

Employee motivation and work performance in the private sector of the UAE

تحفيز الموظفين وأداء العمل في دولة الإمارات العربية المتحدة في
القطاع الخاص

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ABSTRACT

Employees' work performance is directly related to the motivation provided to the employees. The project is intended to identify the relationship between the motivation and the employees' work performance in the private sector companies in the region restricted to the United Arab Emirates.

The discussion has started with an introduction to the topic, and an identification of the hypothesis required for the research. The research questions are identified which will be then attempted to be answered during the course of the research. The importance of the research is discussed in this section along with a small introduction as to who the research will be carried over and the structure of the research document as well.

For supporting the discussion, the literature review of various previous researches is very essential. The same topic discussed in this research is reviewed and analysed in various previous scenarios by different authors. These works are referred in the literature review section of this document. Methodology of the research is also discussed in the following section. Various assumptions required for the course of this research will be made in this section, which also includes devising of methodologies for carrying out the research.

The research was conducted using the qualitative data collected through the questionnaire based survey and the resultant data are analysed using the quantitative method of analysis. 200 individuals who are associated with the private sectors in UAE will be used as a sample for doing this survey and data collection. These data will be analysed towards testing the hypothesis assumed in the introduction part of the research analysis and hence a final conclusion will be arrived at after the analysis.

This research is testing the relationship between the motivation among the employees and their performance output in the private sectors; hence the motivational factors such as the financial benefits, career opportunities, social security, psychological needs, and various such factors will be considered for the analysis.

ملخص

يرتبط تحفيز الموظفين ارتباطاً مباشراً بأداء العمل لدى الموظفين. ويهدف هذا البحث إلى تحديد العلاقة بين التحفيز وأداء عمل الموظفين في شركات القطاع الخاص في دولة الإمارات العربية المتحدة.

بدأت المناقشة بمقدمة عن الموضوع، وتحديد الفرضيات المطلوبة لها ومن ثم تحديد الأسئلة المتعلقة بها والتي سيتم إيجاد الحلول المناسبة لها من خلال الدراسة. تم ذكر ومناقشة أهمية الدراسة في هذا القسم جنباً إلى جنب مع مقدمة بسيطة لهيكل البحث.

لعدم المناقشة، من الضروري جداً استعراض مراجع أدبية مختلفة لبحوث سابقة، حيث تمت مراجعة ومناقشة نفس موضوع هذا البحث وتحليله في سيناريوهات سابقة ومختلفة من قبل مؤلفين مختلفين، ويشار إلى هذه الأعمال في قسم المرجع الأدبي من هذه الورق، وتناقش منهجية البحث أيضاً في القسم الذي يليه، سيتم وضع افتراضات مختلفة مطلوبة لمسار هذا البحث من خلال هذا القسم، والذي يتضمن أيضاً استنباط منهجيات تنفيذ البحث.

تم إجراء هذا البحث باستخدام بيانات نوعية مجمعة في استبيان وتحليل نتائجه استناداً إلى عدة طرق من التحاليل. وسيتم اختيار ٢٠٠ عامل في القطاع الخاص كعينة ثم تجميع النتائج وتحليلها. كما يستند تحليل البيانات إلى اختيار الفرضية التي تم تحديدها في مقدمة هذا الموضوع. وبذلك سيتم الوصول إلى النتيجة النهائية.

يختبر هذا البحث العلاقة بين التحفيز والعاملين في القطاع الخاص في دولة الإمارات العربية المتحدة ومنها المزايا المالية وفرص العمل والضمان الاجتماعي والاحتياجات النفسية وغيرها من العوامل التي يجب أخذها بعين الاعتبار خلال التحليل.

DEDICATION

This dissertation is dedicated to my parents for their gaudiness, care and support.

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CHAPTER ONE - INTRODUCTION

Every profit generating business organization has the ultimate goal of making more business and hence the profit. The improved business of the organization is largely dependent on the performance of the employees. Irrespective of the nature of the business, the employees are the very vital resources and they are the valuable assets for the organization. Only with the efficiency of the human resource in the organization a business can become successful (David, 2013). However, this efficiency of the employees has various dependencies and such dependencies have to be carefully managed by the management of the organization thereby maximizing the efficiency and hence the profit of the business.

On increasing the performance of the employees, the management may take various measures and increasing their motivation for doing a better job is one of such important measure in the business world. According to Atchison (2003), while the employees are motivated by one or more needs, the role of the management is to identify the most appropriate need of the employees and provide them with those needs, which will eventually encourage the employees for the higher performance. There is a close connection between the employee's performance and the motivation provided to them. These two are going hand in hand in most of the cases. The research is mainly aimed towards understanding the various theories connected to the motivation and its impact on the performance of the employees.

In the context of the small business, the motivation for employees is very essential as it is likely to have a larger impact on the employees' performance. However, similar concept can be extended to the larger but private sector companies as well. According to a survey conducted by PWC in 2012, in the GCC region, more than 80% of the business is either owned by the family business or controlled by the family entrepreneurs. It implies that motivation for the employees plays a vital role in inducing their performance (Source: www.ffi.org). According to (Herzberg, 2003), the motivational factors can be easily understood by these particular groups of business families and hence they can be followed effectively towards the development of the business performances.

The lack of proper motivational factors jeopardizes the performance of many companies although these companies are equipped with necessary resources. Organizations may have a well-developed culture and skilled employees but if these employees are not motivated well

there will be no reason for the employees to work effectively which will end up in poor performance. Manion (2005) also indicated that the lack of understanding of the need of such motivation has impacted some of the small and medium enterprises as they are largely affected by these performance issues. Interestingly these small companies need improved performance to compete with the larger firms and hence need a better motivational practice.

1.1 PROBLEM STATEMENT

There is a limitation in the study whereby the real motivation level and the employees' satisfaction cannot be measured. While employees' performance can be measured, it is hard to scientifically link it to the motivation given to the employees, just because the motivation is a subjective feeling within the employee which cannot be measured. There are various factors for an employee to be motivated and show increased performance. The motivational factor can also be irrelevant to the leaders' approach and the organizational factors, but related to the individual commitment and carrier focus. In addition to that, the level of the motivation is also not a factor that could be easily identified and measured. Since this factor is subjective, and they can only be made as a comparative concept and not an objective matter, it is hard to measure this level and link it to the motivational abilities of the leaders in the organization.

After the questionnaire survey and interview with the identified respondents, there will be no guarantee to ensure that the respondents will be providing the right responses for the questions asked in regard to the research. Their responses will be a key factor; however, the respondents may or may not give their opinion with sincere motive and hence there could be an inadequate data collected which may or may not be in line with the expectations of the secondary data that would be collected from the literature reviews of the research. In spite of that possible inconsistency, the opinion of the respondents will be the key factor in measuring the relationship and effectiveness which is a main problem in this research study.

1.2 AIM

The aim of the study is to find if there is a connection between the motivation and employees' performance in particular reference to the employees working with private sectors in UAE.

1.3. OBJECTIVES

1. Understand the conceptual meaning of employee's motivation and their performance in business organization and the linkage between both concepts.
2. Investigate whether the motivation has any direct impact on the performance of the employees and if so to what extend.
3. Provide set of suggestions and recommendations based on the outcome of this study

1.4 SIGNIFICANCE OF THE RESEARCH

In the field of human resource management, the importance of motivation and the impact of motivation on the employees' performance is always considered as a critical topic. In this study the same impact is analyzed with reference to the employees working in the private sectors in UAE. The concept of motivation has been analyzed in various angles as per the motivational theories explained by various experts in the field of human resource management. Also the performance and its reactive behavior for the motivational theories has been explained and analyzed based on the explanations provided by (Murphy, 2009). Based on these references and framework, the need for the motivations on the employees as a management tool is also identified and explained in detail. Since the research is concentrating on the UAE private sector employees and the motivational habits of the managers in the private sectors the organizations' need for the improved performance for competition with the market is also highlighted in this study. Thus this study gains importance from the perspective of both employees and management of the private sectors.

1.5 EVALUATION OF THE RESEARCH

In the light of the above discussion, the study is targeted towards understanding the effect of the motivation on the employees' performance who work in the private sector organizations in UAE. The group of private sectors in UAE includes both the SMEs as well as the larger organization but within the banner of private sectors. In understanding this proposed relationship a quantitative based research would be suggested in the later part of this research to evaluate the relationship between the variables involved in the research, and a survey technique will be used to evaluate the ideas of the people involved in the subject.

1.6 STRUCTURE OF THE RESEARCH

The research study will be structured with five different sections as explained hereunder:

Chapter 1 – Introduction: This will be the introduction for the research study. The concept of motivation and the performance of the employees will be introduced in this chapter, along with other points that are needed to be introduced to the reader of this research document. The points that are covered in this chapter include the research question, research hypothesis, significance of the study, evaluation of the study and finally the overall document structure explanation.

Chapter 2 – Literature Review: Under this chapter, the concepts involved in the research topic as the key factors are taken for detailed discussion with reference to the various other similar researches and with reference to the academic resources. This chapter is divided into few topics which are introduction, motivation, various theories of motivation, performance management and their internal relationship.

Chapter 3 – Research Methodology: In this chapter the overall methodology adopted in this research study is explained. The research methodology, research design, ethical issues related to the research, data collection method, and other areas are covered under this chapter. This chapter also highlights the limitations involved in this research which may impact the outcome of the research based on the data available and other factors related.

Chapter 4 – Data Analysis & Findings: This chapter will be the core portion of the research study wherein the data will be collected and analyzed as per the methodology adopted in the earlier chapter. The data collection will happen in accordance with the methodology adopted and the data will be analyzed using appropriate methods for analysis and the findings will be listed as outcome of the data analysis.

Chapter 5 – Recommendation and Conclusion: This chapter will be the conclusion of the entire research study after providing the suitable recommendation for a betterment of the topic that is analyzed in the research. Based on the analysis done in the Chapter 4 and the findings listed therein, suitable level of recommendations will be provided and conclusion will be derived upon. This recommendation will be helpful for further studies in the similar topic in future.

CHAPTER TWO – LITERATURE REVIEW

2.1 INTRODUCTION

Literature review of this document explores various previous research documents and academic resources in regard to the research topic. Employee motivation and Employee performance are very important topics in the field of Human Resource Management and hence various studies have been conducted on these two topics. The literature review will give more insight into these topics. The main objective of this dissertation is to analyze the relationship between the employee motivation and the performance. In this part of the research document, all the components related to the motivation and the employees' performance will be discussed; the impact of one on the other will also be discussed in this literature review section.

The literature review section is structure in such a way that the concept of employee motivation is discussed first, and then the importance of the performance of the employees is discussed next; lastly the relationship between the employee's motivation and their performance will be discussed. The effect of the employee's motivation for the performance will be the key point discussed in the literature review. On discussing the motivation of the employees, the theories developed by experts in the field human resources will be elaborated that includes Maslow's hierarchy of needs, McGregor's X & Y Theory of needs, Herzberg's two-factor theory, McClelland's theory of needs, etc.

The literature review is very important to substantiate the data analysis of the research in the later stage of this dissertation. The real-world data will be collected in the later part of the dissertation and the analysis from the data so collected will be supported by the literature review. The literature review is also justifying the importance of the topic that is selected and reason for conducting such a research. On understanding various theoretical framework on the research topic will help the researcher to develop the methodology appropriately. The methodology adopted for the research and research analysis questionnaire are largely dependent on the literature reviews collected in the research (Bass, 1990).

2.2 MOTIVATION

Motivation as a concept has been used in various contexts and it has a very old history as well. The idea of motivation is closely related to the individual behaviors and hence it is very useful in the human resource management. The basic attitude and reaction of the people is largely dependent on the motivation provided to them, with various levels of outputs. The motivation levels are also dependent on the expectation of the employee as well; based on what is expected the basic motivation will work on the employees. According to Adair (1993) motivation should be provided to the employees on the need basis so that the employees can be managed effectively.

The word motivation has been used in the late of 19th century and still being used during our time now. According to Mukherjee (2009) it comes originally from the Latin word “movere” which means “to move”. What makes a person to behave or act on a certain way. There are many definitions were developed to define motivation which are correct and logical. That is due to the difference in personalities which can be motivated by different reasons. Montana and Charnov (2008, pp.112) have defined the concept of motivation as “the process of stimulation an individual to take action that will lead to the fulfilment of a need or the accomplishment a desired goal”.

Nowadays, it becomes a vital concept at workplace because of the strong competition which is rapidly in an increase. Leadership are likely to come across an effective way to motivate themselves and their employees. Therefore, they tend to look at different theories of motivation and take into account difference of personalities in order to implement an operative motivation program. Better salary packages is not the only factor that motivate employees to work and increase their job satisfaction and loyalty, there are other kind of factors which can be treated as motivators as well such as the job challenges and the feeling of satisfaction after completing a task (Mukherjee, 2009).

Various theories that are developed in the field of Motivation are discussed in the following sections of the literature review:

Maslow's Theory of Motivation

Maslow (1943) developed a theory of motivation in which he explained the human needs for being motivated. According to Maslow's theory of motivation, there are various reasons and needs for the human to be motivated and these needs can be arranged in a hierarchy with basic needs and extreme needs. It is explained that the basic needs are like prerequisites for the extreme needs and based on the level of the need the motivation will work on these individuals. These needs of the individuals are identified as the psychological needs, safety needs, social needs, esteem needs and self-actualization needs. The individual moves from one layer to the other layer of the motivational needs, provided the previous layer is stratified. For instance, while the psychological needs are met, then the safety needs are driving with motivation, and so on.



Figure 1: Maslow's Hierarchy of Needs

From the context of an employee, the psychological needs can be identified as the availability of a cafeteria, automatic coffee vending machines, and other such facilities (Hannagan, 2002). These facilities will provide the employees a psychological satisfaction and only then the employee will concentrate on other activities or aspects within the workplace, as per this theory. The responsibility making employees to achieve this need and push them to the next level will be vested with the managerial staff within the business organization.

According to Boddy (2002) Maslow's theory identifies 'Safety needs' as the factors such as the wages and salaries and other benefits, either financial or not, which are related to the outcome of their employment activities; this also include the work recognition, awards, overall working environment, etc. Once again, the employee will be motivated to get these factors as part of the employees' satisfaction; only when these factors are achieved by the employee to the fullest satisfaction the next need as per the hierarchy will be thought of.

Maslow's theory explains social interaction and team spirit of the employees as the social needs in the hierarchy needs. The employee will be in a position to expect the social recognition in addition to their own financial and non-financial needs, although the later need to be achieved earlier. Tesone (2005) has stated that in the hierarchy of needs as described by Maslow in this model, the self-actualization of the ego based needs will never be satisfied for a person and hence this will be there in the top always. The man will never be happy as long as the ego is there and hence these are identified in the top layer of the hierarchy.

According to Gottfried (1990) the motivation factor differs from subject to subject and the factor on which the people are motivated is important for the motivation. On the research done on the liking and motivation of the people towards the subject it was found that the employees are motivated differently on the different subjects. The financial and social factors associated with the employees are also making a difference in the way the people are motivated. Since the motivation is based on what is expected from the employee, one thing which is motivational for an employee may not be motivational similarly to the other employee. Thus the motivation is a subjective thing among the needs of the employees.

Kellerman (2010) argued that the employees' age is also a factor that is impacting the effect of the motivation. While the motivation such as career opportunities are motivating the younger employees, the same motivational factor will not influence an employee who is old and in the verge of retirement. Thus the age factor is playing a crucial role in influencing the motivation on the employees. The management has to be careful in applying the motivating factors towards the employees which otherwise will end up in a useless effort.

Lange and Adler (1997) identified that the motivation is affected by the sex of the employee who is being motivated. The motivational factors are working differently on males and differently on females, as the expectations of the employees are different based on their sex.

Since basically the expectations of the employees are different based on their personal life and their individual conditions, the sex factor is impacting their needs largely and hence the employees' needs are also changing largely with the motivation. Thus the employees' motivation needs to be selective for the selected people.

Herzberg's Two-Factor Theory

Herzberg's two factory theory is also an important theory in regard to the motivation of the employees in the field of HR. According to this theory developed by Frederick Herzberg during 1959, the emotional feeling of the employee is kept as the basis for this theory in deciding the motivational level possible for the employee. The motivation of an individual employee working in an organization can be made possible only based on whether the employee is happy or unhappy. In particular the employees' happiness can be impacted by two major factors which are satisfaction and dissatisfaction; according to Herzberg the satisfaction is identified as the motivation and the dissatisfaction is identified as the hygiene in this two factor theory.

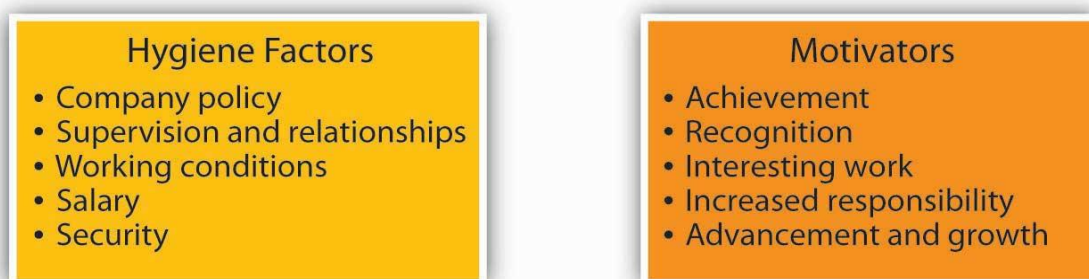


Figure 2: Herzberg's Motivation Theory

According to Herzberg, the employees' satisfaction can be achieved only when the factors associated with the happiness of the employees are met; there are five factors which are closely associated with the motivation of the employees namely achievement, recognition, interesting work, increased responsibility and advancement and growth, as shown in the above Figure – 2. The employees while motivated need to be in realizing any one of these factors for the basis of the motivation which otherwise it would be difficult for the leader or anyone to motivate the employee. Opposed to that, the hygiene factors that include company

policy, administrative policy, supervision relationship, working conditions, salary and security are associated with the dissatisfaction of the employee which may not motivate them or demotivate them from providing a better performance.

According to Herzberg and his conducted research, some features are connected to employee job satisfaction such as the job itself, responsibilities related to it and the achievement. This illustrates that happy employees are tend to refer any success to them which makes them feel good and accomplished what they should accomplish, and therefore satisfied. In contrast, the unhappy employees are referring their failure to many other reasons in the workplace like compensation, management style, the organization's policy and so on. Based on this, Herzberg suggested a dual verity of the condition, which is satisfaction-no satisfaction and dissatisfaction-no dissatisfaction.

The conclusion of Herzberg is that the factors creating job satisfaction and job dissatisfaction are not one and the same. While the job dissatisfaction is prevailing among the employees, the managers can bring peace among those employees, but that not necessarily creates motivation among the employees so that they can perform a good job and get job satisfaction. consequently if the leader of the manager concentrate on the hygiene factors to motivate the employees, the dissatisfied employees will be recovered from their status and will not be dissatisfied anymore; nor they will be satisfied as well. For this reasons, the outcome of Herzberg theory is that to increase the motivation among employees and especially for those who are dissatisfied, it is important to come up with creative and new motivational features that increase the employees motivation and hence their satisfaction toward work such as succession plan and career development, appreciation, promotions and so on.

McGregor's X & Y Theory of Needs

Durign 1960, Douglas McGregor has formulated the X-Y Theory of human needs which is developed based on the motivational concepts (Bobic & Davis, 2003). This theory was developed based on the factor that there are some employees willing to work either by their own motivation or by the motivation induced from the managers, and based on the employees

who are not ready to do any work, and who are not completely motivated by anything whatsoever.

Bobic & Davis (2003) also believed that according to McGregor theory most of the organizations following this concept only in managing the motivations of employees in the organization. McGregor based his theory on the hierarchy of needs developed by Maslow and built the argument around the needs of the employees. The Theory X based on three premises such as

Another theory was developed by Douglas McGregor which includes two approaches of the human being's behavior at workplace. Theory X which represents people who do not like to work and try to avoid it as much as they can. They characterized by laziness, hate taking any responsibilities and looking at job security where the management is facing a challenge to motivate this type of employees and keep them on the right track. On the other hand, theory Y represents people who do like to come to work, put efforts toward it and take responsibility. Employees under theory Y need to work in a healthy and motivated environment and this is the challenge that the management might face and resolve (Robbins & Judge, 2012).

According to Strauss (2002) the X & Y Theory is developed based on six assumptions which are (i) human mind naturally intended to work and involve in spending the energy at workplace just like playing, (ii) the external control from the management by means of punishment or the like will not motivate the individual as the human mind has the self-control capacity and that will work based on that motivation, (iii) there will be a commitment from employees who are motivated and such commitment will be the function required from an employee to achieve the objectives, (iv) the average human being as an employee will be inclined to take over the responsibility in the perfect conditions, (v) irrespective of the individual the solution finding capacity for the organizational problem will be found in every employee of the organization with varies degree of intensity, and (vi) the modern business conditions are limiting the utilization of the intellectual capacity of the employees to a possible minimum.

McClelland's Theory of Needs

A refined approach to Maslow's theory of needs was developed by McClelland and it is popularly known as McClelland's Theory of Needs. According to McClelland (1961), the employees are learned to motivated by themselves, for which there will be three motivational drivers are identified by default, and these drivers for motivation are irrespective of the other factors such as age, gender, culture, etc. which are different from individual to individual. McClelland identified these three drivers for motivation as Achievement, Affiliation and Power.

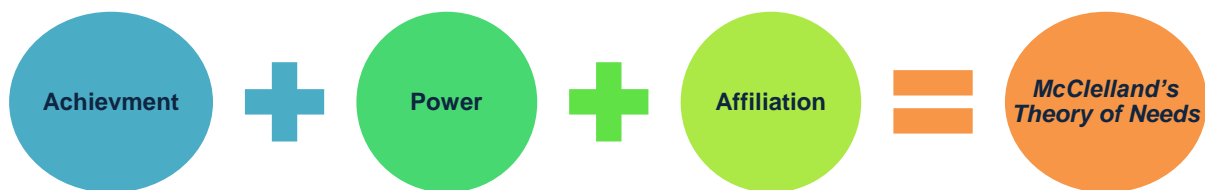


Figure 3: McClelland's Theory of Needs

According to Northouse (2007) the three determining drivers for the motivation of the employees in workplaces are the achievement, affiliation and power. Every employee who is motivated will have the intension to achieve something in the organization as his or her contribution and hence the urge to achieve will be working as a motivational driver for that person. The ability of the employees in achieving something big will allow them to take calculative risks, and interested in getting regular feedback from the supervisors so that their approach can be altered to achieve the goal effectively. This driver also at times forces the employees to work alone rather than in a group so that their achievement intension will have more impact on the motivation and they can get the credit individually.

Afzalur (2010) identified the importance of the other driver in the McClelland theory of motivation, which is the affiliation. The employees will be motivated with the feeling of belonging to a group and that will have their motivation pumped up. Being part of a group will motivate the employees to do better things so that they will be identified in the group and

expects to be liked by other members of the group. This factor also helps to work in collaboration while there comes a competition and hence the employees will be motivated. The team work will help the employees to encourage the other so that they will be working towards a positive outcome and achieving the organizational goal.

Similar way, the power is another driver that is encouraging the employees to be motivated naturally. According to Pardey (2007) the employees will be motivated to gain power in the organization so that this power can help them to control and influence others in the organization. The motivation is induced with an aim of having more power which can help the employees to win the arguments with others and hence people work hard to get the power. While the employees are having power, they also enjoy the competition with others and they gain recognition among the others in the organization. Due to this nature, the employees are motivated for getting power in the organization.

Ross (1992) tested the effectiveness of these drivers identified by McClelland in the motivational theory with the help of a questionnaire. This test was conducted within the hospitality industry in Australia and it was found that the employees are highly motivated by these drivers towards achieving excellence in their workplace, and get recognized by the others as well as by the management in the organization. A similar study was conducted by Ross (1997) in the tourism industry to identify the effectiveness of the three drivers identified by McClelland's theory of needs. According to this study, Ross (1997) argued that the employees are motivated with the need of power which is linked to the individual's need to gain more power in the organization.

Another test done by Ross (1997) on identifying the effectiveness of the drivers for the McClelland's theory of motivation on the 237 backpackers in Australia found that the need for power and the need for achievement are the two powerful motivators that will be enhancing the urge of the employees to achieve the organizational goals.

2.3 EMPLOYEE PERFORMANCE

Employees' performance will be an important factor that is required for the development of the business in every organization. According to Gillen (2007) the performance of the

employees' is directly associated with the motivational factor. While the employees are motivated either by the external factors or by the factors internal to the employees, their performance level increases considerably. Motivation is one of the effective tools used by the managers and leaders of an organization to induce the employees' performance in almost all the organization. Some of the leaders are following the strategy of motivating the employees irrespective of their performance so that their performance will always be increasing and the employees' loyalty towards the organization will also increase.

According to John (2009) the performance management is a key factor in any organization which is directly impacting the success of the organization. The organizational objectives are established along with the basic performance line for the employees so that the minimum performance is essential for achieving the organizational objectives. Given the fact that the organizational performance is impacted by the external environmental factors, there should be some counter measure within the organization which can be managed by the organization to ensure that the impact of the external factors are reduced and the objectives are still met with efficiencies.

The performance of an employee is always dependent on various factors; there are various employees in the organization in terms of their abilities, qualifications, skills and positions. Due to the difference in their nature, every individual employee will be approaching the task to be completed in a different way, and hence their performance level also varies. The employees' performance needs to be managed so that collectively the employees can make a huge impact on the overall organizational performance. Performance management is one of the key factors in the organization's human resource functions and it has to be managed well so that the employees' collective work will yield more for the benefit of the organization.

According to Richard & Richard (2008), an increase in the employees' performance will result in various benefits for the organization as well as for the individual employees; this is the reason why both the employees and the management of the organization are interested in getting an increased performance out of an employee at any given point of time. The increased productivity of an individual employee on the job that is performed will be the direct and the prime benefit of the high performance. The employees are interested in getting an increased performance from their own job since they will feel a higher job satisfaction. Many employees are happy to get job satisfaction out of their performance.

With the achievement of a higher performance in the workplace, the employees' are winning their own psychological problems and concentrate more on the job (LeRoy, 2009). This helps the employees to increase their recognition in the organization and their physical and mental health also increases due to the winning of psychological issues. These factors collectively help the employees to show more involvement in their job which once again helps them to get a higher performance. Performance increase for the employee will increase their sense of commitment to the organization and also increased loyalty for the organization from the employee's perspective.

John (2009) identified the benefits to the employees such as the increased salary, better incentives, etc. as the reason for trying for an increased performance. The employees are motivated for the higher salary and increased financial benefits so that they have a reason for doing a better performance all the time. Since the very basic expectation of the employees is to get a better salary and an increased financial and non-financial benefits from the organization, their performance will be a key for them to get what they want from the organization.

According to Kellerman (2010), the organization also benefits a lot by means of the increased employees' performance and hence the management makes all the efforts to motivate the employees and increase their performance. Some of the benefits for the organization as a result of the increased performance of the employees include the increased production quality, improved turnover and hence an increased market share in the industry, and eventually as a result of all these the overall profitability of the organization will also increase.

2.4 MOTIVATION AND PERFORMANCE

According to Manzoor (2012) motivation and performance of the employees are directly proportional to each other. The employees who are motivated well by the leaders will have an intention to work harder in the organization and they will get automatically an increased performance. Majority of the motivational tasks are done by the encouragement linked to the

outcome of the employees' work in the workplace. Hence there is a basic link between the motivation provided to the employees and the job performance expected from the employees. Even the financial rewards provided to the employees as motivational factors are also linked to the target achievement or outperforming the standards set for the employees.

Similar idea is also claimed by Muhammad and Memon (2012). While the employees are motivated by the leaders or even by the management the motivation is only to get an extra work done or to get the standard performance benchmark to a higher level. The employees are also outperforming in their activity expecting that they will be recognized and rewarded for their activity. Hence there is a relationship between the employees' performance and the motivation provided to them.

On the other hand, the employees who are motivated by the theory of motivation developed by Maslow are also following the similar relationship. According to Batool and Batool (2012), after the basic need of the employee is satisfied, as per Maslow's theory of needs, every next level need of the employee will be associated with the level of performance he or she shows in the workplace. It needs recognition from the higher management and supervisors to go to the further levels in the Maslow's hierarchy. It should be noted that there is no need to have an external motivation to perform higher but the employee will motivate himself or herself while Maslow's theory is applicable to that person. Ahmad and Wasay (2013) also agreed the fact that the employee needs to perform to be recognized by the others in the organization and only such recognition will take the employee to the other level. This elevation can either be motivated from within, or the motivation from the leader will help for such elevation. In either case the motivation is associated with the performance of the employee. There cannot be a better performance form an employee without motivation.

2.5 CONCLUSION

The collection of the literature review is for the purpose of understanding the concepts related to the motivation, performance, the need for the motivation within employees, and their relationship as well. The literature reviews are also the secondary data that would be used to substantiate the analyzes later in this research analysis. There will be a collection of primary

data from the respondents identified later in this research and these data will be analyzed using the secondary data as well. On gathering various information related to the above mentioned concepts through the secondary data, the plan will be to collect the primary data for understanding and analyzing the following aspects:

- The importance of motivation for an employee from the employee's individual perspective
- The expectation of the employees' on being motivated by the leader or the management of the company which they are working for
- The benefit employees will get out of the motivation, either by themselves or by the others
- The need of for the leaders and / or the organization in motivating the employees
- The connectivity between the performance of the employee and their motivation levels, and
- The effect of motivation on the employees from the personal development perspective.

The questionnaire will be set in such a way that these above factors as gathered from the secondary data can be verified with the help of the primary data as the opinion of the respondents for this research, which would allow the researcher to conclude the research effectively.

CHAPTER THREE - RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is normally followed in any research which is a methodical approach for the process of conducting the research step by step. The methodology is very essential for the success of the research project, as it is like a planning for any project. The approach, methodology, philosophy and various other aspects that are related to the research will be defined and decided in this level of the research. The essential and critical procedures for the research process will be identified during this methodology development and it would be developed in accordance with the objectives of the research.

The research methodology will be focusing on getting the right approach for analyzing the relationship between the motivation of the employees and the resultant performance from the employees in particular reference to the private sectors in UAE. The approach would be to choose various employees and managerial level people that are working with the private sectors in UAE and enquire about the subject of the research and gather the data for analysis. The research methodology will consist of the approach adopted for the research, the data collection methods, the sampling design and sampling method used for the research and the type of analysis that will be followed.

3.2 CONCEPTUAL FRAME WORK AND RESEARCH HYPOTHESIS

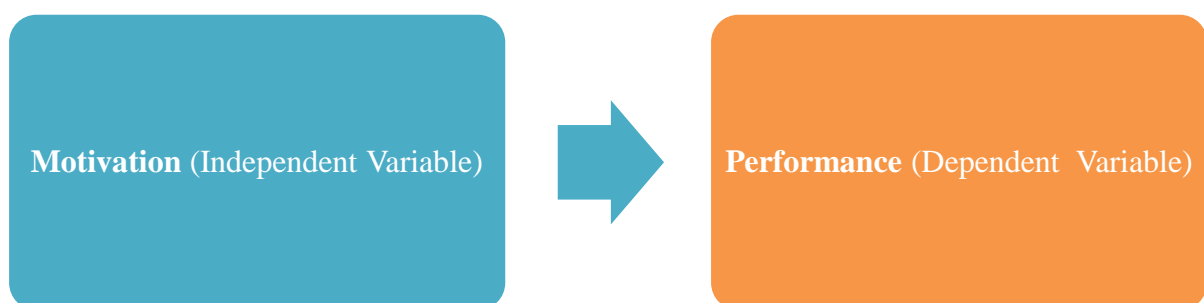


Figure 4: Conceptual Frame Work between Motivation & Employee's Performance

For the purpose of the development of the research and analysis, the following hypotheses are developed:

H 1:

H0: There is a positive relationship between the employee motivation and employee performance

HA: There is a negative relationship between the employee motivation and their performance

H2:

H0: There are no links between the factors of motivation and the components of work performance.

HA: There are link between the factors of motivation and the components of work performance.

3.3 RESEARCH APPROACH

According to Goddard and Melville (2004), deductive approach is a methodology used in the researches in which a set of reasoning are made from various statements relevant to the research and based on the statement the most appropriate conclusion will be drawn as a result of the research. The research will be conducted with both primary and secondary data and the outcome of these data analysis will be formularized as effective statements and accordingly the conclusion will be drawn for the research.

Bernard (2011, p.7) also stated that deductive inductive approach is a useful type of research methodology by which the analysis of the research is based on the ideas generated during the research from various sources such as the opinion of experts and the survey respondents. This approach is helping the researcher to choose the most appropriate method of research

methodology and the theory connected with the approach as the decision is taken only based on the justifications given to the questions asked during the process of the research and not predetermined. This also allows the researcher to make decisions freely as the research progresses and based on the direction of the research.

Deductive approach is also explained as an approach based on the generalization of ideas rather than focusing on a particular aspect of the research. Neuman (2003) indicated that deductive approach helps the researcher to develop empirical evidence of the topic while the relationship between the variables that are used in the research are identified and then based on the identified relationship there will be relevant arguments developed as per the results that are discussed and theories that would be adopted eventually.

According to Lancaster (2005) deductive approach can be identified as the reverse order approach for the deductive research methodology. Since the characteristics of the data that would be collected may not be clearly aware of the researcher, this deductive approach is taken by the researcher so that the research can be planned according to the discussion of the topic out of the data collected and analysed of the data during the progress of the research. The research would be based on the hypothesis setting, and the argument will be focusing towards proving or refuting the set hypotheses.

This research is planned to use the deductive approach by which the researcher will be adopting a framework on a specific number of people and that same can then be extended to a larger number of people or generalized context. The researcher will be following a qualitative approach by which the data collected will be analyzed using the descriptive analysis basis and the information collected from a specific number of people will be analyzed and the result will then be expanded to a larger number of people or generalized for the context. In the current scenario also, the relationship between the employees' motivation and their performance as a result of motivation will be analyzed for a selected group of people from the private sectors in UAE and that will be generalized for the overall population of the private sector people in the UAE.

The methodology also adopts the ground theory for the development of the ideas as a result of the analysis in the later part of the research. According to ground theory, the general idea or opinion of a set of people will be gathered and the result will be extended to the overall

population of the research. According to Bryant and Charmaz (2007) ground theory indicates that the opinion of a set of people gathered systematically can be extended to a larger population of the similar nature so that the result of the research can be extended to a larger group.

Clarke (2005) also stated that the ground is a useful way of conducting the research especially in the qualitative data related researches. The data that would be collected from the social interactions will be extended to the overall population of the research as a result of the ground theory and hence the situation can be fully analyzed with the help of a group of data that could possibly be collected from a large size of a population.

3.4 QUALITATIVE & QUANTITATIVE DATA

Data gathered for the research study could be either quantitative or qualitative in nature.

Quantitative data are the data that are dealing with the numerical based data. These data can be quantified and verified which cannot be changed in value from one person to the other persons who are involved in the data collection process. Most of the data that are collected under the quantitative manner will be used to manipulate statistically and not for any descriptive manner. The important aspect of the quantitative data is that they are defining the quality or the characteristics of the data that is gathered (Berg, 2009).

Creswell (1998) defines the quantitative data as the type of data collected for a research which can be measured and quantified. These data can be used for calculation and other statistical measures as they possess values. These quantitative data are hard to gather but can be relied heavily as they are having a specific values which is not subject to any changes while collected in a study. These measuring of these data and the valuation methods of these data are very different compared to the qualitative data.

On the other hand, qualitative data will be defined as the data which are not quantifiable but only has non-measurable characteristics (Creswell, 2003). The characteristics of these data cannot be expressed by numbers but only by descriptions. Many of the researches are

connected with the qualitative data as the point that are being researched. Values such as yes, no, colour, etc. are some of the values of the qualitative data. Since these data are not having measurable values, the researches based on the qualitative data can be done only through descriptive analysis. Generally the opinion of the people who are involved in the research as respondents are considered to be the qualitative data required for the research analysis.

Qualitative approach is the one that will be adopted in this research method. Usually this type of approach will be followed while the research topic will be related to a human nature and people experienced rather than some number related scenarios. In the current research, the emotional response of the employees for the motivation they receive from their managers and management which is impacting their performance will be analyzed, which is a behaviour based outcome of the human being, and hence the qualitative approach would be selected as the most appropriate method for this research analysis. The qualitative data analysis will have a disadvantage of difficult analysis process; since the opinions of the survey respondents will be mere ideas, analysis of those ideas will be very tough. However, by providing closed ended questions to the survey respondents, their responses can be categorized and hence the analysis become quantitative and simplified for the research.

3. 5 DATA COLLECTION METHOD

Data collection is an important aspect for every research. The data collection is associated with the methodology that is selected in the research. In this research, the methodology is inductive and the qualitative approach is selected, while ground theory is used as the philosophy of this research. The data required for this research will be collected in two ways namely, secondary data and primary data. Although the primary data is more powerful and reliable than the secondary data, it is essential to use the secondary data also along with the primary data to support the analysis and argument of the primary data. The secondary data would be used to substantiate the argument related to the primary data and form a combined conclusion. The analysis will be the combination of the qualitative approach with the quantitative approach as the resultant data will be counted to arrive at the numerical based assessing (Franklin, 2012).

Secondary data

Secondary data is normally collected from the earlier research scenarios as well as from the other resources such as the academic resources and website resources. In the case of this research, the secondary data is playing a vital role in providing the sufficient supporting evidence to establish a relationship between the employees' motivation and their performances. There are various researches conducted on this topic with reference to different scenario in many parts of the world (Guba, 1989). These researches were referred to have supporting evidence for the current research and the secondary data are gathered in the form of literature review to this research document. The literature review has been an effective way of gathering the data for the purpose of supporting the analysis in the later part of this research document. The researcher gathers the secondary data information initially, and the primary data collection method will be influenced by the data collected at this literature review stage.

According to Howell (2013) secondary data are powerful but less reliable due to the nature of the data. Secondary data are factual data but related to a different research or some general ideas developed by other scholars not directly related to the current research. The quality of the secondary data is that they are facts which can be used only for the purpose of supporting the research derivation and not to directly derive the conclusion of the research. Thus the effect of the secondary data is low compared to the effect of the primary data.

Primary data

In contrast with the secondary data, primary data are the data that is directly associated with the current research, which is highly reliable (Ndira et al, 2011). The people who are involved with the research direction will be interacted and their opinion will be gathered as the primary data for the research. These primary data are directly associated with the current research and hence they have a very high reliability. These primary data will be read in conjunction with the secondary data to give more meaning to the conclusion of the research.

The current research is associated with the qualitative data. Hence primary data can be collected through interviews and questionnaire based survey. These two methods are often used in researches with qualitative data, as the respondents can be approached through these methods for effective data collection processes. Some of the questions will be allocated for a different group of individuals through the interview techniques while another set of questions can be used to get the opinions of other set of people through the questionnaire based survey.

Sampling Method

For the purpose of collecting the primary data, it is essential to identify the group of individuals who are the respondents for the research. Sampling method is used effectively for this purpose of data collection. Joubish (2009) stated that the difficulties in the data collection process is eased out by the sampling method in which a meaningful sample of respondents were picked out from the overall population of the respondents who will then be able to participate in the data collection processes.

Patton (2002) stated that the sampling method is a process in which the large size of the population is reduced to a workable size of small sample by selecting specific individuals from the large sample who will represent the entire population for the purpose of identifying and providing the required data for the research. Based on the research and the data required the sample of the population will be defined and gathered.

Sample size is important for the research as it has a very significance for the conclusion of the research. Silverman (2011) defines the sample size as the number of individuals included in the sample from the original population who will provide the necessary input for the data collection. This size is generally measured in number, and it has relative measure to the overall population size. However, it cannot be in pro-rata basis but has only a meaningful relevance. For instance, if the overall population consists of the number of individuals in a small village, the sample size could be a number which can be used for doable calculation for the research. Generally in such situation 500 to 1000 individuals would be a good size for this sample.

For the purpose of this research, the overall population would be the total number of employees who work for the private sector industries in the entire UAE. This is a very large number and hence this population cannot be considered as a whole for the purpose of gathering the data for the research analysis. Hence a meaningful sample from this population can be used to gather the data required for the research analysis. Using the random sampling technique of collection of data, 200 individuals will be selected for the data collection method, of two types namely, interview and questionnaire based survey.

Data from Interview

Interview is one of the very useful methods to collect the qualitative data for a research analysis. Soeters (2014) defines the interview technique as the processes of gathering their opinion on a specific research topic to provide the primary data required for the research analysis. The interview method will be very useful to get the opinion from a set of people who are having the information at a different level than a very normal level. There are various advantages and disadvantages to the interview method which need to be considered before selecting this method to collect the data.

As an advantage, the interview technique will allow the researcher to provide sufficient introduction to the respondents before asking the question. The researcher would be able to provide any clarification during the interaction session so that the respondents can provide their opinion in a much elaborative and non-ambiguous manner. This will provide a high quality response to the researcher for the analysis. It is also an opportunity for the researcher also to clarify his or her doubts to the respondents so that the analysis and the conclusion can be effective.

On the other hand, as disadvantage, the interview method can be more time consuming for collecting the data. If the number of people interviewed is more and the number of questions to be discussed during the interview session is more, there will be a huge time consumed during this process which will cost money and time for the researcher. On the other hand, if the number of respondents and questions are reduced for saving time and money, the quality of the data can be compromised for the research. Thus it is essential for the researcher to

balance between these two factors to get the maximum result in favour of the researcher and the research itself.

In this research, out of the 200 respondents identified, 50 respondents will be identified as senior people from various private sector organizations in the UAE and interview method will be used with them to gather the primary data. Since these respondents will be holding supervisor or higher position in their organization an interview with them will be a useful way of gathering their opinion as data for the research.

Data from Questionnaire Survey

Questionnaire is one of the highly used data collection technique especially for collecting the qualitative data for the research. Creswell (2003) stated that questionnaire based survey is the method of collecting the data from a very large group of people in relation to the research topic which will save time and money of the researcher but provide a very useful way of identifying the required data for the data analysis. A set of questionnaire will be designed and the same will be distributed to the identified respondents of the research who then will provide their responses to the questionnaire.

Questionnaire will be a very useful method of collecting data as the time and effort spent on this type of data collection will be limited but the benefit will be more. The questionnaire will be designed in such a way that there will be only closed ended questions so that the respondents cannot reply with his or her own words other than selecting from the options provided in the questionnaire. This is only to facilitate the researcher for a convenient research analysis. The qualitative data collected in this manner will be used with a quantitative analysis to derive at the conclusion. The questionnaire is also prepared in such a way that there will be no questions included which will be identifying the personal identity of the respondents so that they can have the freedom to express their opinion freely and without any hesitations.

The questionnaire survey method also has its own advantages and disadvantages. Since this method is survey based, the time taken is very limited and with lesser effort the data can be

collected quickly. The distribution of the questionnaire and collection of responses can be done through email or website based, and hence the time is also saved largely. However, on the negative side, the respondents are not personally involved and hence the responses may be of low in quality. It has the risk of respondent does not respond or respond without any genuine involvement in the questionnaire.

For this research, 150 out of the 200 respondents identified will be used to participate in the survey. They will be distributed with the questionnaire through their email, and their responses will also be collected through the email. The questionnaire will be designed with 15 questions in which all the questions are closed ended. This questionnaire will also have a personal section in which questions about the age, sex, position and experience of the respondents will be requested for the purpose of analysis only.

CHAPTER FOUR - FINDINGS AND DISCUSSION

4.1 INTRODUCTION

The primary data analysis is very important for the purpose of arriving at a conclusion in this research. The primary data is collected in two ways; one is through the interview. 50 of the respondents from the 200 identified are senior management people and hence they were discussed with the interview questionnaire. As the data collection is based on the discussion for the questions, the questions were developed as open ended questions so that the senior management people can make their own opinion. The responses from these 50 respondents were analysed as follows:

4.2 DATA ANALYSIS – INTERVIEW

Question 1: What are the motivational factors for an employee in your organization?

This question was discussed with all the senior level management people from the selected sample size. Majority of the respondents were of the opinion that the motivational factor is very essential for any type of organization, private organization in particular. The employees of the private sector organization are motivated with a target to be achieved, so that their productivity will always be in an increasing trend. Since the private sector organizations are profit motive organization, the employees are also driven towards making profit for themselves over and above their salary levels. This will encourages the employees to work harder and provide more contribution towards the development of the organization.

There were responses from some of the respondents that the motivational factor is a very basic thing without which the employees will not even attain their normal productivity. The management people who were interviewed were of the opinion that the basic expectations from the employees are also fulfilled by the motivational factor and the motivation cannot be avoided at any level in the organization. Employees are expected to be motivated even for doing their normal routine work and hence the employees' motivation becomes an unavoidable factor in the organization, in particular reference to the private organization.

There were also some responses stating that the motivational factors are not very essential as the employees will do their work to get their monthly wages; however this type of responses were very minimal and negligible.

Question 2: How do you see the connection between the motivation to the employee and the resultant change in the employee's performance?

The question was asked to know the purpose of the management in using the motivational factor towards the employees. The employees are working with some personal motivation but the level of their performance can be improved by the most appropriate use of the motivational factor. Most of the respondents were of the opinion that the motivational factor, irrespective of the type of the motivation, will be an enhancing factor on the normal performance of the employees. According to their responses, every individual employee has a motivational factor within, which will be related to a level of performance; however, the management need an enhanced performance which can be brought out with the help of motivation from the management or by the supervisor.

It is the capability and experience of the leaders who use the motivational factors effectively towards the benefit of the organization, and extract a better performance from the employees. The leaders / supervisors are the ones who are moving very closely with the employees in official matters, and are also aware of some of their personal qualities and situations. Thus they can identify what is required for the employees, and which will be more attractive for the employees to show their better performance. Accordingly the managers are practicing the motivational factors to improve the performance of the employees individually which effectively will increase the overall performance of the organization. The respondents also mentioned that the performance enhancers are closely monitored and a generalized approach will be included in the HR policy of the organization so that all the employees in the organization can be motivated to a particular level using these methods.

Question 3: What could motivate the employee for performance and what would not?

The respondent had identified many things as factors that are motivating the employees which are effectively used by the private sector company managements to motivate the employees towards getting more productivity and increasing their profitability.

Many of the respondents were identifying the financial rewards as the predominant motivational factor for a large portion of the employees. They were of the opinion that more than 90% of their employees are working towards financial benefits for the employees and their family members. Hence the more financial rewards better their job satisfaction levels. Hence financial rewards are voted as the best motivational factor during the discussion. However, there are other factors identified as motivational factors which are working effectively on the younger group of the employees. While the employees are young and ambitious towards their careers, the employees are not just motivated by the financial rewards; they are interested in career benefits oriented rewards such as the higher education possibilities, on-the-job training, and other such skills enhancement opportunities.

The senior management personnel who were interviewed also identified the non-financial benefits for the employees and their family members as motivational factor. For instance, the medical facility for the employees and their family members is considered as one of the very attractive motivational factor which is enhancing the working morale of the employees and produce more output. The employees are happy to understand and realize that themselves and their family's health is taken care of by the organization, they are feeling secured and relaxed. This enhances their productivity with peace of mind, which is more profitable for the organization. The organization is spending less for the medical aids compared to the profit they earn out of the increased productivity.

Question 4: In general, do you agree that the motivated employees provide an increased performance?

Most of the respondents agreed very strongly with the concept that the employees can show increased performance while they are motivated in the most appropriate manner. It is the point of view of the respondents that the motivation can either be internal or external, but

there is a need for the motivation for an employee to work with a higher performance. The employees are expecting one or more thing out of their employment and that needs to be provided to the employees by way of motivation. The employees are interested in one or more particular need and hence they can be motivated accordingly. Collectively most of the respondents were of the opinion that the motivation is a must for the employees.

This discussion also revealed the fact that the employees need to be motivated according to the motivational theories as identified by experts such as the Maslow and McGregor. The needs of the employees are not the same and hence the motivational factors also need to be changed. According to the respondents, while the employees are moving from one status to the other, or getting promoted from one position to the other, their level of expectation is different and hence their motivational factor also different. This should be understood by the management and the leaders / supervisors so that the right motivation can be made to get the maximum performance out of the employees.

It is also discussed with the respondents that some of the employees are stagnant in their development and motivational factors may not work at them; while the employees are reaching a particular level in their career they may not be interested in getting motivated as they feel they have reached the maximum. However, it is understood from the discussion that such kind of people are very less in number and even such people can be motivated with higher level of motivational factors such as self-esteem, etc. Eventually it is understood that all the employees need motivation which for sure increases their performance level.

Question 5: Do you have any other points to contribute for this research in general?

This was a very generic and open question asked to the senior management people among the respondents. Some of them are of the opinion that the employees' need to be understood well before implementing any motivational factors. Since the type of motivation is different from employee to employee, a common ground should be achieved by understanding the category of the people who are in need of motivation, according to the respondents. According to some other respondents, the motivational factors need not be a financial reward or related to any financial assistance, but it should be related to what the employees are interested in. Some of the organizations are having a fixed type of motivational factors embedded into their HR

policies, which should be modified to suit the need of the employees rather than to keep it simple for the HR people and the management. Some of the respondents have stated that the motivational factor should be associated with the expected performance and hence the level of motivation and the type of motivation should be amended from time to time according to the situation of the employees and to the level of performance the employees are showing and are expected to be shown.

4.3 DATA ANALYSIS – SURVEY

Out of the same of 200 respondents selected, 150 were selected for the purpose of questionnaire based survey. These 150 were selected not to be the senior management and hence they can provide the other side of the story for the research analysis. It was deliberately selected an equal number of males and females employees to have an unbiased opinion from the respondents. The following analysis shows the responses through the questionnaire survey:

Q1.Please mention your gender

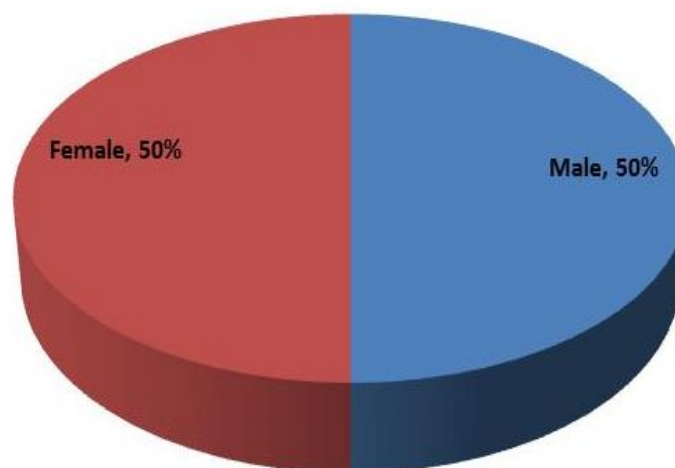


Figure 5: Gender of Respondents

The employees from the private sector organizations across the UAE were selected as the respondents for this research keeping in mind there should be no biased responses based on the gender amongst the respondents. Hence care was taken to ensure that the number of females and males are same for the questionnaire survey. Accordingly there were 50% of females and 50% of males included in the survey to provide their opinion on the research topic.

Q2. Please mention your age group

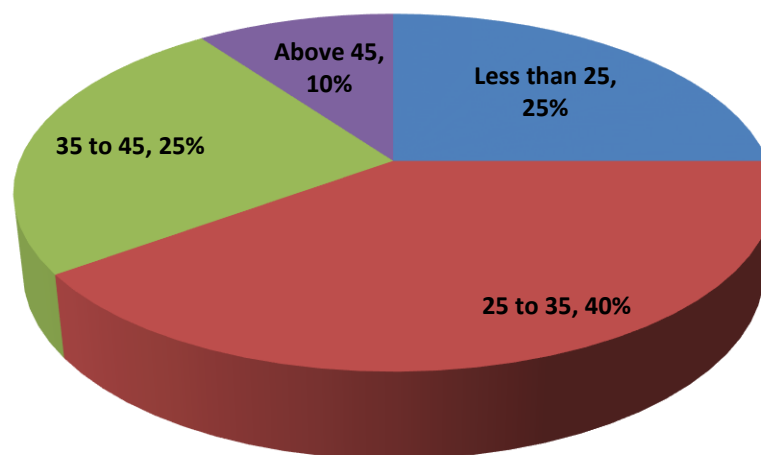


Figure 6: Age of Respondents

The age group of people involved in the survey were ranging from 25 to more than 45. The purpose of dividing the respondents based on their age was to understand the ideas of the employees based on their age so that the trend of the opinion may be different between the employees in regard to their age. The age group was not a limitation but their motivational factors may differ based on their age and their personal life accordingly. The majority of the respondents were in the group between 25 and 45. Among the 150 respondents participated, 25% of the respondents were belonging to less than 25 years age group, 40% were belonging to the 25 to 35 age group, 25% belonging to the 35 to 45 age group, and the remaining 10% of the respondents were of age more than 45. This shows that the opinion were collected from mostly the younger generation with fairly a good number of experienced

in their career. Having more people from the inexperienced group or from the very old age group may impact the result of the research as they may have different mind-set or lesser understanding on the subject.

Q3. Please mentioned the category of your job position

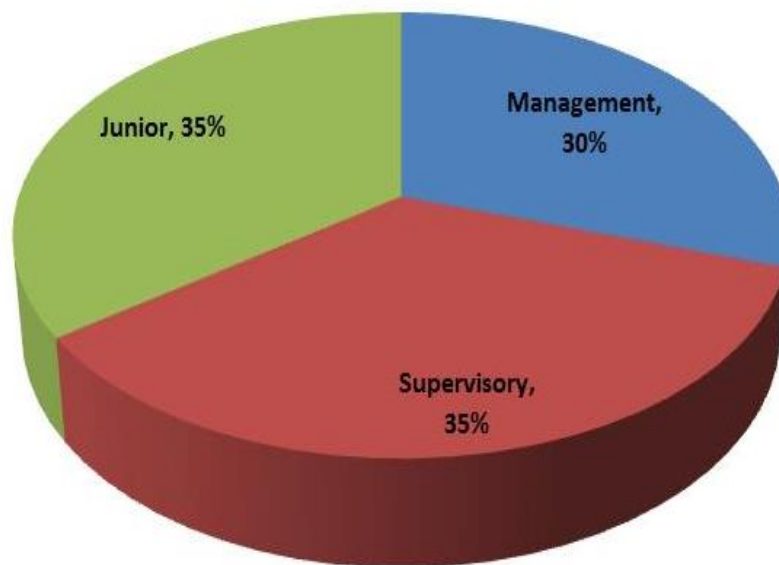


Figure 7: Respondents' Job Position

The job position in which these people are working in the private sectors is playing an important role while getting their opinion on the subject. These employees are working either in the managerial position, or in a supervisory position or in a junior level employment. Out of the all respondents, 30% were from the management position, 35% of the respondents were from the supervisory position and the remaining 35% were from the junior level who are mostly subjected to the motivation levels. Although all the employees need motivation, the junior employees are needed to be motivated more so that there will have a better understanding of the organization's expectations and the organizational goals.

Q4. Please mention about the level of your work experience

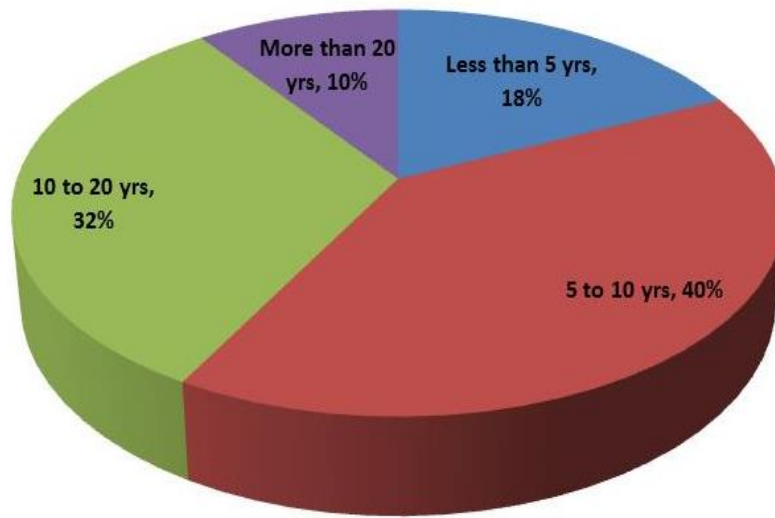


Figure 8: Respondent's Years of Experience

Working experience is an important factor to participate in this survey, as the working environment, motivational element required, connection between motivations and the employee performance, etc. are some of the key factor that they need to answer. Employees with a bit of experience in working conditions only can respond to that sort of queries. Out of the 150 respondents, only 18% of the employees were having less than 5 years of experience, 40% of the employees have 5 to 10 years of working experience, another 32% of the employees have 10 to 20 years of experience and only a 10% of the respondents have more than 20 years of experience. This shows that the majority of the people are having experience from 5 years to 20 years, which means that the majority of the respondents are in a good position to provide the required report and the data will have more validity and reliability due to the quality of the respondents.

Q5.Motivation is essential for the employees of your organization

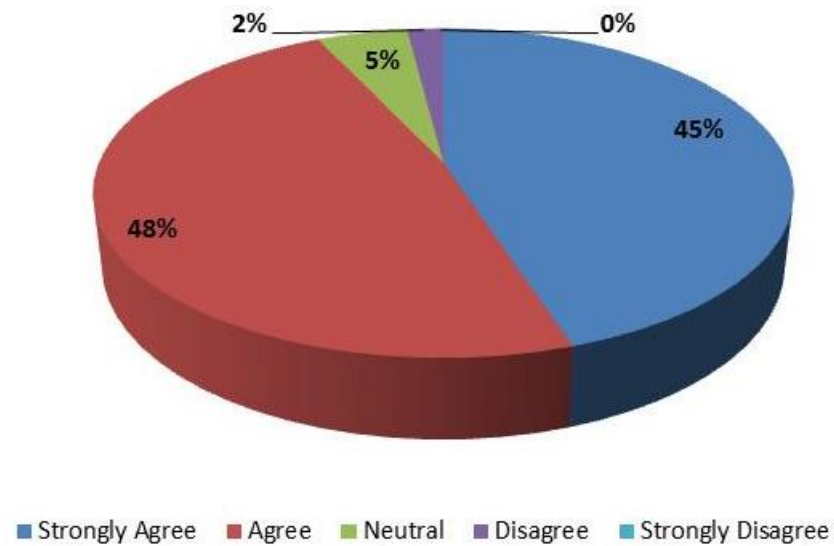


Figure 9: The essentialness of motivation for the Respondents

The respondents were asked about the essentialness of motivation for the employees. This is to understand the understanding level of motivation among the employees, and what is their expectation in this regard. 45% of the respondents strongly agreed that the motivation is very essential for the employees, while another 48% of the employees just agree the necessity of the motivation. 5% of the respondents were neutral about the responses as they have nothing to say. Interestingly 2 % of the respondents were disagreeing that the motivation is not essential for the employees at all. There is no respondent with strong disagreement. Overall, the majority of the responses were either towards the strong agreement or just an agreement.

Q6.Motivation enhances the performance of the employees

Although the requirement of motivation for the employees is confirmed by the earlier question, the connection between the motivation and the performance of the employees need to be enquired. The responses of the respondent for this question are shown in Figure 10 below. Accordingly, 39% of the respondents strongly agreed that the motivation enhances their performance. Another 43% of the respondents just agreed the same concept. Only 4% of the respondents took a neutral stand in this while 8% of the

respondents disagreed and 6% strongly disagreed. This shows that the employees of the organization believe that they can do more if they are motivated in the right sense.

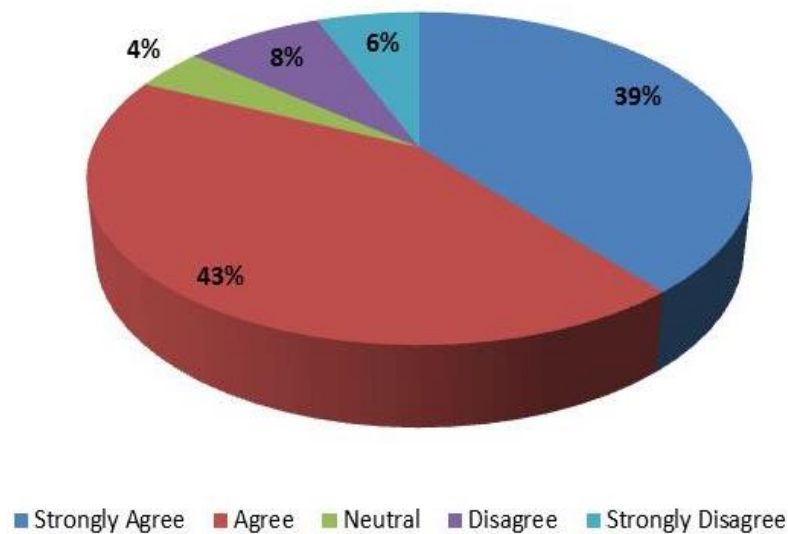


Figure 10: Motivation Enhances the Performance of the Respondents

Q7. Employees are motivated for their safety, social and psychological needs

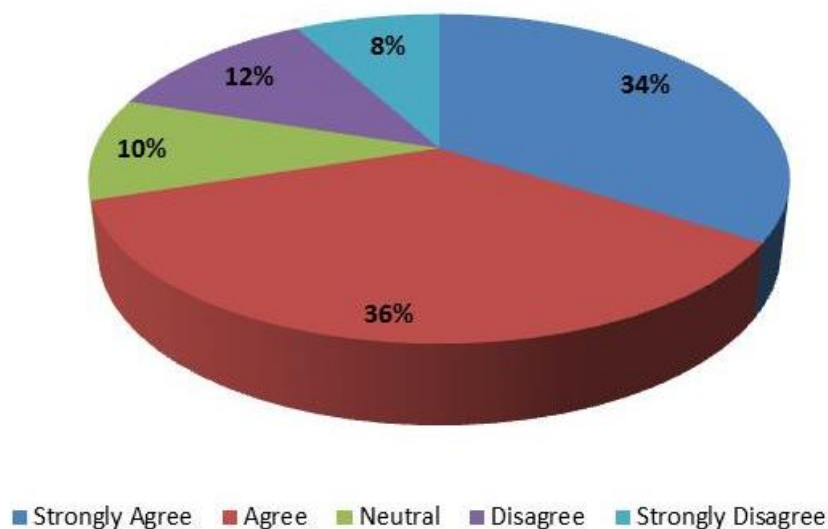


Figure 11: Respondents are motivated for their safety, social and psychological needs

Although the motivation is expected by the employees, the motivational factors need to be understood from the respondents. In responding to this question, 34% of the respondents strongly agreed that they are expecting the motivational factors to be safety,

social and psychological aspects, one or more or all. Similar idea was accepted by another 36% of the respondents. However, 10% of the respondents were not having any specific ideas on the motivational factors, while 20% (12% + 8%) of the respondents did not agree that these factors are not sufficient to motivate them to do better performance.

Q8. Employees are motivated only for the financial needs

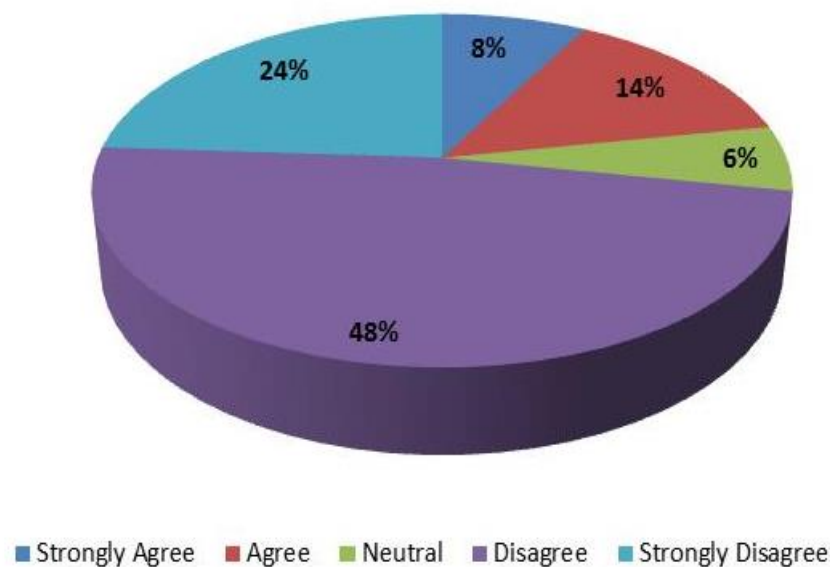


Figure 12: Respondents are motivated only for the financial needs

There are many factors including the financial rewards to motivate the employees, as per the secondary data gathered and discussed earlier. To support this argument, only 8% of the respondents strongly agreed that the financial rewards are the only way to motivate the employees for a higher performance, while another 14% have simply agreed with this. However, 48% of the respondents disagreed and 24% strongly disagreed that the financial rewards are the only way to motivate the employees. 6% of the respondents did not comment anything for this question. Overall the respondents supported that the financial rewards are not the only motivational factors in the modern employees' communities in regard to the private sector organization.

Q9. Employees' motivation factors change from individual to individual

The responses to this question are shown in Figure – 13 below. 28% of the respondents strongly believe that motivational factors are changing from individual to individual, and another 42% of the respondents also agreeing the factor. 8% of them are not having any specific opinion, while 12% of them are disagreeing and 10% are strongly disagreeing. These responses mean that the motivational factor cannot work as a common factor for all the employees and there are different expectations from the different individuals and hence the motivational factors should also be different from employees to employees.

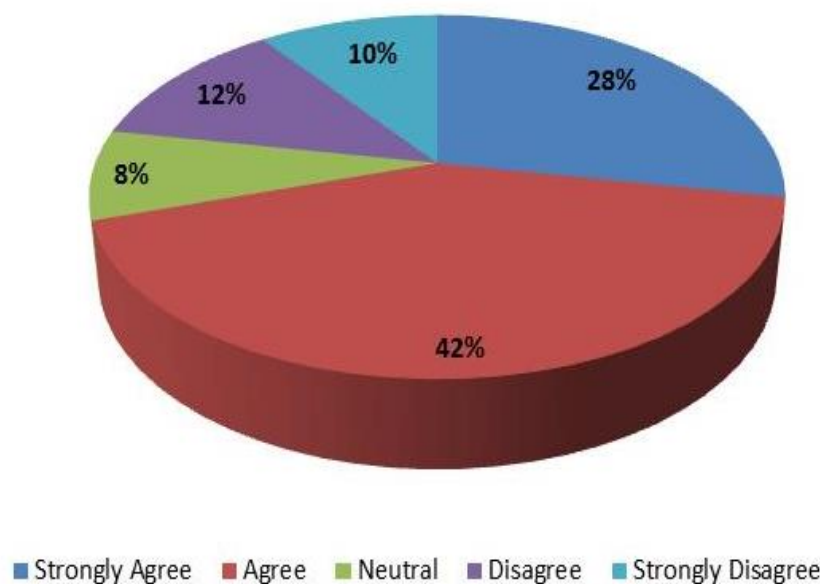


Figure 13: Respondents' motivation factors change from individual to individual

Q10. The need of the employee decides the motivation level required

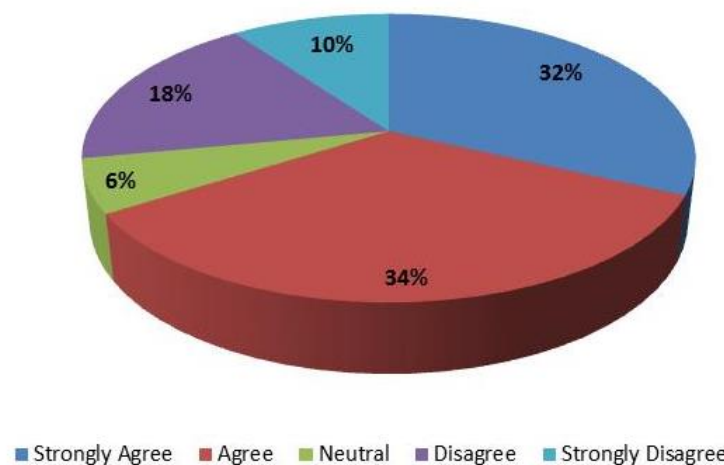


Figure 14: The need of the employee decides the motivation level required

As the employees are demanding their own personal needs out of their employment implicitly, they are motivated based on their own need. Their need is the deciding factor for them in regard to the motivational factor. 32% of the respondents strongly agreed that their need decides their motivational factor while another 34% of them simply agreed. 6% of the respondents were of no opinion, while 18% disagreed and another 10% of the respondents strongly disagreed. Although the majority intensity is slightly low, more 66% of the overall respondents had agreed that the motivational factors are generally decided by the need of the individuals, implicitly.

Q11. The performance of the employee is directly proportional to the level of motivation

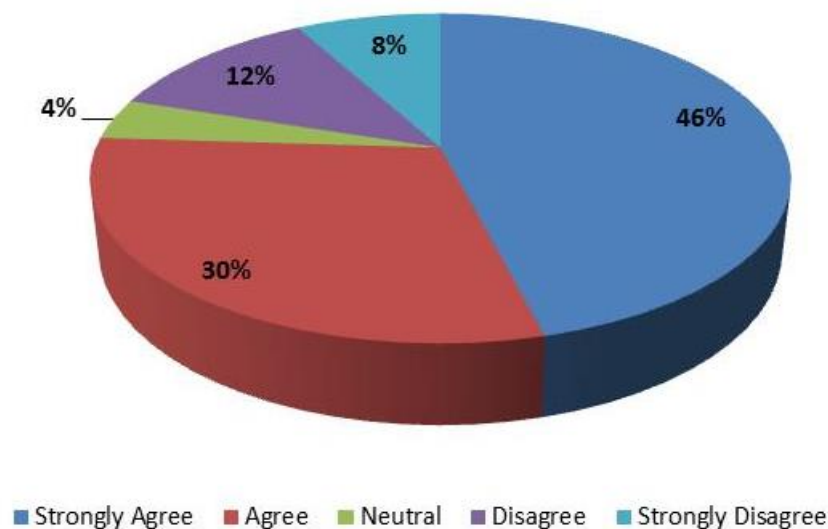


Figure 15: The performance of the employee is directly proportional to the level of motivation

Without any motivation the employees cannot work in the workplace. The motivation can be of either internal or external, but there should be some motivation within them. This was clearly visible from the resources. 46% of the respondents have strongly agreed that the motivation has a direct impact on the performance level of the employees, while another 30% agreed the same. 12% of the respondents did not agree, while another 8% strongly disagreed. This can be interpreted that the internal motivation may not be a known factor for those who negatively answered the question. Just 4% did not have any opinion.

Q12. Non-motivated employees are showing less performance in my organization

This question has the relevance to the earlier question of connectivity between the motivation and the performance, and is also linked to any practical examples. The respondents are expected to respond based on any practical examples from their organization. As shown in Figure – 16, 26% of the respondents strongly agreed that the lower or no motivation reduces the performance as per their experience, and 30% also agreed the same. 10% disagreed this claim and 8% strongly disagreed this claim. However, 26% of the respondents did not respond to this since they may not have any such incidents or practical observation from their organization / experience. Still, among the responses a very large portion has agreed this connectivity and reduction in performance as a result of low or no motivation.

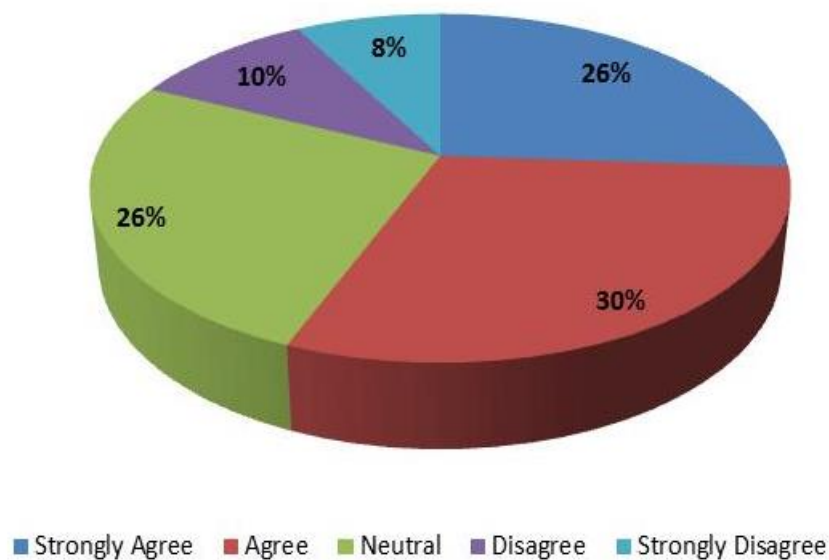


Figure 16: Non-motivated employees are showing less performance in my organization

Q13. Employees motivation is part of the company policy to enhance the overall performance

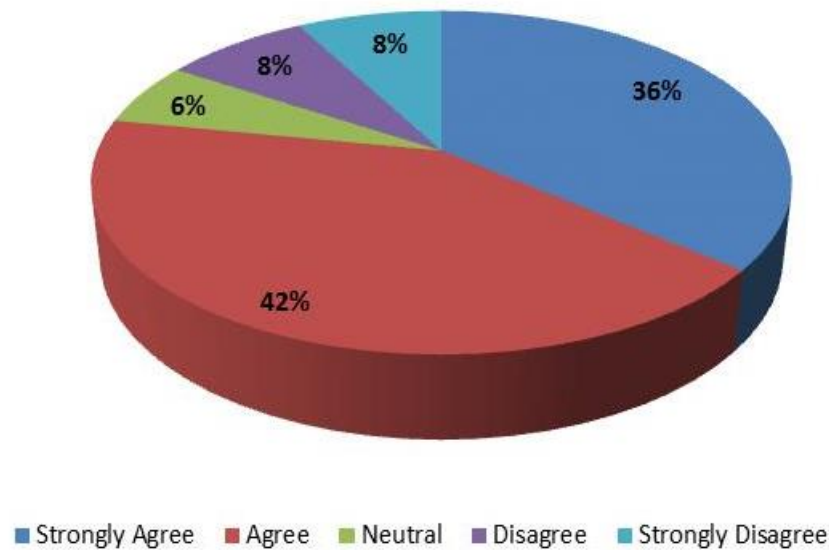


Figure 17: Employees motivation is part of the company policy to enhance the overall performance

The company will have a HR policy which can include the ways in which the employees should be motivated. This will ensure that all the employees are motivated in one way or the other so that the performance may not reduce. 36% of the respondents have strongly agreed for the inclusion of motivational policy in the overall company policy, while another 42% of the respondents simply agreed this. Only 6 % of the respondents with no answer, and a mere 8% of the respondent disagreed, and same as the strongly disagreed. This is an indication that all the employees of a private sector organization are interested in having a motivational policy to be linked with the company policy, so that something they can get in turn.

Q14. Employee motivation is specific to the leaders and not for the management.

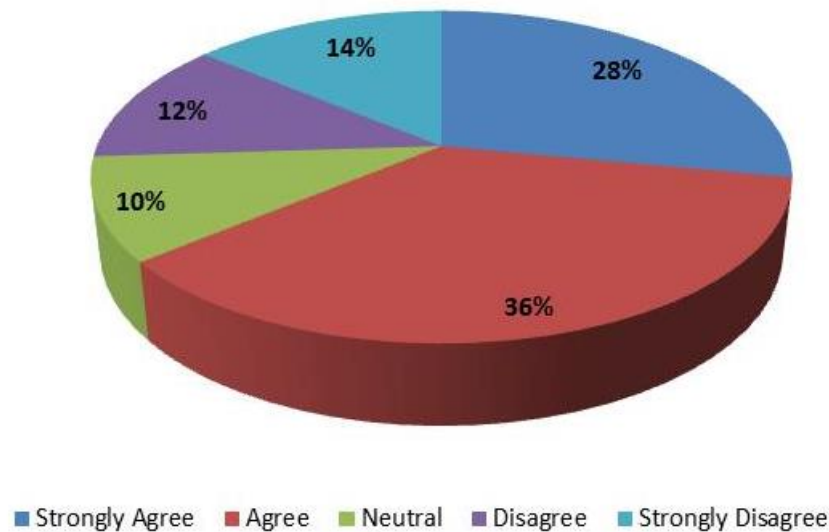


Figure 18: Employee motivation is specific to the leaders and not for the management

Collectively a mixed response was received for this question. 28% of the respondents were of the strong opinion that the leaders will be the responsible person for their motivation and they decide how to motivate the followers, while another 36% of the respondent just agreed the same concept. 10% of the respondents did not comment on this, while 12% and 14% of the responses towards disagreement and strong disagreement respectively. This shows that the employees are not intended to know who and how their motivation is provided and managed, but a strong motivation is their expectation.

Q15. Motivated employees are achieving more than the non-motivated employees

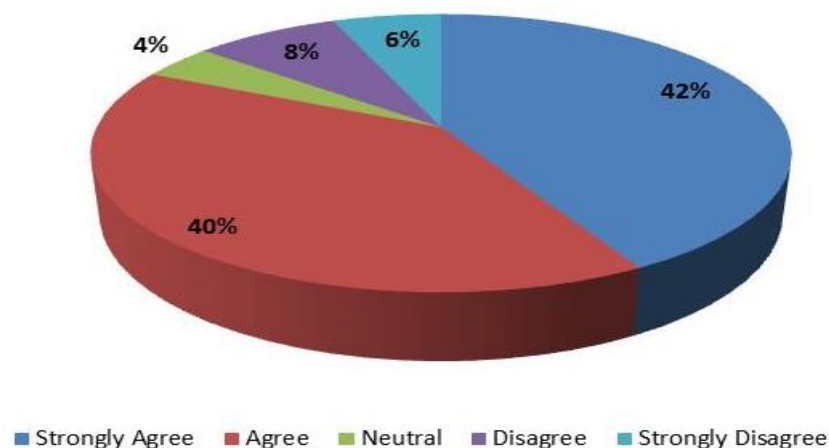


Figure 19: Motivated employees are achieving more than the non-motivated employees

Once again, the respondents were asked to respond out of their personal experience in their workplace. This is a mere comparison between how the motivated work against the unmotivated. Interestingly, 82% of the respondents were either agreeing or strongly agreeing the fact that the motivated employees are working much better than the non-motivated ones and achieve more in their professional career. Just 14% of the respondents were against this concept, and another 4% are of no opinion. This indicates that the motivation is working as a booster for most of the employees in the organization, and the same is very well aware of by many of the employees.

4.4 CONCLUSION

The above analysis of data gathered from the interview of the senior management people, and the questionnaire based survey from the other employees of the private sector organizations in UAE. These analysis outcomes will be analysed in detail in the findings section of the next chapter. The same will be compared with the initial objectives identified, and then the hypothesis set at the methodology section of this research document. Collectively a conclusion and a recommendation will be drawn as the final part of this research document. The primary data collected through the interview and the questionnaire survey are subjected to the opinion of the respondents and did not have any other interpretation of the researcher.

CHAPTER FIVE - CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In the above chapters, all the secondary and primary data were collected and the same were analysed as per the data collection. Now this chapter will analyse the findings for every individual data, and then a conclusion will be drawn. Based on the conclusion, and on the best practice of this subject, a suitable recommendation will be provided at the end of this chapter. It should be noted that this research was facing some specific limitation which is also mentioned in this chapter.

5.2 FINDINGS

- i. From the senior management point of view, the motivational factor is very essential for the organization, in particular for the private organization for a simple reason that the employees of the organization is also driven by the profit motive as the organization and hence management will always look into motivating the employees by offering more while they get more from the employees [Question 1, Sec. 4.2].
- ii. The employees are generally motivated by the immediate boss who is closely working with the employees, and hence they are playing a main role in identifying what are the motivational constraints used to motivate them employees. Since the individual motivational factors are different from employee to employee, the motivation can be effectively used with the help of the supervisors and leaders. Their input is essential for developing the HR policies in regard to the motivations of the employees [Question 2, Sec. 4.2].
- iii. Financial rewards are just one of the motivational factors, and there are other non-financial benefits that the employees are seeking from the employers. Depends on the category of the employees, and their personal interest, their motivational factors are also varying in nature. The employees who are motivated by the financial rewards may not be motivated by the non-financial rewards and vice versa. It is important for the

organization to understand the most appropriate motivational factor for the right category of the employee [Question 3, Sec. 4.2].

- iv. The senior management agreed overall the employees' performance is increasing while they are motivated in an appropriate manner. The employees' motivational level and the motivational factors are different, and they are not staying the same for any employee. Hence the right factor at the right time should be used by the management and the supervisors which will give the maximum effort in getting an increased level of performance. In simple works, there is a direct relationship between the performance and the motivation given to them, according to the senior management [Question 4, Sec. 4.2].
- v. The general opinion of the senior management in regard to the motivation and performance of the employees provided factors such as the specific motivational factor, understanding of the need of the employees and amending the policies from time to time for suiting the need of the situation. They all agree the fact that the employees cannot be motivated for something all time, but need changes regularly [Question 5, Sec. 4.2].
- vi. For the unbiased result of the project, the survey was conducted with an equal number of females and males respondents, which totalled to 150. Also the data are collected from the different category of job positions and of different level of work experience. The mixture of employees are selected [Sec. 4.3, Figure – 5].
- vii. On responding to the necessity of the motivation for the employees to show more performance, 93% of the respondents were in favour of the need of the motivation for the employees of different levels. The employees are understanding and themselves need to be motivated, which is shown by this response. On the negative side, only 7% of the respondents were not explicitly agreeing the requirement of the motivation [Sec. 4.3, Figure – 9].
- viii. The survey questionnaire clearly indicated that the employees are interested to contribute more for the organization if they are motivated in the right direction, which is confirmed by the responses to Q6. The majority of their responses showed that they are all aware of the importance of motivation and their increase level in performance if they are motivated in the appropriate direction. It is like a trading between the employees and employer, trading performance for what they need through motivation [Sec. 4.3, Figure – 10].

- ix. The respondents were of the opinion that most of their needs are within the social, safety and psychological aspects and if the employer can motivate them with these factors would be able to get the mental satisfaction as well as the job satisfaction to do more productive jobs for the organization. Although there were some negative responses, the majority of them are agreeing this factor [Sec. 4.3, Figure – 11].
- x. The respondents of the survey have clearly stated that they are not motivated only for the cash rewards but also for other factors. There are various other factors which are attracting the modern day employees which include the career opportunities, family related benefits, training and education, etc. which can also motivate the employees in addition to the financial rewards. It should be noted that financial rewards are one of the key factors [Sec. 4.3, Figure – 12].
- xi. Since the motivational factors are different from individual to individual, their preference of motivational factor is based on their need. Maslow's hierarchy of needs define the needs of employees in different status, and accordingly the employees are requiring different things at different levels. Thus the respondents are also of the opinion that their needs are deciding the appropriate motivational factors [Sec. 4.3, Figure – 13].
- xii. The connection between the performance of the employees and the motivation is clearly understood from the respondents while they answered the 11th question in the survey. Whether internal or external there should be a motivational factor working within the employees which only can boost their performance level. The employees who are not getting any motivation from any direction will not show interest in generating more output and hence the performance level will be low [Sec. 4.3, Figure – 15].
- xiii. Other than the out of the box opinion from the respondents, their personal experience from their workplace was also enquired. Although a good number of respondents did not respond for this as they did not have any good examples in their life, a majority of those who responded agreed that the performance level of the employees have reduced considerably while the motivation was either low or no motivation. This is a very clear evidence to show that the performance cannot be achieved to the desired level unless there is an adequate amount of motivation provided to the employees [Sec. 4.3, Figure – 16].
- xiv. According to the respondents, the employees are expecting some motivational factors to be attached to the company policy so that the motivation cannot be missed in their organization. While the policy is having a room for motivation, the employees will be

happy and be rest assured that there will be motivational factors to benefit them. The managerial personnel also are interested in getting the motivation as they can get more performance form the employees [Sec. 4.3, Figure – 17].

- xv. The respondents have clearly stated that their need is motivation and not from whom it comes. The managerial people are also ready to accept the motivational factor at any levels. The respondents have shown their opinion in mixed way while asked about the source of motivation, leaders or management. However, the employees of any status do not mind it from the leaders or from the management. What is required for the employees of all levels in the organization is the motivation, and not who does it [Sec. 4.3, Figure – 18].
- xvi. The respondents were of the opinion that the non-motivated employees are providing less productivity compared to the motivated employees in their organization, and it is not just their opinion but also their experience observed in their workplace. It is also understood that the employees are motivated for not only for a better performance, but also their level of achievement in the workplace increases. This is a very positive impact of the motivation and at the same time this impact is well understood by the employees of the private sector organization working in junior, supervisory and managerial levels [Sec. 4.3, Figure – 19].

5.3 CONCLUSION

From the above findings it is very clear that the result is in favour of accepting the claims through the hypothesis set in the earlier part of the research. The Research was initiated by identifying two set of hypotheses, each with a null hypothesis and an alternative hypothesis, as follows:

H1:

H0: There is a positive relationship between the employee motivation and employee performance

HA: There is a negative relationship between the employee motivation and their performance

H2:

H0: There are no links between the factors of motivation and the components of work performance.

HA: There are link between the factors of motivation and the components of work performance.

For H1, the analysis clearly revealed that there is a positive relationship between the employee motivation and employee performance. The analysis on the secondary data, the primary data collected from interview and survey all have provided sufficient evident to claim that there is a direct relationship between these two factors mentioned in H1. Thus due to the insufficient evidence to reject the hypothesis, we accept the null hypothesis in H1 and hence conclude that there is a positive relationship between the employee motivation and the employee performance.

For H2, the analysis in Chapter 2 and 4, and based on the findings explained in 5.2 of this chapter, it is clear that there is a link between the components of the work performance and the factors of motivation. The motivational factors are relevant to the working components, and they are closely related to each other. Thus we have sufficient evidence to reject the null hypothesis and hence we accept the alternate hypothesis and conclude that there are link between the factors of motivation and the components of work performance.

5.4 REFLECTIONS

Reflection is the experience the researcher had from the research process. It was very interesting project from where I gained much of knowledge. Collecting the data from both the primary and secondary resources were challenging but interesting. Establishing the connection between the variables of the projects were of significant important and interesting for researcher. Although it was difficult at times in contacting the people concerned and gather the data, it was encouraging with the help of the guide to learn more on the project mitigating the complexity of the process.

The researcher also learnt the skills of communicating to various levels of people during the process of research and the ability to communicate and convince the people was also learnt.

The researcher also gained out of this research the understanding of motivational factors, and its importance towards the employee's performance. The relationship between the motivational factors and the level of performances increases for the employees are also a learning factor for the researcher. Various research methodologies, data analysis techniques and description argument abilities to interpret the opinion of respondents into conclusion, etc. are some of the other abilities learnt out of this research.

5.5 LIMITATIONS

Although the research was conducted in very detailed manner, there were few limitations to this research. First of all, the research was conducted only with the limited employees of the private organizations in the United Arab Emirates. Due to the limited time available for the completion of this project, the number of respondents taken for the analysis was very limited which is just 200. This is a limitation for the project, as the result is limited to the responses from the respondents. Another limitation for the project is the number of questions interacted with the respondents both in interview and in the questionnaire. If at all the time permitted, the researcher could have gone for the more questions for analysis and hence a deeper analysis could have been possible. Hence the research is limited to the number of questions.

Another limitation for this project is the constraints considered for the analysis. Once again due to the limited time, the researcher is forced to consider only a limited number of constraints for this analysis. Considering more constraints could have provided a deeper and wider analysis of this project aims, and hence a better results could have obtained. This is also a limitation for the project. Overall the timing allocated for the completion of this project itself is a limitation; conduction a huge research on the ability of the employees to provide more performance as a result of motivational factor is very difficult to understand and measure within the given short period of time, and hence there will be a limited result only out of this research.

5.6 RECOMMENDATIONS

From the overall analysis, it is understood that there is a positive relationship between the motivation of the employees and the performance level of the employees in regard to the private sectors in the United Arab Emirates. Based on the analysis, the following recommendations are provided to the private sectors in UAE to have a better performance levels in the employees output:

1. The management of the private sector organizations should understand the connection between the motivation and the employees' performance and hence should involve seriously in motivating the employees for their increased performance.
2. There is a very close relationship between the leaders and the employees, and hence the leaders at various levels are people who actually know the expectations of the employees from the employer in terms of fulfilling their motivation. Hence the private sector organizations should involve the ideas of these leaders to understand the motivational factors to motivate the employees, so that the result would be more than the expected.
3. The management of the private sector organizations should get the opinion of the employees who work for a longer time in the organization to understand the expectations of the employees and hence include them into the regular motivational factors so that the performance of the employees can be controlled and manipulated for achieving more productivity in the organization. After all, employees' performance is the base for the success of the business organization.
4. Since the HR policy is the key for the business success, the HR policies should be including the motivational factors. Employees in the business should be given enough motivation means they are ready for more achievement for the business; hence the organizational policy should include the factors related to the motivations of the employees.
5. Employees can be motivated with reference to the performance of the employees who have achieved more as a result of the motivation. Hence the organization can make a case of those who were motivated and achieved, and that can also be used as a motivational tool to motivate the employees.

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APPENDIX 1 – Interview Questionnaire

The following questions will be used to discuss with the higher management of the people who are identified from the private sector companies in UAE and are included in the sample size of this research:

1. What is your opinion about the motivational factor in an organization?
2. How do you see the connection between the motivation to the employee and the resultant change in the employee's performance?
3. What could motivate the employee for performance and what would not?
4. In general, do you agree that the motivated employees provide an increased performance?
5. Do you have any other points to contribute for this research in general?

APPENDIX 2 – Survey Questionnaire

Please provide me the answers for the following questions to complete my research analysis:

Q1. Please mention your gender

- ☐ Male
- ☐ Female

Q2. Please mention your age group

- ☐ Less than 25
- ☐ Between 25 and 35
- ☐ Between 35 and 45
- ☐ Above 45

Q3. Please mentioned the category of your job position

- ☐ Management Level
- ☐ Supervisory Level
- ☐ Junior Level

Q4. Please mention about the level of your work experience

- ☐ Less than 5 years
- ☐ Between 5 years and 10 years
- ☐ Between 10 years and 20 years
- ☐ More than 20 years

Q5. Motivation is essential for the employees of your organization

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q6.Motivation enhances the performance of the employees

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q7.Employees are motivated for their safety, social and psychological needs

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q8.Employees are motivated only for the financial needs

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q9.Employees' motivation factors change from individual to individual

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q10. The need of the employee decides the motivation level required

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

- Q11. The performance of the employee is directly proportional to the level of motivation
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
- Q12. Non-motivated employees are showing less performance in my organization
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
- Q13. Employees motivation is part of the company policy to enhance the overall performance
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
- Q14. Employee motivation is specific to the leaders and not for the management.
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly Disagree
- Q15. Motivated employees are achieving more than the non-motivated employees
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree