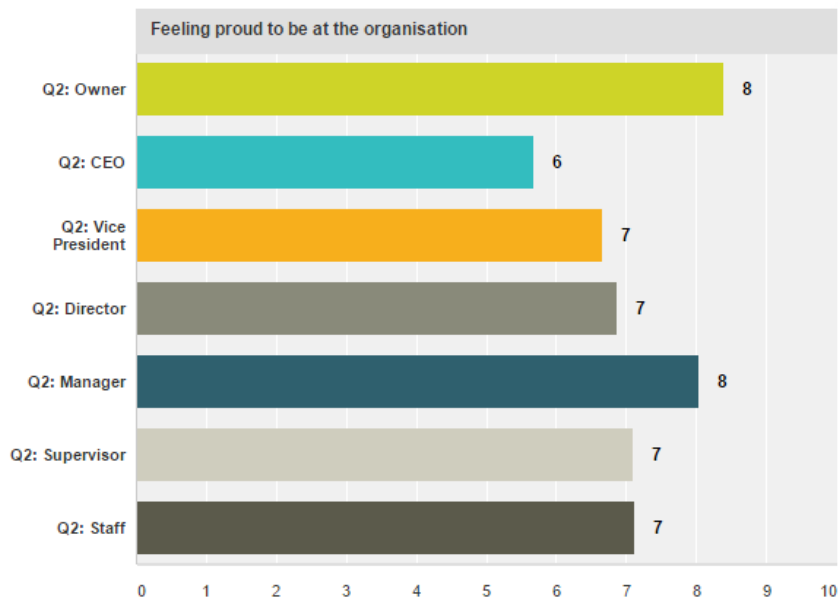
e. **Looking to stay with my organization for a long term and achieving organizational goals**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	20.00% 1	40.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	20.00% 1	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	50.00% 2	1.62% 4
Q2: Director (D)	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	14.29% 1	2.83% 7
Q2: Manager (E)	5.56% 3	7.41% 4	7.41% 4	12.96% 7	5.56% 3	9.26% 5	9.26% 5	3.70% 2	5.56% 3	7.41% 4	7.41% 4	14.81% 8	3.70% 2	21.86% 54
Q2: Supervisor (F)	11.69% 9	6.49% 5	10.39% 8	12.99% 10	7.79% 6	9.09% 7	3.90% 3	6.49% 5	6.49% 5	5.19% 4	3.90% 3	12.99% 10	2.60% 2	31.17% 77
Q2: Staff (G)	8.25% 8	9.28% 9	6.19% 6	7.22% 7	6.19% 6	11.34% 11	4.12% 4	6.19% 6	11.34% 11	7.22% 7	6.19% 6	11.34% 11	5.15% 5	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	12.00	2.00	5.20	4.45
Q2: CEO (B)	5.00	12.00	11.00	9.33	3.09
Q2: Vice president (C)	7.00	9.00	8.00	8.00	1.00
Q2: Director (D)	1.00	10.00	7.00	6.50	2.99
Q2: Manager (E)	1.00	12.00	6.50	6.81	3.57
Q2: Supervisor (F)	1.00	12.00	5.00	6.05	3.63
Q2: Staff (G)	1.00	12.00	6.00	6.64	3.58

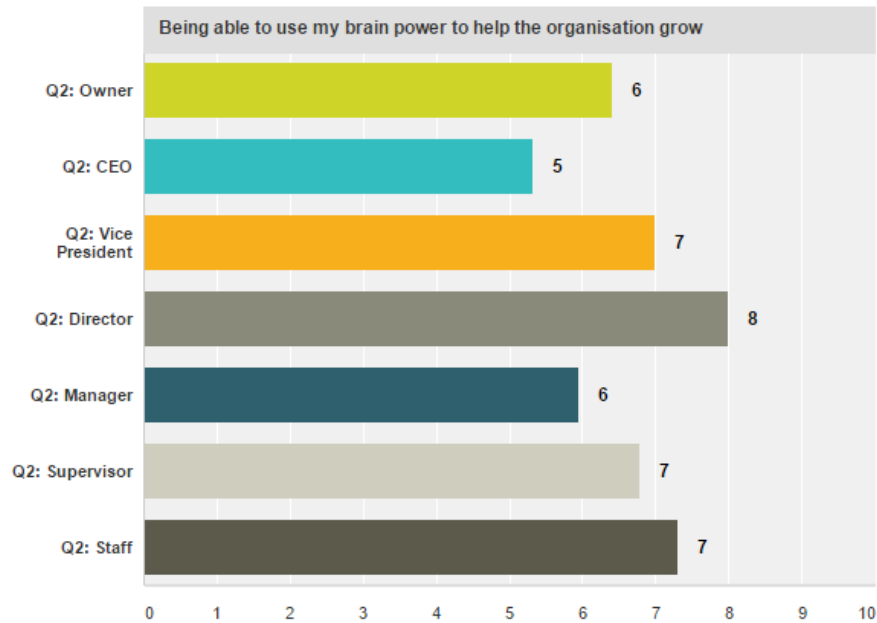
f. **Feeling proud to be at the organization**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	40.00% 2	0.00% 0	0.00% 0	20.00% 1	0.00% 0	40.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	1.62% 4
Q2: Director (D)	14.29% 1	0.00% 0	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	28.57% 2	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.83% 7
Q2: Manager (E)	14.81% 8	9.26% 5	14.81% 8	12.96% 7	7.41% 4	11.11% 6	7.41% 4	1.85% 1	3.70% 2	1.85% 1	7.41% 4	3.70% 2	3.70% 2	21.86% 54
Q2: Supervisor (F)	15.58% 12	6.49% 5	5.19% 4	10.39% 8	15.58% 12	5.19% 4	9.09% 7	6.49% 5	2.60% 2	7.79% 6	9.09% 7	6.49% 5	0.00% 0	31.17% 77
Q2: Staff (G)	18.56% 18	9.28% 9	7.22% 7	3.09% 3	6.19% 6	7.22% 7	9.28% 9	8.25% 8	8.25% 8	7.22% 7	7.22% 7	6.19% 6	2.06% 2	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	2.00	7.00	5.00	4.60	2.24
Q2: CEO (B)	4.00	10.00	8.00	7.33	2.49
Q2: Vice president (C)	6.00	7.00	6.00	6.33	0.47
Q2: Director (D)	1.00	9.00	8.00	6.14	2.90
Q2: Manager (E)	1.00	12.00	4.00	4.96	3.23
Q2: Supervisor (F)	1.00	12.00	5.00	5.90	3.52
Q2: Staff (G)	1.00	12.00	6.00	5.88	3.68

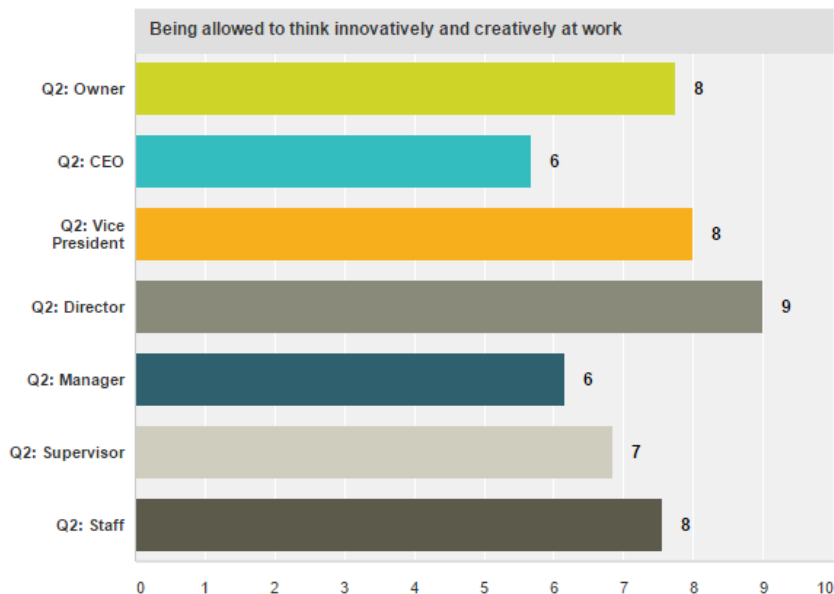
g. **Being able to use my brain power to help the organization grow**



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	25.00% 1	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	2.83% 7
Q2: Manager (E)	3.70% 2	3.70% 2	3.70% 2	18.52% 10	9.26% 5	3.70% 2	9.26% 5	7.41% 4	11.11% 6	5.56% 3	9.26% 5	11.11% 6	3.70% 2	21.86% 54
Q2: Supervisor (F)	3.90% 3	7.79% 6	12.99% 10	7.79% 6	7.79% 6	14.29% 11	12.99% 10	7.79% 6	5.19% 4	6.49% 5	6.49% 5	5.19% 4	1.30% 1	31.17% 77
Q2: Staff (G)	8.25% 8	4.12% 4	11.34% 11	15.46% 15	13.40% 13	9.28% 9	8.25% 8	2.06% 2	9.28% 9	5.15% 5	3.09% 3	5.15% 5	5.15% 5	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	3.00	12.00	6.00	6.60	3.01
Q2: CEO (B)	3.00	11.00	9.00	7.67	3.40
Q2: Vice president (C)	3.00	10.00	5.50	6.00	2.55
Q2: Director (D)	3.00	7.00	5.00	5.00	1.41
Q2: Manager (E)	1.00	12.00	7.00	7.06	3.25
Q2: Supervisor (F)	1.00	12.00	6.00	6.21	3.05
Q2: Staff (G)	1.00	12.00	5.00	5.70	3.06

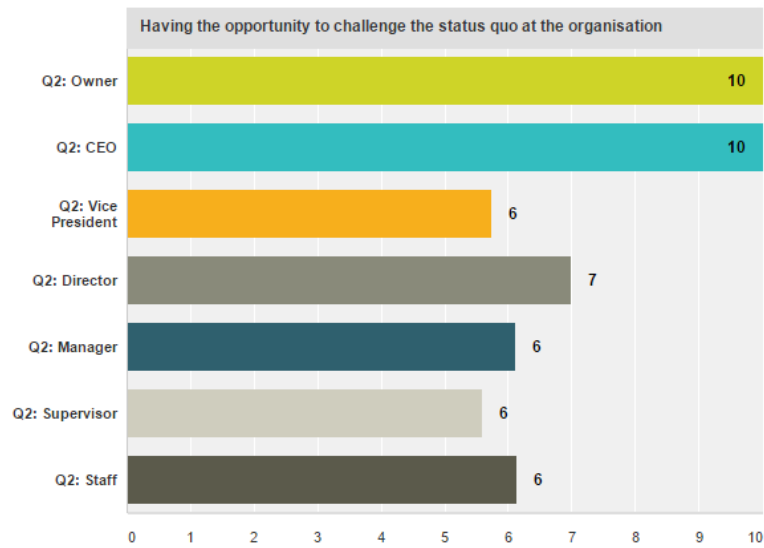
h. Being allowed to think innovatively and creatively at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	20.00% 1	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	75.00% 3	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	14.29% 1	14.29% 1	28.57% 2	42.86% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.83% 7
Q2: Manager (E)	5.56% 3	7.41% 4	5.56% 3	7.41% 4	11.11% 6	5.56% 3	7.41% 4	12.96% 7	14.81% 8	5.56% 3	5.56% 3	9.26% 5	1.85% 1	21.86% 54
Q2: Supervisor (F)	6.49% 5	11.69% 9	10.39% 8	7.79% 6	9.09% 7	5.19% 4	10.39% 8	10.39% 8	10.39% 8	7.79% 6	5.19% 4	5.19% 4	0.00% 0	31.17% 77
Q2: Staff (G)	14.43% 14	6.19% 6	11.34% 11	8.25% 8	12.37% 12	4.12% 4	11.34% 11	5.15% 5	8.25% 8	3.09% 3	6.19% 6	3.09% 3	6.19% 6	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	2.00	10.00	4.50	5.25	3.11
Q2: CEO (B)	6.00	9.00	7.00	7.33	1.25
Q2: Vice president (C)	4.00	8.00	4.00	5.00	1.73
Q2: Director (D)	2.00	5.00	4.00	4.00	1.07
Q2: Manager (E)	1.00	12.00	7.00	6.85	3.24
Q2: Supervisor (F)	1.00	12.00	6.00	6.16	3.27
Q2: Staff (G)	1.00	12.00	5.00	5.45	3.27

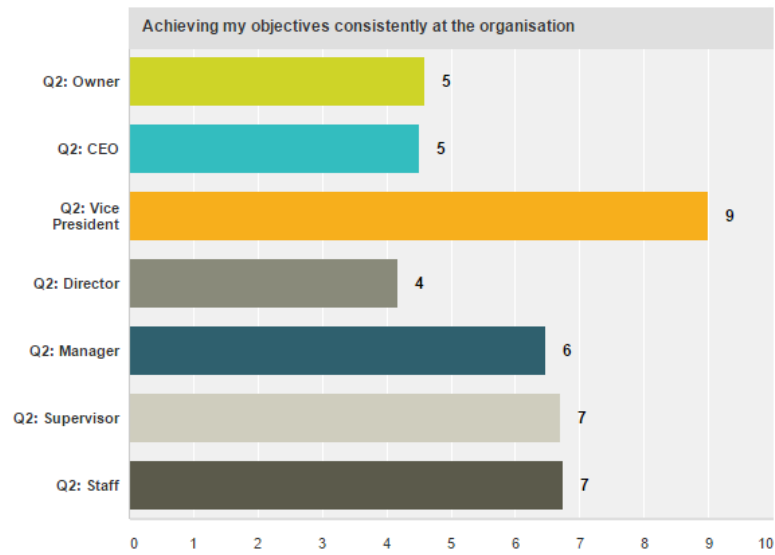
i. Having the opportunity to challenge the status quo at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	40.00% 2	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	2.02% 5
Q2: CEO (B)	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	25.00% 1	0.00% 0	1.62% 4
Q2: Director (D)	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	28.57% 2	2.83% 7
Q2: Manager (E)	1.85% 1	5.56% 3	7.41% 4	9.26% 5	16.67% 9	7.41% 4	5.56% 3	9.26% 5	9.26% 5	3.70% 2	14.81% 8	5.56% 3	3.70% 2	21.86% 54
Q2: Supervisor (F)	2.60% 2	6.49% 5	3.90% 3	7.79% 6	9.09% 7	11.69% 9	6.49% 5	7.79% 6	9.09% 7	9.09% 7	12.99% 10	10.39% 8	2.60% 2	31.17% 77
Q2: Staff (G)	0.00% 0	11.34% 11	9.28% 9	9.28% 9	10.31% 10	6.19% 6	5.15% 5	9.28% 9	5.15% 5	10.31% 10	8.25% 8	10.31% 10	5.15% 5	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	1.00	6.00	2.50	3.00	2.12
Q2: CEO (B)	1.00	7.00	1.00	3.00	2.83
Q2: Vice president (C)	2.00	12.00	7.50	7.25	3.70
Q2: Director (D)	1.00	11.00	7.00	6.00	3.35
Q2: Manager (E)	1.00	12.00	6.50	6.88	3.12
Q2: Supervisor (F)	1.00	12.00	8.00	7.41	3.23
Q2: Staff (G)	2.00	12.00	7.00	6.86	3.36

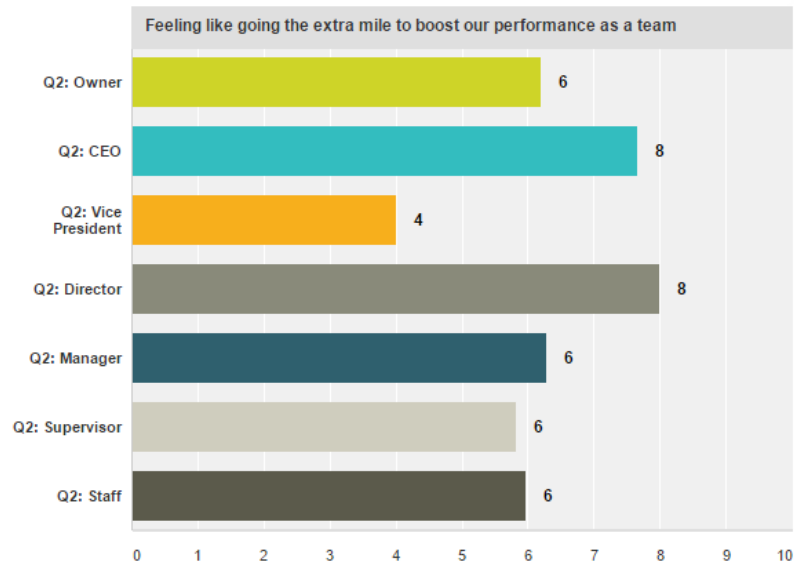
j. Achieving my objectives consistently at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	40.00% 2	0.00% 0	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 1	1.21% 3
Q2: Vice president (C)	0.00% 0	25.00% 1	0.00% 0	25.00% 1	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	0.00% 0	14.29% 1	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	2.83% 7
Q2: Manager (E)	7.41% 4	5.56% 3	7.41% 4	7.41% 4	11.11% 6	12.96% 7	7.41% 4	7.41% 4	5.56% 3	14.81% 8	5.56% 3	5.56% 3	1.85% 1	21.86% 54
Q2: Supervisor (F)	6.49% 5	6.49% 5	10.39% 8	9.09% 7	11.69% 9	7.79% 6	10.39% 8	7.79% 6	7.79% 6	14.29% 11	3.90% 3	3.90% 3	0.00% 0	31.17% 77
Q2: Staff (G)	12.37% 12	7.22% 7	6.19% 6	7.22% 7	7.22% 7	11.34% 11	6.19% 6	12.37% 12	7.22% 7	4.12% 4	12.37% 12	4.12% 4	2.06% 2	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	4.00	10.00	9.00	8.40	2.24
Q2: CEO (B)	8.00	9.00	8.50	8.50	0.50
Q2: Vice president (C)	2.00	5.00	4.50	4.00	1.22
Q2: Director (D)	6.00	12.00	9.00	8.83	2.34
Q2: Manager (E)	1.00	12.00	6.00	6.53	3.22
Q2: Supervisor (F)	1.00	12.00	6.00	6.25	3.43
Q2: Staff (G)	1.00	12.00	6.00	6.25	3.43

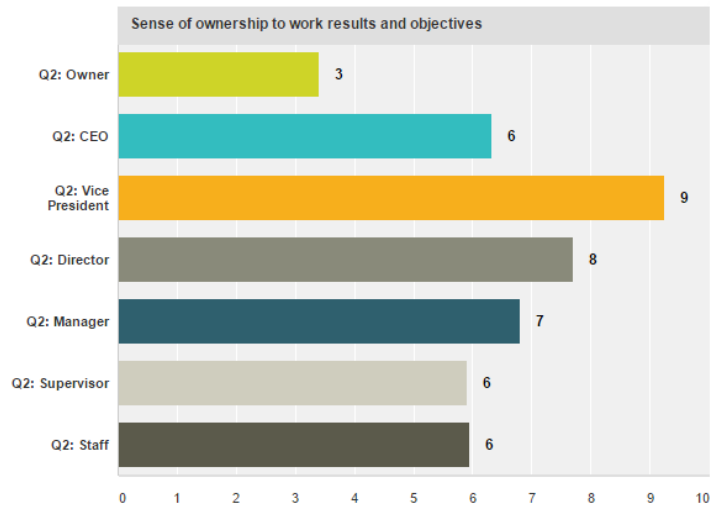
K. Feeling like going the extra mile to boost our performance as a team



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	33.33% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	1.21% 3
Q2: Vice president (C)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	25.00% 1	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	14.29% 1	0.00% 0	14.29% 1	0.00% 0	28.57% 2	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	2.83% 7
Q2: Manager (E)	1.85% 1	16.67% 9	11.11% 6	3.70% 2	1.85% 1	7.41% 4	11.11% 6	9.26% 5	7.41% 4	11.11% 6	7.41% 4	9.26% 5	1.85% 1	21.86% 54
Q2: Supervisor (F)	1.30% 1	3.90% 3	10.39% 8	6.49% 5	6.49% 5	12.99% 10	11.69% 9	3.90% 3	12.99% 10	7.79% 6	12.99% 10	5.19% 4	3.90% 3	31.17% 77
Q2: Staff (G)	2.06% 2	7.22% 7	7.22% 7	8.25% 8	7.22% 7	7.22% 7	10.31% 10	12.37% 12	8.25% 8	11.34% 11	9.28% 9	5.15% 5	4.12% 4	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	3.00	10.00	8.00	6.80	2.79
Q2: CEO (B)	1.00	10.00	5.00	5.33	3.68
Q2: Vice president (C)	5.00	11.00	10.00	9.00	2.35
Q2: Director (D)	2.00	7.00	6.00	5.00	1.79
Q2: Manager (E)	1.00	2.00	7.00	6.72	3.48
Q2: Supervisor (F)	1.00	12.00	7.00	7.18	3.01
Q2: Staff (G)	1.00	12.00	7.00	7.02	3.07

I. Sense of ownership to work results and objectives



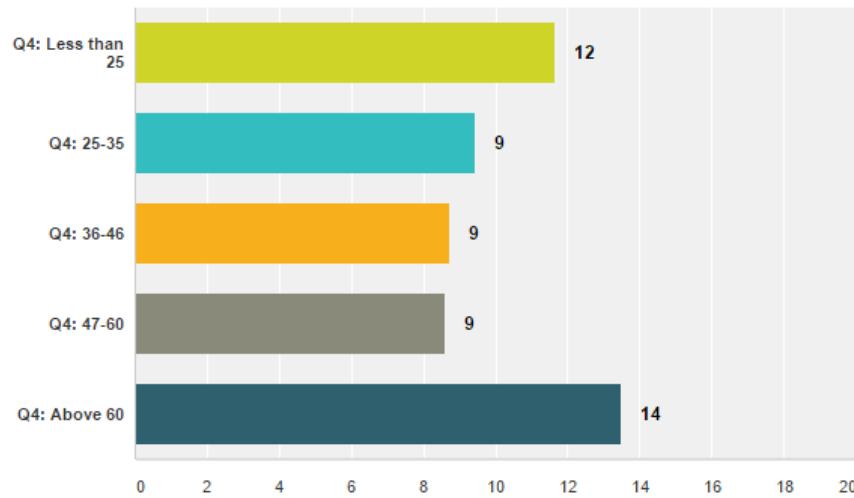
	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q2: Owner (A)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	0.00% 0	0.00% 0	2.02% 5
Q2: CEO (B)	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	1.21% 3
Q2: Vice president (C)	25.00% 1	0.00% 0	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.62% 4
Q2: Director (D)	0.00% 0	28.57% 2	14.29% 1	0.00% 0	14.29% 1	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	2.83% 7
Q2: Manager (E)	5.56% 3	11.11% 6	7.41% 4	14.81% 8	3.70% 2	7.41% 4	5.56% 3	7.41% 4	7.41% 4	12.96% 7	3.70% 2	5.56% 3	7.41% 4	21.86% 54
Q2: Supervisor (F)	6.49% 5	3.90% 3	6.49% 5	7.79% 6	2.60% 2	7.79% 6	12.99% 10	12.99% 10	7.79% 6	7.79% 6	6.49% 5	10.39% 8	6.49% 5	31.17% 77
Q2: Staff (G)	3.09% 3	6.19% 6	7.22% 7	8.25% 8	9.28% 9	6.19% 6	9.28% 9	9.28% 9	9.28% 9	12.37% 12	10.31% 10	5.15% 5	4.12% 4	39.27% 97

	Minimum	Maximum	Median	Mean	Standard Deviation
Q2: Owner (A)	5.00	11.00	11.00	9.60	2.33
Q2: CEO (B)	3.00	12.00	5.00	6.67	3.86
Q2: Vice president (C)	1.00	8.00	3.00	3.75	2.59
Q2: Director (D)	2.00	11.00	5.00	5.29	3.10
Q2: Manager (E)	1.00	12.00	6.00	6.20	3.36
Q2: Supervisor (F)	1.00	12.00	7.00	7.10	3.27
Q2: Staff (G)	1.00	12.00	7.00	7.04	3.15

3. D Gender based Analysis

3. D.i Q1. Principal industry of the organization

Question: Which of the following best describes the principal industry of your organization?



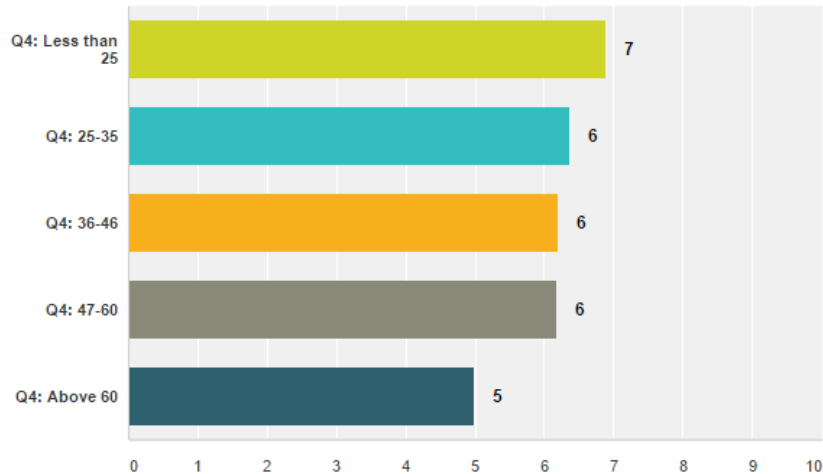
	Advertising & Marketing (1)	Agriculture (2)	Airlines & Aerospace (including Defense) (3)	Automotive (4)	Business Support & Logistics (5)	Construction, Machinery, and Homes (6)	Education (7)	Entertainment & Leisure (8)	Finance & Financial services (9)	Food & Beverages (10)	Government (11)
Q4: Less than 25 (A)	2.86% 1	2.86% 1	11.43% 4 BCD	2.86% 1	11.43% 4 BCD	0.00% 0	14.29% 5 BCD	0.00% 0	2.86% 1	0.00% 0	2.86% 1 BD
Q4: 25-35 (B)	3.35% 7	0.96% 2	1.91% 4 A	0.48% 1 C	40.67% 85 A	2.39% 5	3.35% 7 A	0.96% 2	2.87% 6	0.96% 2	16.75% 35 A
Q4: 36-46 (C)	2.61% 3	0.00% 0	0.87% 1 A	4.35% 5 B	49.57% 57 A	0.87% 1	2.61% 3 A	1.74% 2	1.74% 2	0.87% 1	13.04% 15
Q4: 47-60 (D)	4.88% 2	0.00% 0	0.00% 0 A	0.00% 0	48.78% 20 A	4.88% 2	0.00% 0 A	0.00% 0	0.00% 0	2.44% 1	19.51% 8 A
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1
Total respondents	13	3	9	7	167	8	15	4	9	4	60

	Healthcare & Pharmaceuticals (12)	Insurance (13)	Manufacturing (14)	Nonprofit (15)	Retail & Consumer Durables (16)	Real Estate (17)	Telecommunications, Technology, Internet & Electronics (18)	Transportation & Delivery (19)	Utilities, Energy, and Extraction (20)	I am currently not employed (21)	Total
Q4: Less than 25 (A)	5.71% 2 B	0.00% 0	2.86% 1	0.00% 0	0.00% 0	5.71% 2 C	2.86% 1	8.57% 3	5.71% 2 BC	17.14% 6 BCD	8.66% 35
Q4: 25-35 (B)	0.96% 2 A	0.48% 1	0.96% 2	0.00% 0 D	0.48% 1	2.87% 6	1.91% 4	15.79% 33	0.48% 1 A	1.44% 3 A	51.73% 209
Q4: 36-46 (C)	0.87% 1	0.00% 0	1.74% 2	0.00% 0	0.00% 0	0.00% 0 A	0.87% 1	18.26% 21	0.00% 0 A	0.00% 0 A	28.47% 115
Q4: 47-60 (D)	2.44% 1	0.00% 0	0.00% 0	2.44% 1 B	0.00% 0	0.00% 0	0.00% 0	14.63% 6	0.00% 0	0.00% 0 A	10.15% 41
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	0.00% 0	0.00% 0	0.99% 4
Total respondents	6	1	5	1	1	8	6	65	3	9	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	21.00	11.00	11.63	7.14
Q4: 25-35 (B)	1.00	21.00	7.00	9.43	5.77
Q4: 36-46 (C)	1.00	19.00	5.00	8.61	5.27
Q4: 47-60 (D)	1.00	19.00	5.00	8.61	5.27
Q4: Above 60 (E)	5.00	19.00	15.00	13.50	5.89

3. D.ii Q2. Position in organization

Question: Please select your position in the organization



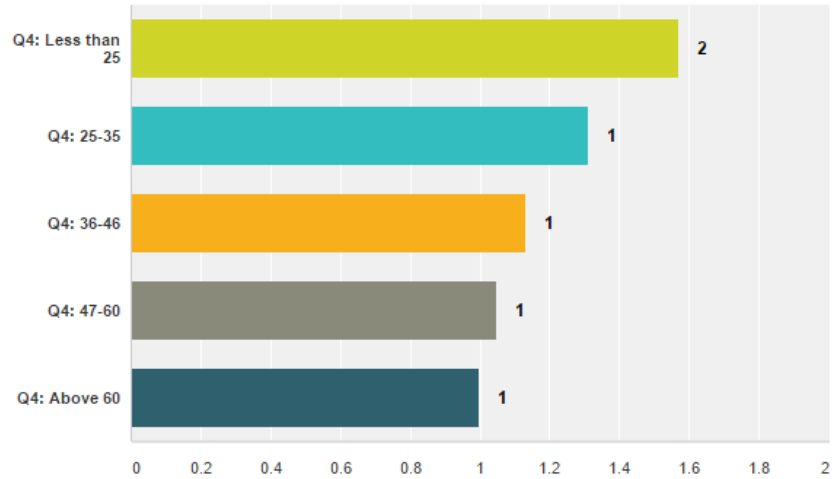
	Owner (1)	CEO (2)	Vice President (3)	Director (4)	Manager (5)	Supervisor (6)	Staff (7)	Other Please specify (8)	Total
Q4: Less than 25 (A)	0.00% 0	2.86% 1	0.00% 0	2.86% 1	8.57% 3	5.71% 2 BCD	45.71% 16	34.29% 12 CD	8.66% 35
Q4: 25-35 (B)	1.91% 4	0.48% 1	1.91% 4	1.91% 4	16.27% 34	22.49% 47 AD	35.41% 74	19.62% 41	51.73% 209
Q4: 36-46 (C)	1.74% 2	0.87% 1	0.87% 1	2.61% 3	19.13% 22	28.70% 33 A	33.04% 38	13.04% 15 A	28.47% 115
Q4: 47-60 (D)	0.00% 0	0.00% 0	2.44% 1	4.88% 2	12.20% 5	41.46% 17 AB	31.71% 13	7.32% 3 A	10.15% 41
Q4: Above 60 (E)	0.00% 0	0.00% 0	2.44% 1	4.88% 2	12.20% 5	41.46% 17 AB	31.71% 13	7.32% 3 A	10.15% 41
Total respondents	6	3	6	10	68	99	141	71	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	2.00	8.00	7.00	6.89	1.30

Q4: 25-35 (B)	1.00	8.00	7.00	6.37	1.40
Q4: 36-46 (C)	1.00	8.00	6.00	6.20	1.33
Q4: 47-60 (D)	5.00	5.00	5.00	5.00	0.00
Q4: Above 60 (E)	5.00	5.00	5.00	5.00	0.00

3. D.iii Q3. Gender

Question: What is your gender?



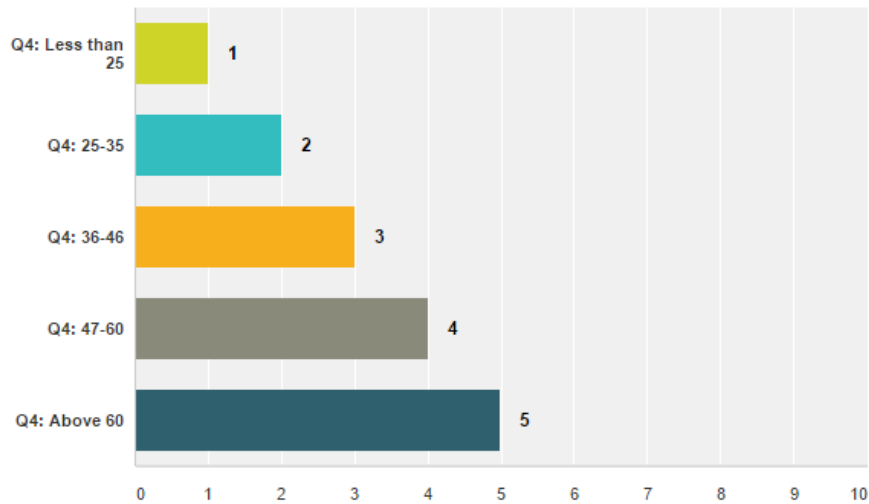
	Male (1)	Female (2)	Total
Q4: Less than 25 (A)	42.86% 15 BCD	57.14% 20 BCD	8.66% 35
Q4: 25-35 (B)	68.90% 144 ACD	31.10% 65 ACD	51.73% 209
Q4: 36-46 (C)	86.96% 100 AB	13.04% 15 AB	28.47% 115
Q4: 47-60 (D)	95.12% 39 AB	4.88% 2 AB	10.15% 41
Q4: Above 60 (E)	100.00% 4	0.00% 0	0.99% 4
Total respondents	302	102	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	2.00	2.00	1.57	0.49

Q4: 25-35 (B)	1.00	2.00	1.00	1.31	0.46
Q4: 36-46 (C)	1.00	2.00	1.00	1.13	0.34
Q4: 47-60 (D)	1.00	2.00	1.00	1.05	0.22
Q4: Above 60 (E)	1.00	1.00	1.00	1.00	0.00

3. D.iv Q4. Age group

Question: What is your age group?

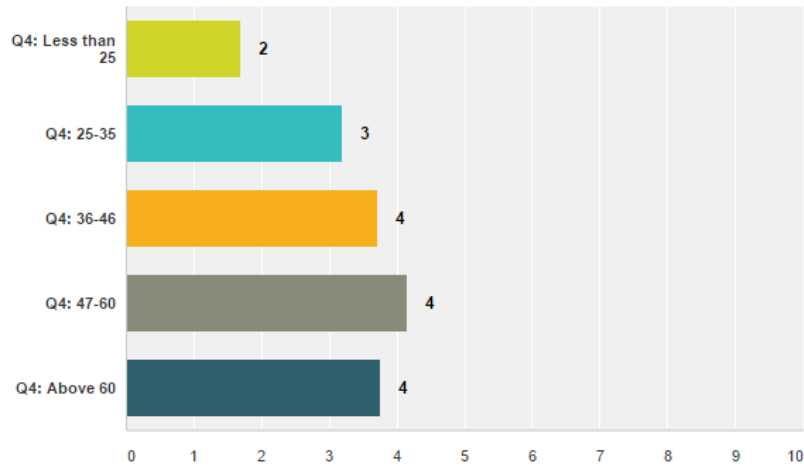


	Less than 25 (1)	25-35 (2)	36-46 (3)	47-60 (4)	Above 60 (5)	Total
Q4: Less than 25 (A)	100.00% 35 BCD	0.00% 0 B	0.00% 0 C	0.00% 0 D	0.00% 0	8.66% 35
Q4: 25-35 (B)	0.00% 0 A	100.00% 209 ACD	0.00% 0 C	0.00% 0 D	0.00% 0	51.73% 209
Q4: 36-46 (C)	0.00% 0 A	0.00% 0 B	100.00% 115 ABD	0.00% 0 D	0.00% 0	28.47% 115
Q4: 47-60 (D)	0.00% 0 A	0.00% 0 B	0.00% 0 C	100.00% 41 ABC	0.00% 0	10.15% 41
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	0.99% 4
Total respondents	35	209	115	41	4	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	1.00	1.00	1.00	0.00
Q4: 25-35 (B)	2.00	2.00	2.00	2.00	0.00
Q4: 36-46 (C)	3.00	3.00	3.00	3.00	0.00
Q4: 47-60 (D)	5.00	5.00	5.00	5.00	0.00
Q4: Above 60 (E)	5.00	5.00	5.00	5.00	0.00

3. D.v Q5. Country of origin

Question: Which region do you come from?

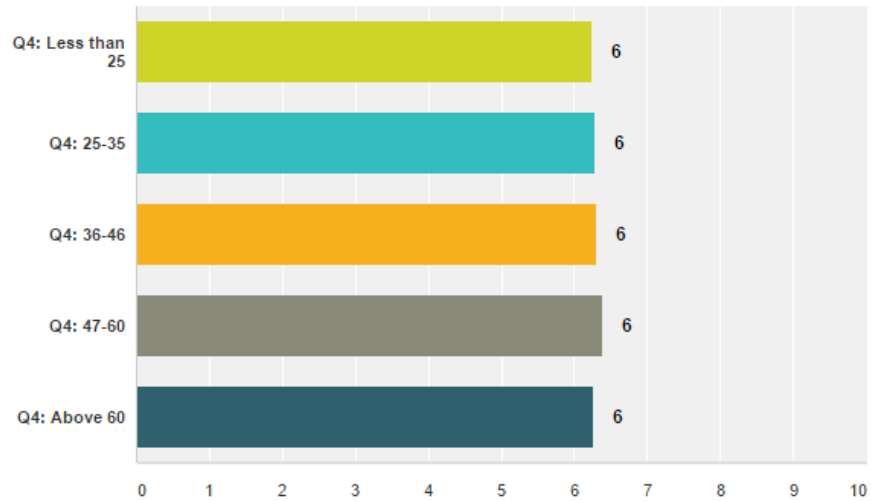


	UAE National (1)	Arab/Non-UAE (2)	North/South America (3)	Europe/Australia (4)	Asian (5)	Africa(Non-Arab) (6)	Total
Q4: Less than 25 (A)	68.57% 24 BCD	17.14% 6	2.86% 1	0.00% 0	11.43% 4 BCD	0.00% 0	8.66% 35
Q4: 25-35 (B)	37.32% 78 ACD	8.13% 17	2.87% 6	2.39% 5	48.33% 101 ACD	0.96% 2	51.73% 209
Q4: 36-46 (C)	25.22% 29 ABD	7.83% 9	1.74% 2	1.74% 2	62.61% 72 AB	0.87% 1	28.47% 115
Q4: 47-60 (D)	9.76% 4 ABC	14.63% 6	0.00% 0	2.44% 1	73.17% 30 AB	0.00% 0	10.15% 41
Q4: Above 60 (E)	25.00% 1	0.00% 0	0.00% 0	25.00% 1	50.00% 2	0.00% 0	0.99% 4
Total respondents	136	38	9	9	209	3	404

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	5.00	1.00	1.69	1.28
Q4: 25-35 (B)	1.00	6.00	4.00	3.19	1.89
Q4: 36-46 (C)	1.00	6.00	5.00	3.71	1.78
Q4: 47-60 (D)	1.00	5.00	5.00	4.15	1.47
Q4: Above 60 (E)	1.00	5.00	4.50	3.75	1.64

3. D.vi Q6. Factors that drive employee engagement

Question: Please select relevant factors that drive employee engagement



	<i>Feeling of trust towards senior Leadership (1)</i>	<i>A workplace that is enjoyable (2)</i>	<i>Feeling that I am part of a big family at work (3)</i>	<i>Personal Belief in the organisation's Mission and vision (4)</i>	<i>Looking to stay with my organization For a long term and achieving our organizational goals together (5)</i>	<i>Feeling Proud to be at the organization (6)</i>	<i>Being able to use my brain power To help the organization grow (7)</i>
Q4: Less than 25 (A)	52.00% 13	64.00% 16	68.00% 17	32.00% 8	56.00% 14	64.00% 16	44.00% 11
Q4: 25-35 (B)	56.91% 103	59.12% 107	65.75% 119	44.75% 81 C	52.49% 95 D	69.61% 126	61.33% 111
Q4: 36-46 (C)	63.11% 65	67.96% 70	69.90% 72	60.19% 62 B	56.31% 58	73.79% 76	58.25% 60
Q4: 47-60 (D)	62.16% 23	67.57% 25	67.57% 25	51.35% 19	70.27% 26 B	78.38% 29	67.57% 25
Q4: Above 60 (E)	0.00% 2	100.00% 4	75.00% 3	75.00% 3	75.00% 3	100.00% 4	25.00% 1
Total respondents	206	222	236	173	196	251	208

	Being allowed to think innovatively and creatively at work (8)	Having the opportunity to challenge the status quo at the organization (9)	Achieving my objectives consistently at the organization (10)	Feeling like going the extra mile to boost our performance as a team (11)	Sense of ownership to work results and objectives (12)	Other (please specify) (13)	Total (1 to 13)
Q4: Less than 25 (A)	56.00% 14	40.00% 10	64.00% 16	44.00% 11	40.00% 10	0.00% 0	44.57% 156
Q4: 25-35 (B)	64.09% 116	41.44% 75	54.14% 98	47.51% 86	42.54% 77	3.31% 6	342.86% 1,200
Q4: 36-46 (C)	63.11% 65	47.57% 49	63.11% 65	54.37% 56	52.43% 54	3.88% 4	216.00% 756
Q4: 47-60 (D)	70.27% 26	48.65% 18	70.27% 26	62.16% 23	45.95% 17	5.41% 2	81.14% 284
Q4: Above 60 (E)	100.00% 4	25.00% 1	75.00% 3	50.00% 2	50.00% 2	25.00% 1	9.43% 33
Total respondents	225	153	208	178	160	13	350

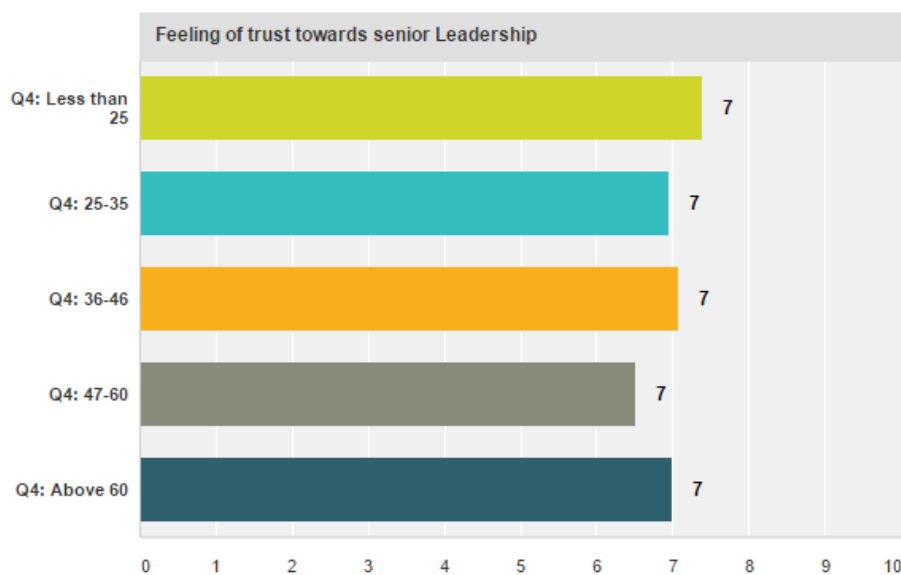
	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	6.00	6.24	3.41
Q4: 25-35 (B)	1.00	13.00	6.00	6.28	3.38
Q4: 36-46 (C)	1.00	13.00	6.00	6.30	3.45
Q4: 47-60 (D)	1.00	13.00	6.00	6.39	3.38
Q4: Above 60 (E)	1.00	13.00	6.00	6.27	3.48

- Age Groups between 25 and 46 results shows that personal belief in company's vision and mission as major driver of engagement with 95% confidence level.

3. D.vii Q7. Rank the factors

Question: Rank the following factors?

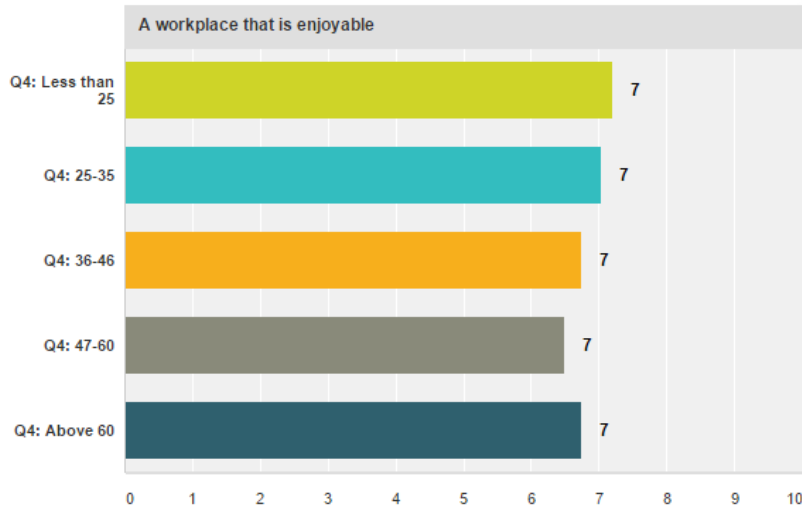
a. Feeling of trust towards leadership



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	5.00% 1	10.00% 2	15.00% 3	20.00% 4	5.00% 1	15.00% 3	5.00% 1	5.00% 1	5.00% 1	0.00% 0	5.00% 1	10.00% 2	0.00% 0	6.83% 20
Q4: 25-35 (B)	9.93% 15	13.25% 20	7.28% 11	6.62% 10	7.28% 11	6.62% 10	7.95% 12	7.95% 12	11.26% 17	4.64% 7	9.27% 14	4.64% 7	3.31% 5	51.54% 151
Q4: 36-46 (C)	11.36% 10	4.55% 4	7.95% 7	11.36% 10	10.23% 9	11.36% 10	11.36% 10	6.82% 6	3.41% 3	5.68% 5	9.09% 8	3.41% 3	3.41% 3	30.03% 88
Q4: 47-60 (D)	13.33% 4	3.33% 1	16.67% 5	3.33% 1	0.00% 0	3.33% 1	6.67% 2	3.33% 1	23.33% 7	16.67% 5	6.67% 2	0.00% 0	3.33% 1	10.24% 30
Q4: Above 60 (E)	0.00% 0	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	4.50	5.60	3.23
Q4: 25-35 (B)	1.00	12.00	6.00	6.05	3.48
Q4: 36-46 (C)	1.00	12.00	6.00	5.92	3.21
Q4: 47-60 (D)	1.00	11.00	8.00	6.48	3.51
Q4: Above 60 (E)	3.00	9.00	6.00	6.00	2.24

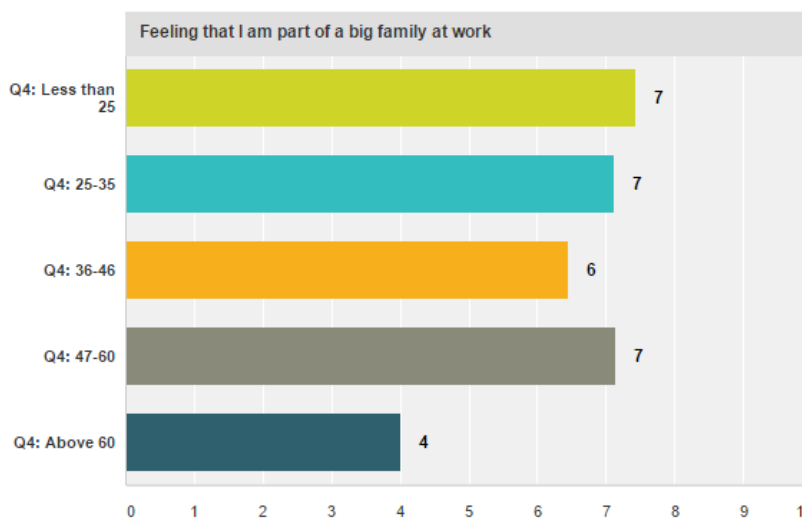
b. A workplace that is enjoyable



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	5.00% 1	15.00% 3	5.00% 1	5.00% 1	5.00% 1	15.00% 3	25.00% 5	10.00% 2	10.00% 2	5.00% 1	0.00% 0	0.00% 0	0.00% 0	6.83% 20
Q4: 25-35 (B)	12.58% 19	8.61% 13	9.27% 14	8.61% 13	8.61% 13	7.95% 12	4.64% 7	7.28% 11	5.30% 8	6.62% 10	5.30% 8	9.93% 15	5.30% 8	51.54% 151
Q4: 36-46 (C)	13.64% 12	9.09% 8	3.41% 3	6.82% 6	5.68% 5	7.95% 7	6.82% 6	10.23% 9	3.41% 3	11.36% 10	7.95% 7	5.68% 5	7.95% 7	30.03% 88
Q4: 47-60 (D)	13.33% 4	3.33% 1	13.33% 4	3.33% 1	10.00% 3	3.33% 1	0.00% 0	10.00% 3	10.00% 3	10.00% 3	6.67% 2	10.00% 3	6.67% 2	10.24% 30
Q4: Above 60 (E)	0.00% 0	0.00% 0	50.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	10.00	6.50	5.80	2.58
Q4: 25-35 (B)	1.00	12.00	5.00	5.97	3.64
Q4: 36-46 (C)	1.00	12.00	6.00	6.25	3.62
Q4: 47-60 (D)	1.00	12.00	7.00	6.50	3.77
Q4: Above 60 (E)	3.00	10.00	6.00	6.25	3.27

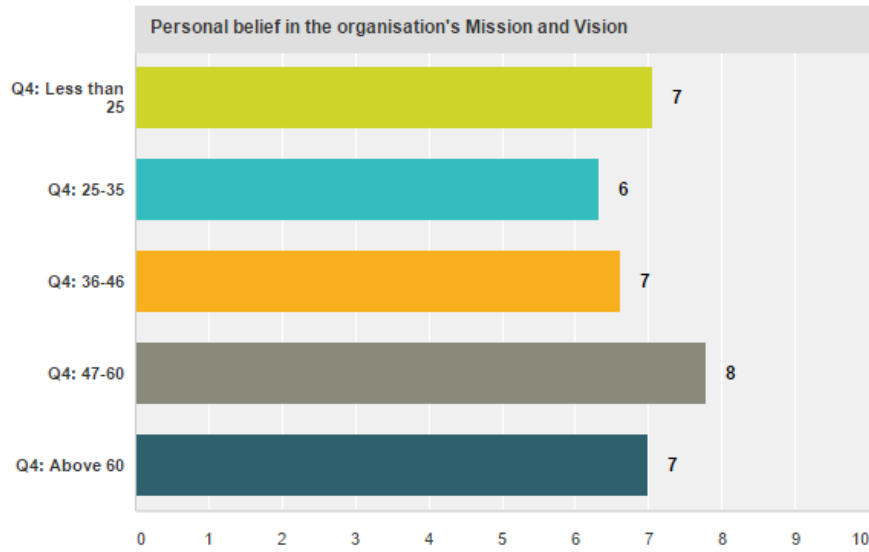
c. Feeling that I am part of a big family at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	15.00% 3	10.00% 2	10.00% 2	5.00% 1	10.00% 2	5.00% 1	5.00% 1	5.00% 1	0.00% 0	15.00% 3	10.00% 2	0.00% 0	10.00% 2	6.83% 20
Q4: 25-35 (B)	10.60% 16	10.60% 16	9.93% 15	5.96% 9	8.61% 13	7.95% 12	7.28% 11	10.60% 16	7.28% 11	6.62% 10	5.30% 8	5.30% 8	3.97% 6	51.54% 151
Q4: 36-46 (C)	9.09% 8	6.82% 6	7.95% 7	3.41% 3	12.50% 11	5.68% 5	6.82% 6	15.91% 14	4.55% 4	7.95% 7	10.23% 9	5.68% 5	3.41% 3	30.03% 88
Q4: 47-60 (D)	3.33% 1	13.33% 4	3.33% 1	20.00% 6	6.67% 2	10.00% 3	10.00% 3	3.33% 1	3.33% 1	3.33% 1	6.67% 2	6.67% 2	10.00% 3	10.24% 30
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	11.00	5.00	5.56	3.58
Q4: 25-35 (B)	1.00	12.00	6.00	5.89	3.38
Q4: 36-46 (C)	1.00	12.00	7.00	6.55	3.38
Q4: 47-60 (D)	1.00	12.00	5.00	5.85	3.21
Q4: Above 60 (E)	8.00	11.00	8.50	9.00	1.22

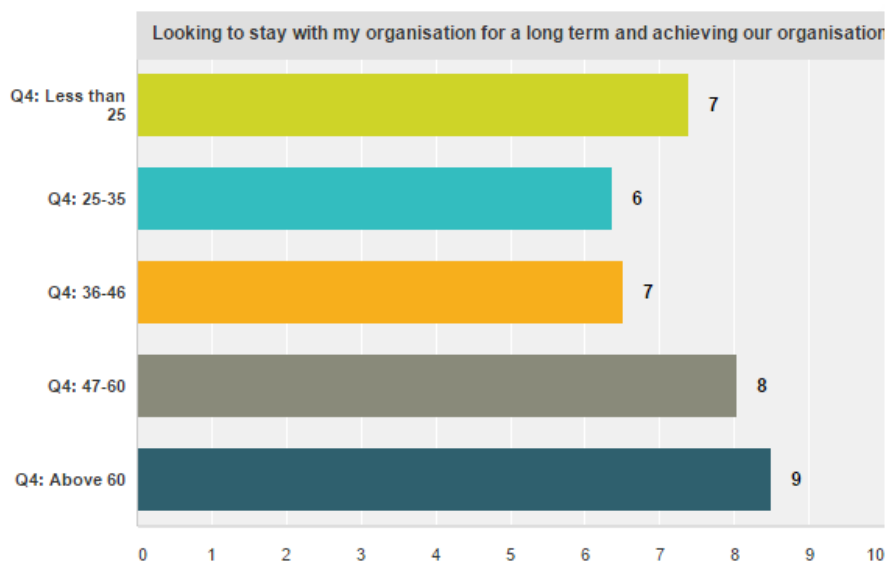
d. Personal belief in the organization's mission and vision



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	5.00% 1	10.00% 2	10.00% 2	5.00% 1	15.00% 3	10.00% 2	10.00% 2	10.00% 2	15.00% 3	10.00% 2	0.00% 0	0.00% 0	0.00% 0	6.83% 20
Q4: 25-35 (B)	6.62% 10	9.27% 14	8.61% 13	6.62% 10	6.62% 10	6.62% 10	9.93% 15	7.28% 11	9.27% 14	7.28% 11	8.61% 13	9.27% 14	3.97% 6	51.54% 151
Q4: 36-46 (C)	10.23% 9	11.36% 10	7.95% 7	5.68% 5	2.27% 2	5.68% 5	7.95% 7	9.09% 8	10.23% 9	11.36% 10	6.82% 6	5.68% 5	5.68% 5	30.03% 88
Q4: 47-60 (D)	16.67% 5	16.67% 5	6.67% 2	3.33% 1	10.00% 3	6.67% 2	6.67% 2	10.00% 3	6.67% 2	6.67% 2	3.33% 1	3.33% 1	3.33% 1	10.24% 30
Q4: Above 60 (E)	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	10.00	6.00	5.95	2.75
Q4: 25-35 (B)	1.00	12.00	7.00	6.67	3.49
Q4: 36-46 (C)	1.00	12.00	7.00	6.39	3.59
Q4: 47-60 (D)	1.00	12.00	5.00	5.21	3.41
Q4: Above 60 (E)	1.00	11.00	6.00	6.00	4.53

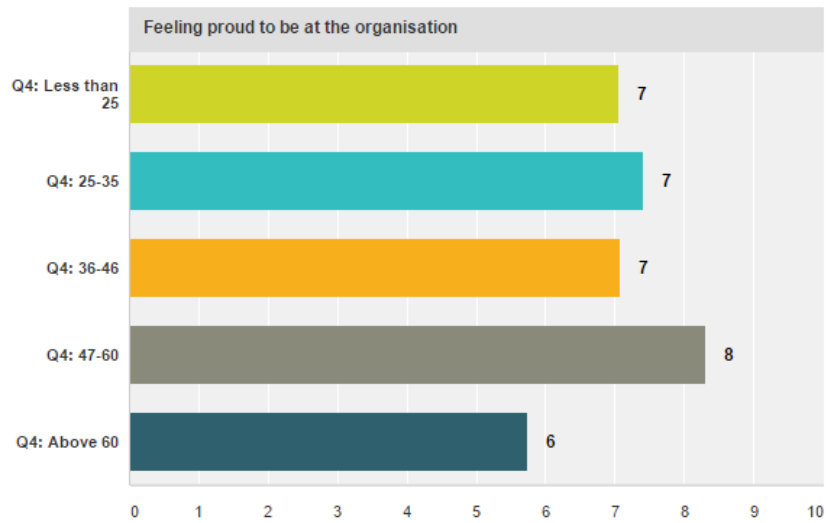
e. Looking to stay with my organization for a long term and achieving our organizational goals



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	15.00% 3	15.00% 3	10.00% 2	10.00% 2	10.00% 2	0.00% 0	0.00% 0	5.00% 1	10.00% 2	10.00% 2	15.00% 3	0.00% 0	0.00% 0	6.83% 20
Q4: 25-35 (B)	9.93% 15	4.64% 7	7.28% 11	11.26% 17	3.97% 6	10.60% 16	6.62% 10	5.96% 9	7.95% 12	7.28% 11	6.62% 10	11.92% 18	5.96% 9	51.54% 151
Q4: 36-46 (C)	9.09% 8	9.09% 8	6.82% 6	9.09% 8	10.23% 9	10.23% 9	3.41% 3	5.68% 5	9.09% 8	4.55% 4	4.55% 4	15.91% 14	2.27% 2	30.03% 88
Q4: 47-60 (D)	13.33% 4	10.00% 3	3.33% 1	16.67% 5	6.67% 2	10.00% 3	6.67% 2	6.67% 2	6.67% 2	6.67% 2	0.00% 0	0.00% 0	13.33% 4	10.24% 30
Q4: Above 60 (E)	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	11.00	4.50	5.60	3.72
Q4: 25-35 (B)	1.00	12.00	6.00	6.63	3.59
Q4: 36-46 (C)	1.00	12.00	6.00	6.49	3.68
Q4: 47-60 (D)	1.00	10.00	4.50	4.96	2.85
Q4: Above 60 (E)	2.00	7.00	4.50	4.50	2.06

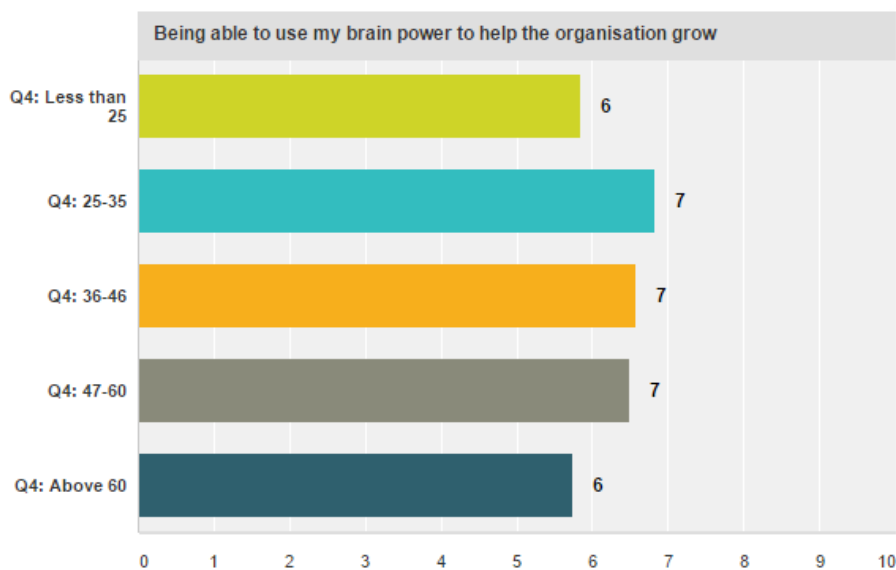
f. Feeling proud to be at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	20.00% 4	5.00% 1	5.00% 1	15.00% 3	5.00% 1	5.00% 1	5.00% 1	10.00% 2	10.00% 2	5.00% 1	0.00% 0	15.00% 3	0.00% 0	6.83% 20
Q4: 25-35 (B)	14.57% 22	9.93% 15	9.93% 15	7.28% 11	10.60% 16	7.28% 11	7.95% 12	5.30% 8	5.30% 8	7.28% 11	7.95% 12	3.97% 6	2.65% 4	51.54% 151
Q4: 36-46 (C)	14.77% 13	7.95% 7	4.55% 4	3.41% 3	7.95% 7	12.50% 11	11.36% 10	12.50% 11	7.95% 7	5.68% 5	4.55% 4	3.41% 3	3.41% 3	30.03% 88
Q4: 47-60 (D)	26.67% 8	6.67% 2	6.67% 2	13.33% 4	10.00% 3	13.33% 4	6.67% 2	0.00% 0	3.33% 1	0.00% 0	10.00% 3	3.33% 1	0.00% 0	10.24% 30
Q4: Above 60 (E)	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	5.50	5.95	3.80
Q4: 25-35 (B)	1.00	12.00	5.00	5.59	3.47
Q4: 36-46 (C)	1.00	12.00	6.00	5.92	3.25
Q4: 47-60 (D)	1.00	12.00	4.00	4.70	3.37
Q4: Above 60 (E)	2.00	12.00	7.50	7.25	4.32

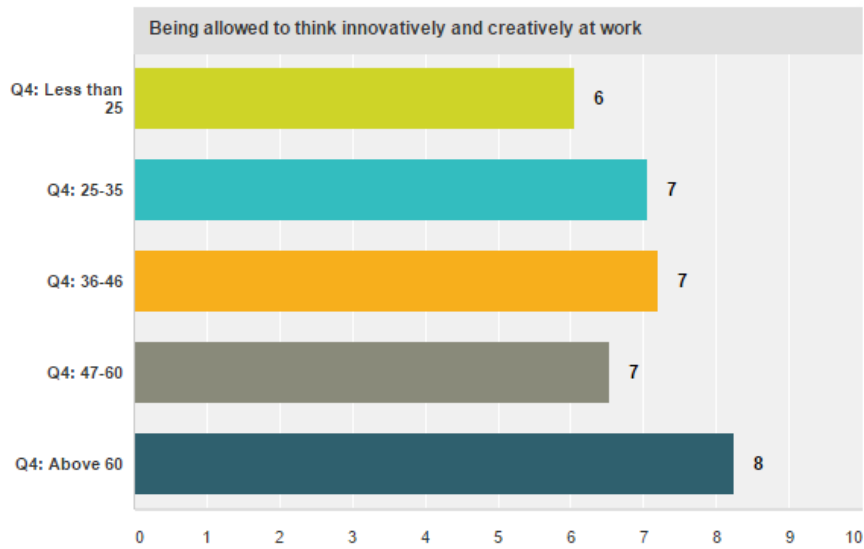
g. Being able to use my brain power to help the organization to grow



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	0.00% 0	0.00% 0	15.00% 3	25.00% 5	5.00% 1	0.00% 0	0.00% 0	10.00% 2	5.00% 1	10.00% 2	15.00% 3	10.00% 2	5.00% 1	6.83% 20
Q4: 25-35 (B)	6.62% 10	4.64% 7	9.27% 14	11.92% 18	11.92% 18	10.60% 16	11.26% 17	5.96% 9	8.61% 13	4.64% 7	5.96% 9	5.96% 9	2.65% 4	51.54% 151
Q4: 36-46 (C)	7.95% 7	5.68% 5	9.09% 8	10.23% 9	10.23% 9	6.82% 6	9.09% 8	4.55% 4	6.82% 6	6.82% 6	6.82% 6	10.23% 9	5.68% 5	30.03% 88
Q4: 47-60 (D)	0.00% 0	6.67% 2	13.33% 4	6.67% 2	3.33% 1	20.00% 6	10.00% 3	6.67% 2	10.00% 3	10.00% 3	3.33% 1	3.33% 1	6.67% 2	10.24% 30
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	25.00% 1	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	3.00	12.00	8.00	7.16	3.39
Q4: 25-35 (B)	1.00	12.00	6.00	6.18	3.09
Q4: 36-46 (C)	1.00	12.00	6.00	6.43	3.48
Q4: 47-60 (D)	2.00	12.00	6.00	6.50	2.78
Q4: Above 60 (E)	5.00	9.00	7.50	7.25	1.48

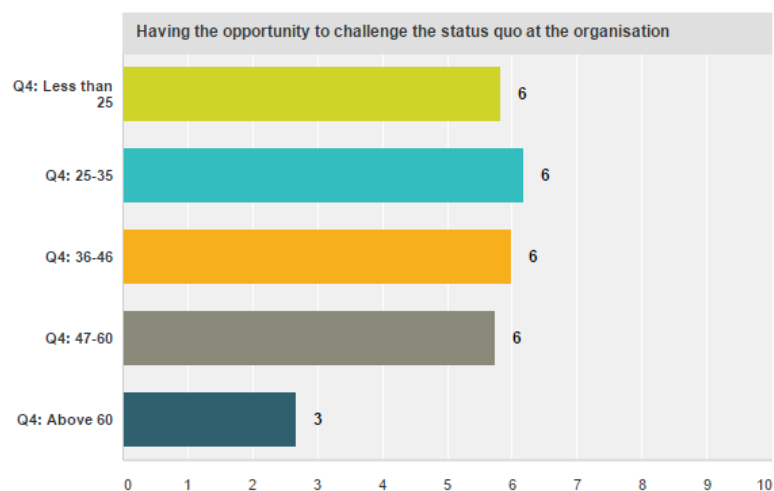
h. Being allowed to think innovatively and creatively at work



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	5.00% 1	5.00% 1	5.00% 1	10.00% 2	15.00% 3	5.00% 1	10.00% 2	10.00% 2	10.00% 2	5.00% 1	10.00% 2	10.00% 2	0.00% 0	6.83% 20
Q4: 25-35 (B)	9.27% 14	7.28% 11 C	14.57% 22 C	8.61% 13	7.95% 12 D	5.30% 8	7.95% 12	8.61% 13	7.95% 12 C	7.95% 12	5.30% 8	5.30% 8	3.97% 6	51.54% 151
Q4: 36-46 (C)	9.09% 8	15.91% 14 BD	5.68% 5 B	10.23% 9	10.23% 9	2.27% 2	9.09% 8	4.55% 4 D	17.05% 15 B	3.41% 3	6.82% 6	3.41% 3	2.27% 2	30.03% 88
Q4: 47-60 (D)	3.33% 1	0.00% 0 C	3.33% 1	10.00% 3	20.00% 6 B	10.00% 3	16.67% 5	16.67% 5 C	3.33% 1	3.33% 1	3.33% 1	3.33% 1	6.67% 2	10.24% 30
Q4: Above 60 (E)	0.00% 0	0.00% 0	0.00% 0	50.00% 2	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	7.00	6.95	3.23
Q4: 25-35 (B)	1.00	12.00	6.00	5.94	3.36
Q4: 36-46 (C)	1.00	12.00	5.00	5.80	3.37
Q4: 47-60 (D)	1.00	12.00	6.50	6.46	2.37
Q4: Above 60 (E)	4.00	6.00	4.50	4.75	0.83

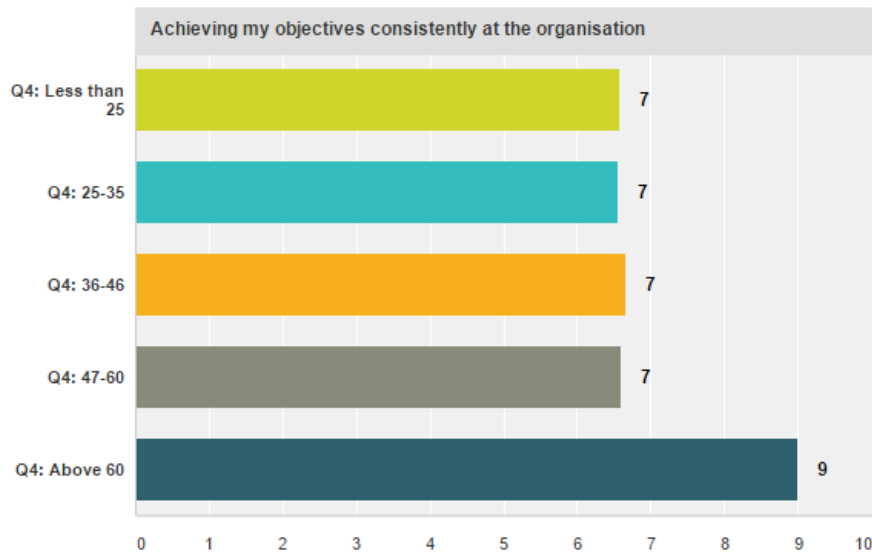
i. Having the opportunity to challenge the status quo at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	0.00%	10.00%	5.00%	5.00%	0.00%	10.00%	20.00%	10.00%	10.00%	10.00%	0.00%	10.00%	10.00%	6.83%
Q4: 25-35 (B)	.64%	5.30%	5.30%	5.96%	6.62%	9.27%	7.28%	11.26%	8.61%	12.58%	11.26%	7.28%	4.64%	51.54%
Q4: 36-46 (C)	4.55%	9.09%	13.64%	14.77%	5.68%	4.55%	9.09%	7.95%	9.09%	5.68%	6.82%	4.55%	4.55%	30.03%
Q4: 47-60 (D)	3.33%	3.33%	10.00%	3.33%	3.33%	3.33%	16.67%	13.33%	10.00%	6.67%	3.33%	10.00%	13.33%	10.24%
Q4: Above 60 (E)	25.00%	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	1.37%

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	5.00	6.26	3.94
Q4: 25-35 (B)	1.00	12.00	8.00	7.33	3.21
Q4: 36-46 (C)	1.00	12.00	5.50	6.01	3.23
Q4: 47-60 (D)	1.00	12.00	7.50	7.23	3.08
Q4: Above 60 (E)	1.00	10.00	6.50	6.00	3.24

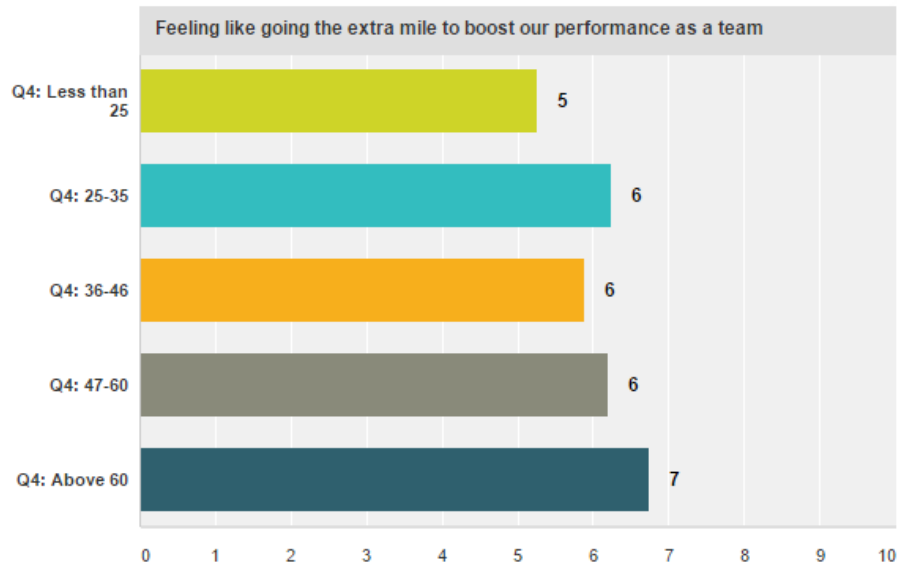
j. Achieving my objectives consistently at the organization



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	15.00% 3	0.00% 0	10.00% 2	0.00% 0	10.00% 2	10.00% 2	10.00% 2	5.00% 1	20.00% 4	5.00% 1	5.00% 1	5.00% 1	5.00% 1	6.83% 20
Q4: 25-35 (B)	9.27% 14	7.95% 12	3.97% 6	9.27% 14	8.61% 13	10.60% 16	6.62% 10	10.60% 16	7.28% 11	9.93% 15	8.61% 13	4.64% 7	2.65% 4	51.54% 151
Q4: 36-46 (C)	3.41% 3	7.95% 7	13.64% 12	10.23% 9	4.55% 4	12.50% 11	6.82% 6	6.82% 6	9.09% 8	11.36% 10	5.68% 5	4.55% 4	3.41% 3	30.03% 88
Q4: 47-60 (D)	3.33% 1	13.33% 4	3.33% 1	6.67% 2	16.67% 5	6.67% 2	6.67% 2	20.00% 6	3.33% 1	10.00% 3	6.67% 2	3.33% 1	0.00% 0	10.24% 30
Q4: Above 60 (E)	25.00% 1	0.00% 0	0.00% 0	25.00% 1	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	7.00	6.42	3.33
Q4: 25-35 (B)	1.00	12.00	6.00	6.44	3.33
Q4: 36-46 (C)	1.00	12.00	6.00	6.35	3.17
Q4: 47-60 (D)	1.00	12.00	6.50	6.40	3.03
Q4: Above 60 (E)	1.00	6.00	4.50	4.00	1.87

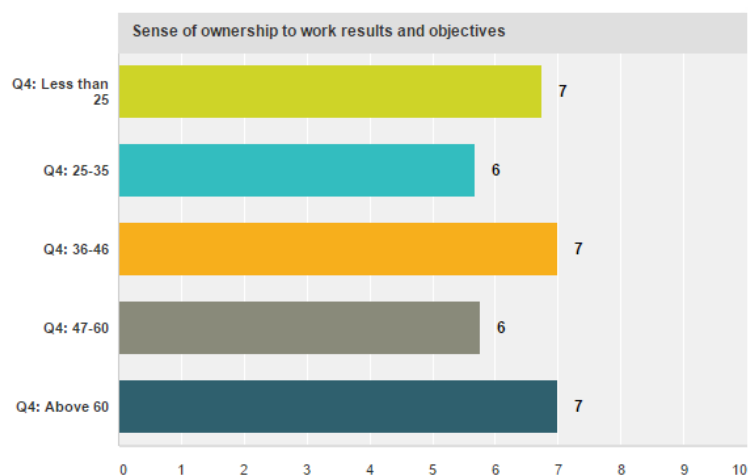
k. Feeling like going the extra mile to boost our performance as a team



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	5.00% 1	0.00% 0	5.00% 1	0.00% 0	5.00% 1	25.00% 5	10.00% 2	10.00% 2	0.00% 0	5.00% 1	20.00% 4	10.00% 2	5.00% 1	6.83% 20
Q4: 25-35 (B)	1.99% 3	7.95% 12	9.27% 14	7.95% 12	7.28% 11	6.62% 10	12.58% 19	9.27% 14	10.60% 16	10.60% 16	7.28% 11	3.97% 6	4.64% 7	51.54% 151
Q4: 36-46 (C)	2.27% 2	6.82% 6	9.09% 8	5.68% 5	6.82% 6	7.95% 7	10.23% 9	6.82% 6	9.09% 8	11.36% 10	11.36% 10	5.68% 5	6.82% 6	30.03% 88
Q4: 47-60 (D)	0.00% 0	13.33% 4	13.33% 4	3.33% 1	3.33% 1	10.00% 3	10.00% 3	3.33% 1	6.67% 2	16.67% 5	6.67% 2	6.67% 2	6.67% 2	10.24% 30
Q4: Above 60 (E)	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	0.00% 0	25.00% 1	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	7.00	7.74	3.04
Q4: 25-35 (B)	1.00	12.00	7.00	6.76	3.04
Q4: 36-46 (C)	1.00	12.00	7.00	7.11	3.20
Q4: 47-60 (D)	2.00	12.00	7.00	6.79	3.35
Q4: Above 60 (E)	1.00	12.00	6.00	6.25	4.82

I. Sense of ownership to work results and objectives



	1	2	3	4	5	6	7	8	9	10	11	12	Not important	Total
Q4: Less than 25 (A)	10.00% 2	20.00% 4	5.00% 1	0.00% 0	15.00% 3	0.00% 0	0.00% 0	10.00% 2	5.00% 1	10.00% 2	10.00% 2	10.00% 2	5.00% 1	6.83% 20
Q4: 25-35 (B)	4.64% 7	5.30% 8	5.30% 8	5.96% 9	6.62% 10	9.27% 14	7.28% 11	11.26% 17	8.61% 13	12.58% 19	11.26% 17	7.28% 11	4.64% 7	51.54% 151
Q4: 36-46 (C)	4.55% 4	9.09% 8	13.64% 12	14.77% 13	5.68% 5	4.55% 4	9.09% 8	7.95% 7	9.09% 8	5.68% 5	6.82% 6	4.55% 4	4.55% 4	30.03% 88
Q4: 47-60 (D)	3.33% 1	3.33% 1	10.00% 3	3.33% 1	3.33% 1	3.33% 1	16.67% 5	13.33% 4	10.00% 3	6.67% 2	3.33% 1	10.00% 3	13.33% 4	10.24% 30
Q4: Above 60 (E)	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	1.37% 4

	Minimum	Maximum	Median	Mean	Standard Deviation
Q4: Less than 25 (A)	1.00	12.00	5.00	6.26	3.94
Q4: 25-35 (B)	1.00	12.00	8.00	7.33	3.21
Q4: 36-46 (C)	1.00	12.00	5.50	6.01	3.23
Q4: 47-60 (D)	1.00	12.00	7.50	7.23	3.08
Q4: Above 60 (E)	1.00	10.00	6.50	6.00	3.24

3. E Survey Results Summary

Survey results shows that Asian more than other regions feels trust to senior leadership.

Research also shows that Arabic Non UAE Employees find a workplace that is enjoyable is important as a driver for engagement. In the other hand results shows that UAE Nationals and Arabic Employees need the feeling of being a large family at work as an important driver for engagement.

Arabic non UAE National employees need to have personal belief in the organization missions and vision to be engaged unlike Asian which scored the least in the importance of having belief in the organizations vision and mission. Arab non UAE scored the highest in looking to stay with the organization for long term where Asian and UAE Nationals scored the least. Arabic Employees also scored the highest in the importance of feeling proud in the organization they work in. In the ability of using brain power to help the organization grow, Arabic non Local was significantly higher than other regions. In the other hand Asian employees scored the highest in the question that highlights the importance of being creative at work. The survey results also show that employee's willingness to go the extra mile by region was in first place Arabic, second place Asian, and third place UAE National.

4. Recommendations

The organisations in the UAE face uncountable challenges as far as employee engagement is concerned. For the best practice, the following recommendations should be adopted to guide organisations in making employee engagement a part of their efforts towards more effectiveness in their activities:

- Organisations must revisit their missions and visions and have a critical analysis of whether they truly reflect their aspirations
- It is important to train the senior management officials on the importance of employee engagement since they are the key drivers of creating a good environment where employee engagement can thrive
- It is important for employees to be engaged in the process of change and decision-making to ensure that they are aware of the organisation's direction and their role in this process
- Organisations must strive to ensure that employee engagement tools and methods that are adopted capture all key areas of employee engagement
- Organisations must act on the findings of the measurement activities that they undertake.

5. Conclusion

The role of employee engagement in the success of organisations is of great importance. This claim has been well highlighted in the above discussions. Although employee engagement is a recent concept in the field of organisational management, it has surely become very dominant. Organisations can only avoid it at their threat. With the organisations in the UAE scoring poorly in terms of employee engagement, it is important for them to critically look at their processes and implement measures that will promote employee engagement as highlighted in this paper. Employee engagement not only ensures a highly productive workforce but also high customer engagement, better job satisfaction, and excellent outcomes, which organisations should strive to achieve. Looking ahead, by implementing the recommendations that have been discussed, organisations in the United Arab Emirates will compete not only locally but also globally.

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